Abstract

This thesis seeks to critically explore the applicability of dispersed leadership style to corporate governance practices by state owned enterprises in Zimbabwe with much emphasis on organisational outcomes. The methodology used was an interpretive and phenomenological approach and the specific research methodology used was grounded theory. A review of the academic literature was undertaken to explore the key academic theories underpinning dispersed leadership and associated outcomes. A comprehensive sample 40 employees of state owned enterprises in Zimbabwe was used as a case-study. This study was an exploration of attendant dispersed leadership challenges and factors affecting state owned enterprises in Zimbabwe. It stimulated debate and discussion on the issues around corporate governance, leadership development and stakeholder delight. This study was in the qualitative paradigm and employed the multiple-case study to gather information from a purposive sample of 40 employees of state owned enterprises in Zimbabwe. An open-ended questionnaire was used to gather data supplemented by interview and document analysis methods.

The literature review provided the basis for the interviews undertaken with individuals working in these state owned enterprises and focus groups with selected beneficiaries. The interviews and focus groups were used to compare the views, opinions and experiences of research participants against the findings from the academic literature.

The academic discourse on leadership lacks clarity both in identifying a clear and specific definition of what constitutes dispersed leadership and consequently in identifying robust empirical evidence of the outcomes of using a model of dispersed leadership. In spite of this there is significant enthusiasm for this model of leadership as an effective lever for achieving sustainable change and effective organisational outcomes in state owned enterprises.
The review of the literature on leadership and dispersed leadership explores whether leadership can effect change and if so what particular characteristics contribute to this. The literature review did support the contention that leadership was significant in achieving positive organisational outcomes however what became clear was that this was not the achievement of a single leader and neither was it leadership alone that was responsible for such outcomes. The literature linked dispersed leadership together with a range of connected factors as being collectively significant in effecting organisational improvement. This was supported by the case of state owned enterprises which found many features linked with a culture of dispersed leadership present together with the other factors connected with dispersed leadership.

The fact that a state owned enterprise is achieving beyond expectations given its market of high deprivation supports the contention that whilst not the only significant factor, dispersed leadership has a role in orchestrating the environment that enables positive organisational outcomes to be achieved and dispersed leadership approaches both contribute to this environment and emerge from it. This study supports the view that whilst leadership is significant and dispersed leadership does appear to contribute to en-effective organization culture that promotes effectiveness, the nature and quality of leadership is a rather than the key factor in organisational effectiveness.
ACKNOWLEDGEMENTS

I would like to express my sincere gratitude and appreciation to his supervisor Dr. Sharayi Chakanyuka for her guidance, leadership, and patience in shaping this study and her skills and attitude to research. This study would not have been possible without the energy, moral support, vast knowledge, abundance of ideas and time devoted by my supervisor. Many thanks to the co-supervisor Prof C. Chiome for his enthusiasm for this study and his excellent feedback cannot go unnoticed.

I would also like to express His sincere gratitude to Dr. A. Chikasha who worked tirelessly to ensure that the researcher complete the project.

Last but by no means the least I would like to thank my wife Tendai, my children Provie, Tino and Washington Jr without whose love, support, and encouragement I would not have completed this study.
DEDICATION

This thesis is dedicated to my Wife Tendai, children Provie, Tino and Washington Jr and Christ Worship Centre Ministries with an appetite for dispersed leadership.
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<th>Description</th>
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<tbody>
<tr>
<td>CCS</td>
<td>Commitment to Customer Service</td>
</tr>
<tr>
<td>CEE</td>
<td>Central and Eastern Europe</td>
</tr>
<tr>
<td>CHEA</td>
<td>Council for Higher Education Accreditation</td>
</tr>
<tr>
<td>D.Phil</td>
<td>Doctor of Philosophy</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and communication technology</td>
</tr>
<tr>
<td>IMHE</td>
<td>Institutional Management in Higher Education</td>
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<tr>
<td>LCD</td>
<td>Liquid Crystal Display</td>
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<tr>
<td>LMX</td>
<td>Leader-Member Exchange</td>
</tr>
<tr>
<td>MPATI</td>
<td>Midwest Programme on Airborne Television Instruction</td>
</tr>
<tr>
<td>OD</td>
<td>Organisational Development</td>
</tr>
<tr>
<td>ODL</td>
<td>Open and Distance Learning</td>
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<tr>
<td>Ph. D:</td>
<td>Post Honours Degree</td>
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<tr>
<td>PSIP</td>
<td>Public Sector Investment programme</td>
</tr>
<tr>
<td>QDA</td>
<td>qualitative data analysis</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organisation</td>
</tr>
<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organisation</td>
</tr>
<tr>
<td>UNISA</td>
<td>University of South Africa</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
<tr>
<td>WOM</td>
<td>Word of Mouth (marketing)</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
<tr>
<td>ZIMCHE</td>
<td>Zimbabwe Council for Higher Education</td>
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

In Zimbabwe and in many other countries, state enterprises have been established to provide indispensable services that are essential for the development of the country. Services such as roads, railways, electricity, water and many others are vital to economic progress of any country. What this implies is that all state owned enterprises in Zimbabwe should be having in place a strategy that they will employ to delivery their mandate to stakeholders. Organizational Strategy is always pivotal to organisational effectiveness not only in state owned enterprises but in an institution. The strategy has to be formulated and implemented by a dedicated team of willing and competent staff. Successful strategic leaders influence actions while working through people and information. Thus, strategic management is viewed as the set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organisation’s vision, mission, strategy and strategic objectives within the business environment in which it operates (Pearce & Robinson 2007:3). Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy and strategic objectives of the organisation are successfully achieved as planned (Thompson & Strickland 2003: 365). This is an indication that in all this, leadership is the answer to some the strategic
challenges that organisations face. This is because "effective change requires skilled leadership that can integrate the soft human elements with hard business actions" Joiner (1987:1).

However, in many cases, many state owned enterprises fail to deliver their mandates and there is always an outcry from the public who may feel that they are being short changed by the people who have been entrusted to run these organisations. Three important things will come to mind here. Leadership development, corporate governance and stakeholder satisfaction are all key to the success of any state owned enterprise. If one adds these three together, they point at dispersed leadership. It follows that any strategy can only succeed if it is being led by empowered people. Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation (Pearce & Robinson 2007). Gordon (2008) posits that a shift in power relations is central to the introduction of post bureaucratic organisation forms but the challenge he is seeing is that the embedded nature of power and effect on post-bureaucratic change initiatives, especially those related to the dispersion or sharing of leadership, remains under explored. Riding on this understanding, this study sought to explore the dispersed leadership challenges faced by state owned enterprises in Zimbabwe.

The government of Zimbabwe embarked on a programme to privatised state linked companies for many reasons. Chief amongst these reasons are that the government wanted to create value for its citizens. Privatisation is not confined to Zimbabwe. The world over, governments in all their wisdom, take privatisation stance to reduce their burden in terms of underutilization of resources, over and redundant employment, fiscal burden, financial crises, heavy losses and subsidies in order to improve and strengthen competition, public finances, funding to infrastructure, and quality and quantity of services in terms of management (Kouser, Azid and Ali, 2011). According
to Economics (2014) privatisation involves selling state owned assets to the private sector. For example, in the 1980s, the UK government sold many state owned industries, such as BP, BT and British Gas on the stock market. The main reasons that were brought forward for privatisation were that if firms were to be owned by private individuals and organisations then there will be motivation for greater profits and greater efficiency. It was also noted that in the private sector managers are accountable to shareholders, who will want a good return on their investment. Economics further argue that UK privatisation programme saw a rise in share ownership and that privatisation was accompanied by de-regulation, where the government also tried to increase competition. In most of those cases cited by Economics (2014), increased competition from deregulation brought with it more benefits for the consumer. Such rewarding achievements are also expected in Zimbabwe where are number of companies were privatised by the government remains a key stakeholders.

It is important to look at what privatisation is because this term is a complex phenomenon. If we take Ferguson (1992)’s view then we will see privatisation as a practice where that involves the reduction of state influence in the operations of firms. He even notes that privatisation results in transfers of some or all of the ownership and/or control to the private sector. Thus there is no universally accepted definition of privatisation. This elusive concept of privatisation can be defined in many different ways. In the Zimbabwean case of state owned enterprises privatisation then encompasses a variety of strategies aimed at reducing the role of the state in the economy (Ramanadham, 1993). There is also agreement in many authors that it includes activities such as deregulation, corporatisation, management contracts, sale of public assets and the private provision of public services (Jackson and Price, 1994). We may also add the ideas of Frydman and Rapaczynski (1994), to the debate on privatisation. Their argument is that privatisation must
be understood as a comprehensive reform programme. As a programme of reform, privatisation is intended to liberate the productive forces of a society. They also add that in privatisation, the elements of design must work in tandem with unpredictable, spontaneous evolution of economic institutions (Frydman and Rapaczynski, 1994).

The study of privatisation in a developing country in Gambia by Forster and Mouly (2006) revealed that the organisational behaviour and performance is the product of values and beliefs. These values and beliefs originate in the institutional context and in many of the cases they studied they are derived from a normative order (Forster and Mouly, 2006). The findings also found out that a normative vision that was supported by all involved in the change process was absent. This gives a strong case to dispersed leadership in the Zimbabwean context. This is because instead of seeing leadership as something invested in one person. Zimbabwean state enterprises should consider leadership as a process. This process is put in place to tackle the big issues that face a group or an organisation. This stance was also supported by the Gambian study that uncovered that reform initiated, controlled, and implemented endogenously has a more likelihood of achieving the desired outcomes than reform that is exogenously driven (Forster and Mouly, 2006). These researchers supported their argument by putting across the fact that a normative framework that is made up of ideas, beliefs, and values that shape prevailing conceptions will support endogenously driven reforms.

However what is obtaining in Zimbabwe appears to be different from what happened in other countries. We appear to see sheltered monopolies. Such entities could have little incentives to cut costs no matter who owns them. It appears as if privatisation will be most successful where there is potential for competition. For instance, an extensive study by the World Bank in 1994 (Cited by Kingdom 2014) on the effects of 12 privatisation programmes in four countries, revealed that
productivity rose in nine cases and remained constant in three cases. There was very little evidence of a fall in productivity. Another important finding in that study was the high capital investments that took place. In some of these cases, workers were not worse off and in three cases were even better off through equity participation in the privatised firms. One main finding in that study was that stakeholder value was realised in the form of improved service, prompt service and lower prices. It was only in five cases where prices rose to reflect cost structures. In all these cases, it appears some dispersed leadership practices were in place since results appeared to indicate that leadership was dispersed throughout the organisations that were found to be highly productive. In some of these organisations they were having more dispersed leadership than others depending upon culture and membership (Kingdom, 2014) since there was very little evidence of a fall in productivity.

No matter how privatisation is implemented, leadership will remain pivotal to success. Leadership is a complex phenomenon. A great number of definitions have been offered over the years. The literature suggests that there is an important distinction between the two terms: “leader” and “manager”. According to Squires (cited in Pearce & Robinson 2007), leaders are concerned with the spiritual aspect of their work, that is, they have followers who deeply believe in them and they possess a latent power in organizations. On the other hand, managers deal with mundane tasks such as allocation of roles, tasks and resources needed to achieve organisational goals, coordination of the allocated activities and processes and monitoring the everyday operation for the organisation. Managers are associated with periods of stability; leaders with periods of turbulence (Bryman, cited in Pearce & Robinson 2007). In addition to this, leaders have a vision of the future and the develop strategies that are necessary to bring about changes needed to
achieve that vision. However, managers take incremental steps and create timetable to achieve those results (Carlson in Raelin 2003).

Day cited in Raelin (2003) also states that leadership is creating and maintaining a sense of vision, culture, and interpersonal relationships. However, management is coordinating, supporting, and monitoring the activities of an organization. Hersey and Blanchard (1969) claim that leadership is a broader concept than management. Management is a sub-skill of leadership in which achieving organizational goals is of paramount importance. Leadership involves working with and through people so as to accomplish goals but not necessarily organizational goals. The underlying thing for both leaders and managers is good corporate governance practices and accountability measures so that the people can trust them to run public institutions on their behalf. According to Adegbite, 2010 in Africa, corporate governance matters are often discussed in relation to corruption, which has been a hindrance to social, economic and political development in the continent. Thus, very important issues of good corporate governance and accountability do not see that light of day as they become overshadowed by corruption issues. In this study, it is argued that corruption which has become a cancer in our midst can be reduced by dispersing leadership in the organisation.

Throughout history theoretical explanations for leadership have been proffered. The Trait Approach up to the late 1940s claimed that leadership ability is inborn (Bryman, cited in Pearce & Robinson 2007). People become leaders for the traits that they own such as intelligence, appearance, language ability, etc. (Bolman, at al in Sage, 2014). In the late 1940s to the late 1960s, the Behavioural Approach became dominant advocating that effectiveness in leadership
has to do with how a leader behaves. The Contingency Approach, on the other hand, suggests that effective leadership is dependent upon the situation, and became popular in the late 1960s to the early 1980s.

It proposes that a particular style is appropriate in some situations whereas others are not. However, recent approaches to leadership focus on vision and charisma, a term used by sociologist Max Weber to describe leaders who can lead, but who do not hold “a sanctioned office” (English, 1992). In the late 1970’s the concepts of transactional and transformational leadership emerged.

Transactional leadership claims that the relationship between managers and employees is based on bargaining whereas transformational leadership supposes that the relationship between the manager and the employees is of mutual trust and characterized by four factors: charisma, inspiration, individual consideration and intellectual stimulation.

Bolman and Deal (cited by Pearce & Robinson 2007) categorised leadership in four frames: the structural, human resource, political and symbolic frames. Firstly, the structural frame focuses on the importance of formal roles and relationships. The main issue is how to divide the work, and how to assign people to different works and units. Secondly, the human resource frame suggests that organizations are made up of people who have different needs, feelings and interests. The main issue is to make the organization fit its people. Thirdly, the political frame views organizations as political arenas in which resources are scarce and people compete for power. The main issue is to form coalitions and build negotiation. Lastly, the symbolic frame treats
organizations as unique cultures which have rituals, ceremonies, stories, heroes and myths. The main issue is to focus on meaning, belief, and faith.

Bolman and Deal (cited by Pearce & Robinson 2007) suggest that the essence of effective leadership lies in knowing which frame to apply in a particular situation. A structural frame will be helpful in organizations with clear goals, strong technologies and stable authority whereas a human resource frame will work in an organization where employee morale and motivation is low. A political frame will be prominent where resources are scarce, conflict and diversity are high. A symbolic frame will be of particular importance where goals are unclear and ambiguity is high. Bolman and Deal (cited by Pearce & Robinson 2007) suggest that there are conditions for salience of each frame as follows:
Table 1.1.1 *Salience of frames Adapted from Bolman and Deal in Pearce & Robinson 2007*

<table>
<thead>
<tr>
<th>Frame</th>
<th>Conditions for Salience</th>
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<tr>
<td>Structural</td>
<td>Goals and information clear, Cause-effect relations well understood, strong technologies and information systems, Low ambiguity, and low uncertainty; Stable legitimate authority, Employee leverage high or increasing, employee morale and motivation low or declining, Resources relatively abundant or increasing, low or moderate conflict and uncertainty, diversity low or moderate.</td>
</tr>
<tr>
<td>Human Resource</td>
<td>Goal and value conflict, Diversity high or increasing, Distribution of power diffuse or unstable.</td>
</tr>
<tr>
<td>Political</td>
<td>Goals and information unclear or ambiguous, cause-effect relations poorly understood weak technologies and information systems, cultural diversity.</td>
</tr>
<tr>
<td>Symbolic</td>
<td></td>
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</table>

Since the mid-1980’s a growing body of leadership research has focused on strategic leadership, in contrast to managerial and visionary leadership. It focused on how top leadership makes decisions in the short term that guarantees the long-term viability of the organisation. The best performing organisations are consciously strategic in their leadership planning.
These top leaders also have the ability to align human resources in an effective way directly to the business strategy (House & Adyta, 1997).

Over time the leader’s capability is therefore shaped by the top team’s quality as well as with the capabilities of the full organisation. These can either provide invaluable support for the changes a leader wants to make or render those changes possible. Hence the best leaders pay a great deal of attention to the design of the elements around them. They articulate a lucid sense of purpose, create effective leadership teams, prioritize and sequence their initiatives carefully, redesign organisation structures to make good execution easier and most importantly, integrate all these tactics into one coherent strategy. This design of strategic leadership is therefore an integrated group of practices that build an organisation’s capacity for change and ability to perform. To develop and maintain this capacity, four critical elements need to be integrated together. The commitment to the organisation’s purpose, the makeup of the top management team, the capabilities and motivation of people throughout the organisation and a sequence of well-chosen strategic initiatives that can take the organisation forward (Wheeler, McFarland & Kleiner, 2008).

Wheeler, McFarland & Kleiner (2008:1) further argue that: “A rapidly changing world has created a society craving for speed and action. Future leaders, therefore, face incredible pressures to deliver immediate results, to do more with less and to manage an ever-increasing personal workload. The pace and urgency of daily demands can make it difficult to be more than the step ahead into the future. But in a world of changing conditions and priorities, leaders and individual contributors alike must be able to look beyond the ‘now’ and take a more strategic leadership, the
probability that an organisation can achieve superior, or even satisfactory, performance when confronting the challenges of the global economy will be greatly reduced, (Hitt & Ireland, 1999).

What then, is strategic leadership? Wheeler, McFarland & Kleiner (2008:1) have explained it as follows:

“it is nothing more than the ability to anticipate, prepare and get positioned for the future. It is also the ability to mobilize and focus resources and energy on the factors that make a difference and will position one for success in the future. It is the courage to think deeply about what one wants to do. Applied strategic leadership is about creativity, intuition and planning to help one reach one’s destiny”.

Wheeler, McFarland & Kleiner (2008) further assert that strategic leadership refers to a manager’s potential to express a strategic vision for the organisation, to a part of the organisation, and to motivate and persuade others to acquire that, vision. It can be defined as utilising strategy in the management of employees. It is the potential to influence organisational members and to execute organizational change. Strategic leadership is a process which allows management to be proactive rather than reactive in shaping its own destiny. A focused and, visionary leader provides and establishes visionary and sound leadership to his/her organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very difficult issues that influence and are influenced.

Having chronicled these developments in leadership, this thesis took a stance that leadership is indispensable in state owned enterprises in Zimbabwe. In this regard, this thesis is situated in the dispersed leadership (Politis, 2005; Gordon, 2008) paradigm. This is because as a researcher, he believes that leadership should be distributed throughout the organisation because credible leaders
develop capacity in others (Posner, 1993:156). It is important that in state owned organisations credible leaders should make it as their mandate that they “turn their constituents into leaders”. Politis (2005:187) agrees with this stance and adds his voice to the debate by declaring that the leader is a “facilitator who cultivates and motivates followers to develop creative and distinctive talents”. With such kind of leadership in state owned enterprises in Zimbabwe, then one would expect excellence, efficiency, quality, effectiveness and prompt services in all these state enterprises. If this is not happening then Proimos (2005)’s suggestions can be another alternative. In this case he argues that in order to ensure the effectiveness of good corporate governance principles, they must become requirements that are prudently monitored by law and that there must be stringent penalties associated with these requirements when breached (Proimos, 2005). It may be noted with satisfaction that in Zimbabwe we have in place the Corporate Governance Framework for State Enterprises and Parastatals. However, this may not on its own be sufficient to guard state assets. Thus, it may be necessary to take note of Proimos (2005)’s argument that it is important to note that a statutory corporate governance regulatory framework may not also be able to prevent future corporate scandals and collapses suggesting that other mechanisms must be in place. In this case, leadership should be dispersed in the organisation so that responsibility does not fall on the shoulders of one super leader.

According to Kingdom (2014), privatisation is not new to Zimbabwe. This concept was introduced and then pursued vigorously in the 1990s. During the Economic Structural Adjustment Program years (1991-1995), the government undertook a public enterprise reform process designed to unlock value through disposal of public entities and commercialisation (Kingdom, 2014). Under this reform framework, entities such as Dairibord Zimbabwe Limited (DZL), Cotton
Company of Zimbabwe (Cottco) and CBZ Holdings, ZESA Holdings among many were privatised. According to Moyo (2012), State Enterprises and Parastatals provide diverse services to both the public and corporate institutions thereby providing a platform upon which other economic activities can ride and grow. These diverse services are many in include such important services to people which include telecommunications or ICTs, transport services and infrastructure, energy and power. We may see from the range of these activities that they are critical to humanity and cannot be left in the hands of individuals. They are also important in that these are activities that facilitate the creation of wealth through the industrial and manufacturing sectors including the financial and retail sectors (Moyo, 2012). Moyo (2012) who was by that time the Minister responsible for these state enterprises conceded that these entities, despite their strategic importance, have not been performing to expectations due to a number of well known constraints ranging from very limited flow of foreign direct investment and a very difficult operating environment characterized by liquidity constraints arising from a number of conditions including the adoption of the multi-currency system. He further pointed out that the situation of state enterprises has been compounded by general weaknesses arising from weak corporate governance enforcement mechanisms (Moyo, 2012). It is also an admission that these enterprises are facing dispersed leadership challenges.

This is because dispersed leadership theories represent the distribution or sharing of leadership skills and responsibilities throughout an organisation and have emerged in response to the widespread adoption of new or post-bureaucratic organisational forms that are organic in orientation (Bolman and Deal, cited in Gordon 2008). The most important point that has to be made is that: "to lead change the leader must believe without question that people are the most
important asset of an organisation" (Joiner, 1987:2). Against this background, it appears that there has been very little public debate in Zimbabwe on the performance of state owned enterprises in the country. Worse still there is very little academic discourse on this important aspect in society. This has prompted this study.

1.2 STATEMENT OF THE PROBLEM

State owned enterprises in Zimbabwe many of which were privatised are expected to generate revenue for the state and create stakeholder value. The major argument for privatisation is that its implementation is expected to improve efficiency and productivity of the privatized entities (Kingdom, 2014). However, history appears to show that many Zimbabwean state owned enterprises often fall far short of expectations. This is shown through poor service delivery as well as poor financial performance by these institutions. The result, more often than not, is value destruction. Some of these institutions have been reporting perennial losses which in some instances had to be met by government bailouts. Worse still, there has been a public outcry in Zimbabwe following the publication of salaries for some managers in state owned enterprises. The Newsday of July 2, 2014 has to say, “Besides gross mismanagement of public resources, the councils top executive were still taking home their mega salaries of around $20000 in defiance of a government directive to slash their earnings below the $6000 mark. The government of Zimbabwe recently ordered all heads of state owned enterprises to maintain a $6000 salary cap until universal salary structure has been gazette. The media is awash with news of Chief Executives who pay themselves what has been termed “obscene salaries” of up to USD 500 000 a month. In some cases, workers have not been paid for six months. In other cases clients have been
denied treatment resulting in them going back to die in their homes. In all these cases stakeholder value appeared to have been destroyed. The issues can be traced, in instances of insensitive management, lack of trust building and communication, slow execution, power struggles, or failure to effect dispersed leadership practices. As such, stakeholders have been questioning what justification there is for the managers in such enterprises to earn huge salaries when the service being provided is below par has propelled the researcher to undertake this research study.

1.3 PURPOSE OF THE STUDY

The purpose of this study was to explore the applicability of dispersed leadership Style to corporate governance practices by state owned enterprises in Zimbabwe.

1.4 RESEARCH QUESTIONS

In this section, the researcher gave the main research question and the sub-questions that guided this research.

1.4.1 Main research question

The study was guided by the following research question: What is the extent of dispersed leadership challenges faced by state owned enterprises in Zimbabwe?

1.4.2 Sub-questions

The research attempted to answer the following sub-questions.

1. How do corporate governance challenges affect state owned enterprises in Zimbabwe?
2. In what ways do state owned enterprises in Zimbabwe affected by leadership development challenges?

3. What are the challenges faced in delighting stakeholders in state owned enterprises in Zimbabwe?

1.5 RESEARCH OBJECTIVES

The objectives of the research were to:

1. Establish ways in which corporate governance challenges affect state owned enterprises in Zimbabwe
2. Examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges.
3. Uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe.

1.6 SIGNIFICANCE OF THE STUDY

This study is important in many ways. It explore a contested phenomenon that of state enterprises and the value they bring to the citizens. It is at the heart of many Zimbabweans since it is coming at a time when the Government is implementing a number of reforms aimed at transforming the state enterprises sector so that they efficiently deliver their respective mandates. This study provides a contribution to the existing literature by providing empirical insights and analysis into challenges faced by state enterprises related to dispersed leadership.
Dispersed leadership is a critical concept to adopt in state enterprises since its implementation will result in empowered workers. These empowered workers will delight stakeholders and the organisation will benefit from its reservoir of competent personnel who can excise leadership at every service point in the organisation. State enterprises are important to any economy in that they provide unique and indispensable services and a useful platform upon which other economic activities can ride and grow.

1.7 ASSUMPTIONS OF THE STUDY

The study proceeded on the assumptions that:

1. The authorities in the Ministry of State Enterprises would avail to the researcher the important and confidential information that will enable him to uncover the dispersed leadership challenges faced by state enterprises in Zimbabwe.

2. The various participants to the study will be willing to be open, sincere and contribute authentic information that will bring out the dispersed leadership challenges faced by state enterprises in Zimbabwe.

1.8 SCOPE OF THE STUDY

In this study, the researcher chose to conduct a multiple case study since case studies are a research strategy, and an empirical inquiry that investigates a phenomenon within its real-life context. According to Thomas (2011), case study research can mean single and multiple case studies. He said case studies can include quantitative evidence and relies on multiple sources of
evidence. This was the case in this study which sought to explore the dispersed leadership challenges that are faced by state enterprises in Zimbabwe.

1.9 DELIMITATIONS OF THE STUDY

This was a multiple case study of dispersed leadership challenges faced by state owned enterprises in Zimbabwe. It collected information from five state owned enterprises in Zimbabwe. Challenges related to corporate governance, leadership and staff development were considered in this study.

1.10 DEFINITION OF SPECIAL TERMS AND EXPRESSIONS

The research study has employed the following definitions for the key terms highlighted below:

*Autocratic style*: Allowing group members to operate under closed monitoring through uniform procedures, little freedom and punishment.

*Behavioral Effectiveness*: In this research study, it means work attitude that are job satisfaction and employment organizational commitment of employees.

*Contextualise*: To put into context where a context is a set of circumstances of facts that surround a particular event.

*Corporate governance*: In this thesis it means a system which companies or organisations are directed and controlled.
**Delighting stakeholders:** Delighting stakeholders in this study means to make them happy and offer you trust and respect on what you are doing is service to humanity.

**Dispersed leadership:** Dispersed leadership in this research means that leadership is everyone’s responsibility.

**Economic Effectiveness:** It means profitability, competitiveness strength of an organization, operating efficiency.

**Effectiveness:** adequate to accomplish a purpose, producing the intended or expected result. It means the ability to produce desired results.

**Job Satisfaction:** This is a global feeling about the job or related consolation of attitudes about various aspects of the job. It is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.

**Leader:** A person who influences a group of people towards the achievement of a goal. It is someone who has followers. One who directs or has authority over others.

**Leadership development:** Leadership development in this study means to disperse leadership to all the workers so that they take responsibility and ensure that leadership is everyone’s responsibility.

**Leadership:** It is influence, nothing more nothing less. It is the process with which managers empower and motivate employees to positively influence each other in achieving goals in an organization. It is the act of going along to guide and show the way. It is all about results it involves persuading others to set aside for a period of time their individual concerns in order to pursue a common goal.
**Management Practice:** Operational defined as the use of leadership styles, strategic planning, management, control techniques and investment in social responsibility activities to improve organizational effectiveness. It means methods or techniques found to be the most effective practical means in achieving an objective.

**Organizational Commitment:** The degree with employee identities with the objectives of his/her organization. It involves employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, and desire to maintain membership.

**Organizational effectiveness:** It is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The ability of an organization to choose its objectives and meet the needs of its various stakeholders.

**Participative Style:** Allowing for group members freedom, use of initiative, self-direction and control.

**Planning practices:** Written plans for more than, 5 years. It incorporates objectives, strategies and monitoring systems to deal with future challenges.

**Productivity:** productivity in this research will mean the capacity to produce and to add value. This is the state of being productive

**Social Responsibility:** Involvement in social action programmes such as business, ethics and environmental affairs.
**State Owned Enterprises:** State Owned Enterprises (SOE)s are entities that are deliberately created as distinct legal entities run entirely by government. They can also be companies in which the state may be a major or a majority shareholder.

**Challenges:** Challenges in this study are stumbling blocks.

### 1.11 THEORETICAL UNDERPINNINGS OF THE RESEARCH

The theoretical framework that guided this research is that of distributed leadership (Politis, 2005; Gordon, 2008). The thinking behind this the transformation of institutions to make them productive requires exceptional leadership. This cannot come from one person but from among the many employees in the organisation. Experience has shown us that without dispersing leadership into the organisation. Some very good plans will in the long run prove to be both unrealistic and unsustainable. The idea of leadership as distributed across multiple people and situations has proven to be a more useful framework for understanding the realities of organisations and how they might be improved (Timperley, 2005). This theory appears to attack the view that the answer to the problem of transforming organisations lie with the strong leader with exceptional vision and action (Timperley, 2005). These views have been dashed by many authorities in leadership for a number of reasons. Such leaders do not come ready-made in sufficient numbers to meet the demands involved in being a successful organisational leader in today’s world (Copland 2003), and such conceptualisations often have little appeal for potential leaders (Gronn and Rawlings-Sanaei 2003).

Under the umbrella of distributed leadership, this research is situated in the dispersed leadership (Politis, 2005; Gordon, 2008) paradigm. Posner (1993) argues that credible leaders develop
capacity in others. They do not leave others where they found them. He adds that such credible leaders “turn their constituents into leaders” (1993: 156). Politis (2005) further adds that the leader is a “facilitator who cultivates and motivates followers to develop creative and distinctive talents” (2005: 187). This is the framework that guided this research.

1.12 RESEARCH METHODOLOGY

This research was qualitative in nature. It sought to explore in depth challenges faced by the state organisations. The methodology was a qualitative multiple-case study. According to Albrecht and Spang (2014), multiple-case design, or collective case design, refers to case study research in which several instrumental bounded cases are selected to develop a more in-depth understanding of the phenomena than a single case can provide. These multiple-case designs, which may be called by others the use of collective case studies, involves the extensive study of a number of instrumental case studies (Albrecht and Spang, 2014).

1.13 LIMITATIONS OF THE STUDY

This research had limitations some of the following and thus took cognisant of the following inherent limitations in it. There was notable uneasiness and some reluctance on the part of some respondents to respond to this study. This may have compromised some of the findings.

The nature of this research is that it is national. Hence it should have covered the whole country. However, due to constraints, the researcher resorted to sampling techniques. The purposive sampling technique used might have compromised the results since in some by their nature purposive samples convey the idea that a sample of a population will adequately represent an
entire population. This may not be the case in all instances since in some cases samples are not easily defensible as being representative of populations due to potential subjectivity of researcher. Thus, the sample used in this research may not necessarily be adequately representing the entire population. This certainty is never guaranteed in this research. In some case purposive samples can give very misleading or disproportionate views of entire populations since only small samples would have been consulted as was the case in this study.

In this study the researcher sought to further the conversation about the applicability of dispersed leadership style to corporate governance practices by state owned enterprises in Zimbabwe. Since this was a multi-case study the research may not be as compressive as has been expected in other circles. In that regard, the conclusions may not apply to all situations. Future research could include comprehensive systematic explorations of dispersed leadership, corporate governance, leadership development versus leader development and delighting stakeholders with measures designed to distinguish among state owned enterprises and privately owned enterprises. Ideally this would lead to more careful longitudinal studies that might be able to accurately gauge the efficacy of dispersed leadership in various contexts.

1.14 ORGANISATION OF THE THESIS

This study explored the applicability of dispersed leadership style to corporate governance practices and challenges in state owned enterprises in Zimbabwe. Chapter One which is the introduction addressed the root cause of the problem, stated the problem, gave the research questions and the objectives driving the study, the limitations of the study and the theoretical
underpinnings of the study. In chapter two, literature to do with dispersed leadership challenges faced by state owned enterprises in Zimbabwe was examined. Authorities on dispersed leadership in organisations were consulted and those to do with management of public institutions. The theoretical and conceptual underpinnings of the research were looked at. Chapter three is addressing issues to do with research methodology. This covers, research design, sampling methods, data gathering instruments, participants to the research, ethical issues and credibility of this research. Chapter four presents, analyses and discusses the data that was generated by the research. It gives answers to the sub-problems. Chapter five winds up this thesis with the summary, conclusions, recommendations and the suggest gaps for further research that can be undertaken in exploring the dispersed leadership challenges faced by state owned enterprises in Zimbabwe or in other countries.

1.15 CHAPTER SUMMARY

This chapter introduced the crux of the thesis. It interrogated the context in which the research problem is situated. It dissected the problem and came out with research questions and objectives that were pursued in this research. Key terms were defined and limitations of the research discussed among other things. The next chapter reviews the literature. It will focus on what has been exposed so far in as much as exploring the dispersed leadership challenges faced by state owned enterprises is concerned.
CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION

This chapter deals mainly on analysing and discussing work done already by other scholars in the field of leadership in general and dispersed leadership in particular. This is intended to help the researcher shape his discussion to close any gaps, to consult and provide a synopsis development of dispersed leadership strategies and management practices, with references to its appropriateness, applicability, effectiveness and the general overview on how these can be applied. In this chapter, literature pertaining to the challenges faced by state enterprises is also reviewed. It looks at what is known in terms of challenges faced by state enterprises. It situates the study in the dispersed leadership theoretical framework. The concept of dispersed leadership is explained. The theoretical framework is discussed and reasons for adopting it put forward. Its limitations are exposed. Literature on leadership, management, leadership development, corporate governance and delighting stakeholders is reviewed. The whole intention is to expose what is now known on this issue so that this study can tackle its rightful place by filling in the void that was left by other authorities in the area of dispersed leadership in state enterprises. In addition to exposing gaps in the literature and situating this study, another reason for this chapter in this study is to help me with up to date literature on a dispersed leadership in state enterprises. In this chapter, the researcher will not only identify the gaps in the existing literature and make attempt to fill them, but also assess the relevance of the current literature to state owned enterprises.
especially in Zimbabwe. He also aims to expose gaps that this research will leave for future research that may be needed in the area.

2.1 CONCEPTUAL AND THEORETICAL FRAMEWORK

In this section, the conceptual and theoretical frameworks are looked at.

2.1.1 Conceptual framework

There are many definitions of leadership as there are authorities on leadership. There are almost as many different definitions of leadership as there are persons who have attempted to define the concept (Stodgill, cited in Sage Publication, 2014). Dubrin also cited in Sage Publication (2014) estimates there are 35,000 definitions of leadership in academic literature and Grint opines that leadership is inherently complex and is not easily definable; in fact, it is unlikely that any consensus on the term will be found (Grint, cited in Sage Publication (2014).

For the reasons discussed above, it becomes clear that it is pertinent to come out in the open about the conceptual framework for leadership that directed this study. To begin with, we use the ideas of Heifetz (1994) who distinguishes between the exercise of “leadership” and the exercise of “authority”. This distinction helps us to dissociating leadership from formal organisational power roles. This is an important step in defining leadership. We also need the ideas of Raelin (2003) who, in his research talks of developing “leaderful” organisations through concurrent, collective and compassionate leadership. What can be deduced from the ideas of these two authorities is that there is a clear distinction between the notions of “leader” and “leadership”. This stance is supported by Bolden, Gosling, Marturano, and Dennison, (2003) who argue that “leadership” is
regarded as a process of sense-making and direction-giving within a group and the “leader” can only be identified on the basis of his/her relationship with others in the social group who are behaving as followers. In this manner, it is quite possible to conceive of the leader as emergent rather than predefined and that their role can only be understood through examining the relationships within the groups.

From this discussion, we can safely argue that the ‘Holy Grail’ of leadership is to be found when we stop searching for it. Once we do that we will open our eyes and see that leadership is all around us. It is to be found in the processes, behaviours, and the social systems in which we work on a daily basis. This is the concept of leadership that influenced this study. It is also based on what the following authors cited by Gordon (2008) see leadership. These are Bryman who recognizes the founding theoretical approaches to dispersed leadership as Superleadership (Manz and Simms, 1991), Self-Leadership (Kirkman & Rosen, cited in Gordon, 2008), Leadership as a Process (Knights & Willmott, cited in Gordon, 2008) and Distributed Leadership (Senge, cited in Gordon, 2008); Shared Leadership, (Pastor cited in Gordon, 2008); Self leadership (Bono and Judge, cited in Gordon, 2008) and Distributed Leadership, (Carson, cited by Gordon, 2008).

These practices of self leadership, super leadership, shared leadership, distributed leadership and leadership as a process provide valuable insight into the concept of leadership that influenced this study. To minimise confusion, the theoretical framework that guided this study is that of dispersed leadership and it will be explained in detail in the next section. Suffice it to say that this concept borrows heavily from the ideas of distributed leadership, self, leadership. Super leadership and leadership at a process among others. These are some of the leadership practices within post-bureaucratic organisations (Gordon, 2008; Sage Publication, 2014). Clearing up super
leadership, Manz and Sims (1991: 22) argue that a super leader ‘empowers his or her followers because he or she teaches them to lead themselves’. This was the focus on this study.

To make leadership clear, there is need to clearly show the distinction between leadership and management considering that the two terms are confused in practice. This will be illustrated in Table 4.1 below. Charlotte

Table 4.1, Comparison of leadership and management Adapted from Alimo-Metcalfe and Alban-Metcalfe cited in Boaden 2006: 7).

<table>
<thead>
<tr>
<th>Activity</th>
<th>Leadership</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agenda creation</td>
<td>Establishing direction: Developing future vision Articulating the vision in a way to inspire others.</td>
<td>Planning/budgeting: Developing detailed strategic plans Allocating resources</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Aligning people: Enthusing others to join in achieving the vision. Creating teams that understand and are engaged in developing the vision and means to achieve it.</td>
<td>Organising/staffing: Developing planning and staffing structures, aims and objectives. Providing policies and procedures for guidance, and monitoring systems</td>
</tr>
<tr>
<td>Development for</td>
<td>Motivating/inspiring: Energising staff to overcome barriers by inspiring, maintaining positive expectations, valuing and developing.</td>
<td>Controlling/problem solving: Detailed monitoring of results. Identifying deviations, organising Corrections.</td>
</tr>
<tr>
<td>achievement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcomes</td>
<td>Tends to produce: Change, often dramatic, and potential for effective change.</td>
<td>Tends to produce: Order/predictability, efficiency Results expected by stakeholders.</td>
</tr>
</tbody>
</table>

The distinction between leadership and management is not the focal point of this study by it is greatly influenced by the Department of Health cited in Boaden (2006) we need leadership in setting out the vision and working with and through people to achieve that vision and missions of
State owned enterprises. State owned enterprises also desperately need excellent management that can employ systematic and tested approaches to secure delivery and improvement. Many people, of course, take on both roles (Department of Health cited in Boaden, 2006). What this means for this study is that leadership is everyone’s role and everyone should demonstrate leadership at the point where service is being delivered.

The importance of leadership is that leaders chart the way forward for the organisation. They give the organisation a strategic direction. This is why this study concentrated on dispersed leadership owing to the fact that if leadership is spread among the workforce, they will know the strategic direction the organisation is aiming at. Many interventions are initiated at the top and require that all employees participate and are also committed to their success. State owned enterprises should be led by visionary leaders with a clear strategic direction. These visionary leaders are needed to stir all their employees to greater heights. Such leaders must also work as change agents, developing a vision, and providing continuous and sustained support which is paramount in a state owned enterprise in any context. Kanter, Stein & Jick (cited in Paradise, 2008) consider that all interventions require a strong visionary leader.

“An organisation should not undertake something as challenging as large-scale change without a leader to guide, drive and inspire it. These change advocates, play a critical role in creating a company vision, motivating company employees to embrace that vision, and crafting an organisational structure that consistently rewards those who strive toward the realisation of the vision” (Kanter, Stein & Jick (cited in Paradise, 2008:384).
The argument here is that leadership is indispensible in state owned enterprises. Since the researcher took the view that leadership is everyone’s role, then the theoretical bases for this is dispersed leadership that is discussed in the next sub-section.

2.1.2 Theoretical framework: dispersed leadership

Various theories of leadership have emerged over the past 50 years. These leadership theories range from ‘great man’ theories to transformational leadership. What is common on all these theories is that they take a rather individualistic perspective of the leader. When leadership is restricted to this populist meaning, it has limitations that create difficulties when attempting to change organisations (Sage Publication, 2014). When one tries to implement leadership and change, it soon becomes clear that leadership does not simply belong to any one individual and that to understand how leadership works in practice a broader and more in-depth view of leadership must be taken. What should be clear is that organisational processes have a number of consequences for leaders and followers. Organisation, as a dynamic network of interconnected and changing relationships require followers to be more self-regulated. Northouse (2013: 3) reviewing leadership theory identified four common themes:

1. Leadership as a process;

2. Leadership involves influence;

3. Leadership occurs in a group context;

4. Leadership involves goal attainment.
It also follows from the above that the relationship between leadership and followership is inseparable. This then means to say that the relationship between leadership and followership and the process of leadership as a social interaction has become a focal point for critical theorists to explore Collinson (2000) cited in Sage Publication, 2014

Nowadays, a school of thought gaining increasing recognition is that of “dispersed” leadership (Bolden, Gosling, Marturano, and Dennison, 2003). Scholars also say this approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organisation rather than lying solely with the formally designated ‘leader’ Bolden et al, 2003). Kouzes and Posner (1993:156) argue that credible leaders develop capacity in others. These credible leaders do this because they “turn their constituents into leaders”. The implication for organisational leadership is that Kouzes and Posner view the role of the leader in terms of helping and facilitating followers to use their abilities to lead themselves and others (Politis, 2005). On the other hand, (Politis, 2005) introduce a style of leadership known as “superleadership”, where followers are stimulated to become leaders themselves. In the context of superleadership, the leader is a facilitator who cultivates and motivates followers to develop creative and distinctive talents. What this means for organisations is that they should be in a position to put more emphasis from developing ‘leaders’ to developing ‘leaderful’ organisations with a collective responsibility for leadership.

The individual leader is the commonest representation of leadership mainly because it simplifies complex phenomena. However, as the following statements show, leadership is much more:

- Mandela was a courageous leader.
- The Security Council showed great leadership.
• Zimbabwe takes a lead in educational quality in Africa.
• Dairiboard consistently demonstrate leadership in innovation and design.
• Southern Africa Development Community showed astute leadership in resolving the Zimbabwean crisis and the tensions subsided.
• An innovative leadership culture flourished in the company.

As these examples show, leadership can be situated within individuals, groups, whole organisations, nations and even within company culture, suggesting a dispersed leadership process. Dispersed leadership is critical in contemporary organisations because it is argued that employees’ creativity makes an important contribution to organisational innovation, effectiveness and survival (Ahmed, cited in Politis, 2005). This has an effect on contemporary organisations which may be called upon to disperse leadership in the organisation. To ensure leadership is dispersed, organisations need to create the organisational contexts that are most supportive to idea generation and creative thinking (Amabile, cited in Politis, 2005). This is because idea generation, innovation and creative thinking are whole marks of dispersed leadership practices. In other words, for employees to be creative there must be a work environment that supports the process of creativity (Politis, 2005).

There are now many theorists who believe that all leadership is essentially collective leadership. One of these is Senge (cited in Sage Publication, 2014), who has defined leadership as ‘the collective capacity to create useful things’. The other one is Collinson (cited in Sage Publication, 2014) who states that leadership is the property and consequence of a community rather than the property and consequence of an individual leader. Taking a stance from this standpoint,
organisational leaders should then realise that employees are innovative and creative when their work is intellectually challenging, when they have a shared commitment to their projects and when they are given adequate resources to conduct their work (Politis, 2005). On the other hand, in dispersed leadership, leaders are facilitators, not heroes, and they “take inordinate steps to scout for the right mix of talents and coach each team member . . . they encourage team members to improve their inherent, and necessarily distinctive, talents” (Jassawalla and Sashittal, 2000: 39). This is the theoretical foundation of leadership that directed this study.

2.2 LEADERSHIP FRAMES

Boman and Deal (1995) attributes human qualities to organization when attempting to define them as “having huge appetites” and almost consuming unlimited resources but often producing unsatisfying result. Several theories have emerged so as to analyze organizations. Rational systems theorists focus on organizational goals, roles and technology. The fit between the organizational structure and environment is of prime importance. Human resource theorists emphasized the relationship between the people and organizations. Their main focus is to develop the best fit between people’s skills, needs and values and the organization. Political theorists regard power, conflict and the distribution of scarce resources as the central issues in organizations. Symbolic theorists, on the other hand focus on meaning and managers’ abilities to bring about organizational unity through power and rationality (Boman & Deal, 1995). For dispersed leadership that power and rationality resides in all employees since leadership is everyone’s business.
One can infer that Burrell and Morgan’s (1988) four paradigms constituted the basis of Bolman and Deal’s leadership frames as Burrell and Morgan (1988) regard those paradigms as ways of seeing the world in a particular way so do Bolman and Deal with the framework thinking. The functionalist paradigm is concerned with providing explanations of the status quo, social order, consensus, social integration, solidarity, need satisfaction and actuality. It focuses on the effective regulation maintain order and equilibrium and the control of social affairs (Burrell & Morgan, 1988). In that respect it reflects the basic assumptions of the political frame which purports that conflict is inherent in organizations and the main issue is to bold negotiation and form coalitions to preserve the status quo (Bolman & Deal, 1991).

Leadership is an elusive concept. Like many complex ideas, it is deceptively easy to use in everyday conversation. Everyone talk about it, few understand it. Most people want it; few achieve it. What is this intriguing subject called “Leadership”? Perhaps, because most of us want to be leaders, we become emotionally involved when trying to define leadership. Or, perhaps because we know one who is a leader, we try to copy his or her behavior and describe leadership as a “personality”. A common idea that runs through most definitions is the notion that leadership presupposes the existence of follower. The activity of leadership cannot be carried out without followers to lead and what leaders do is to influence the behaviour, beliefs and feelings of group members in an intended direction (Wright and Taylor, 1994).

Maxwell (1998:46) defines leadership as “influence”. “He who thinketh he leadeth and hath no one following him is only taking a walk”. Georges defined leadership as the ability to obtain followers. Notable persons like Martin Luther King jr., and Winston Churchill were all leaders whose value systems and management abilities were very different, but each had followers.
Therefore, they go after a position or title and upon their arrival they think they have become a leader. This type of thinking creates two common problems: those who possess the ‘status’ of a leader and who often experience the frustration of few followers, and those who lack the proper titles may not see themselves as leaders and therefore do not develop their leadership skills. Good leadership begets good followership. Good leaders take their followers from where they are to where they have not been, they follow them.

Everyone influences someone Sociologists tell us that even the most introverted individual will influence ten thousand other people during his or her lifetime. That means that all of us are leading in some areas, while in other areas we are being led. No one is excluded from being a leader or follower. Realizing one’s potential as a leader is one’s responsibility. In any given situation at any given group there is a prominent influencer. Yet most good leaders focus on creating leaders not followers. Maxwell summarized the powers of influencer thus:

Some writers have however given the impression that leadership is synonymous with management. This assumption may be incorrect (Zaleznik, 1990). Leaders are not found in the managerial hierarchy but also in informal work groups. The difference between leadership and management has been stated as follows:

“Leadership is a part of management but not all of it... Leadership is the ability to persuade others to seek defined objectives, enthusiastically. It is the human factor, which binds a group together, motivates it towards goals. Management activities such as planning, organizing and decision – making are dormant cocoons until the leader triggers the power of motivation in people and guide them toward goals”. (Davis, 1967)
Ultimately, Caldwell (2003) clarifies the difference between these two concepts in his following analysis of change leaders and change managers.

“Change leaders are those executive or senior managers at the very top of the organization who envision, initiate or sponsor strategic change for a far reaching or transformational motive. In contrast change managers are those middle level managers and functional specialists who carry forward and build support for change within business units and key functions” (Caldwell, 2003).

Corporate leadership is needed to reshape organizational culture, propose a challenging vision of the future and set a performance improvement target, (Day 1994). Deshapaude et al (1993) viewed leadership as a key element that shapes corporate culture, whereas, Slater and Narver (1995) identify it as a key component of organizational climate, which is a critical element of a learning organization.

Various leadership researches have generated the trait, behavioural, situational and the power-influence approaches to leadership (Chang, Polsa and Cheu, 2003; Politis, 2001). Among the various leadership styles suggested by these approaches, autocratic and participative styles are most common.

A participative leadership style encourages members to participate in decision-making and exercise discretion on how to perform their tasks. An autocratic leadership provides for specific directions to subordinates by organizing the necessary functions to be performed, specifying rules, regulations and procedures to be followed, clarifying expectations, scheduling work activities, establishing communication network and evaluating the work group performance (Chang, Polse and Chue, 2003; Robbins, 1996).
Managers at all levels and in all kinds of organizations have their own personal leadership styles, which determine not only how they lead their subordinates but also how they execute other management tasks. Apart from the managers’ personal leadership styles, some research evidences suggest that leadership styles also vary among countries and cultures. For instance, research evidence suggests that European managers tend to be more humanistic or people oriented than both Japanese and American managers. The collectivist culture in Japan places prime emphasis on the group rather than the individual, so the importance of individuals’ own personality, needs, and desires is minimized. Organizations in the United States tend to be very person oriented and thus tend to downplay the importance of individual employee’s needs and desires. (Jones George and Hill, 2000).

Although effective leadership is widely recognized as one of business most pressing problems, there is surprisingly little “agreement on what makes an effective leader”.

The literature on leadership is full of perceptions regarding effective leadership. The first systematic attempt to describe successful leadership focused on identifying personal characteristics that were responsible for effective leadership. A common belief is that leaders were born, not made. Around the turn of the 19th century, Max Webber brought into vogue the bureaucratic mode of management that stressed efficiency, equity and accountability (Weber, 1964). About the same time, Henry Fayol laid the foundation of the professional management school (Fayol, 1949). For many decades thereafter, writers on management prescribed the professional leadership style of management. Initially, this consisted of “principles” culled from experience (Barnard 1943). Later in the fifties, writers with training in social and industrial psychology began to advocate participative style of leadership (Likert, 1961). MacGregor’s (1951) participative style of management was
reinforced by human resource and organizational development. Sporadically, management scholars and practitioners have also been extolling the entrepreneurial mode of leadership that create new industrial, and transform old ones. (Schumpeter, 1934 and Mintzberg, 1973). The growing awareness of social responsibility of organisations and efficacy of enlightened self–interest has led to formalization of altruistic modes of management (Khandawalla, 1992). In the seventies and the eighties, the economic success of Japan led to a lively interest in the paternalistic Japanese style of management (Pascale and Authos, 1981). The concern has led to the identification of the flexibility and teamwork oriented organic style of management (Burns and Stalkers, 1961, and Khandwalla, 1992).

There is considerable evidence that participative leadership styles are necessary for job satisfaction and performance. (Mitchell, Syer and Weed, 1975; Ruyon, 1973; Wroom, 1960: Couch and French, 1948) Organizations whose leaders were perceived to practice a supportive style of leadership emphasis goals and facilitate interaction between their subordinates, through participative process, the unit costs of new business tended to be lower than those with more authoritarian or liase faire models of leadership (Boer, 1966).

In Khandwalla’s (1979) study of 103 Canadian companies participative management style, was significantly associated with an index of subjectively rated effectiveness based on five criteria. Some Indian researchers also indicated that participative style is associated with staff productivity and job satisfaction (Singh, Warner and Das, 1979).

Stogdills (1974) conducted a survey to determine relationship between leadership, job and follower ship satisfaction and productivity. Two sets of leadership were compared; “person oriented” leadership and “work oriented” leadership. The survey indicated that under certain
circumstances both persons oriented and work oriented leadership behavior may be related positively to group productivity but equally, in other circumstances, neither may be.

Fisher and Edward (1988) carried out a meta-analysis of consideration and initiating structure. Meta-analysis is a statistical technique, which allows the averaging of correlation coefficients from different studies. The researchers derived separate mean correlations, for three of the scale, which are used to measure consideration and initiating structures. Two of the scales produced quite similar results, there were low to moderate positive correlation between both considerations and initiating structures and job performance, high positive correlation between consideration and the satisfaction measures and moderately positive correlation between initiating structure and satisfaction measures. The third scale, the Supervisory Behaviour Description Questionnaire yielded similar results to the other two. In the case of consideration, however, the result for initiating structure differed markedly with low negative correlation being found in the case of both the performance and the satisfaction measures.

The foregoing research results have suggested that leadership styles may influence performance irrespective of national culture (Brownwell and Dunck, 1991; Shaw et al 1995). However, recent researchers have suggested the need for organizations to adopt their management practices to the culture in which they operate (Newman and Niollen, 1996).

Participation was found as an important dimension of work unit management among firms in US. (Denison and Mishra, 1995; Morris and Pavett, 1992). The efficiency of participation in Mexico was doubtful (Morris and Pavett, 1992). The message of these conflicting findings to
practicing managers is clear, adapt your management styles to suit the environment, when in Rome, do as the Romans do.

2.3 LEADERSHIP AND PRODUCTIVITY

Productivity improvement is key to any enterprise whose mandate is to produce goods or services for consumption. For that to happen, there must be strong leadership in all facets of the enterprise. There is no doubt that state enterprises are a key activity within any economy. Improving state enterprises productivity is a major concern for any profit or service-oriented enterprise. According to Mohamed (2014), it is important for organisations to study of the factors affecting productivity improvement whether these may be positively or negatively since those results could be used to enhance efficiency in the organisation. To Mohamed (2014), making use of these factors that positively affect productivity and controlling factors that have a negative effect, will ultimately improve the productivity. What this means is that state enterprises in Zimbabwe should be focusing on evidence based practices. In that case studies should be instituted in these enterprises so that they can be able to manage their productivity for the benefit of the stakeholders for these organisations. Leadership is one of the most important factors that affect productivity, growth, efficiency and effectiveness. For this to happen, that leadership must not reside in one ‘super leader’. It must be dispersed in the organisation. Van Fleet (cited in Mohamed, 2014) notes that leadership is an important process through which power is used to direct and coordinate the activities of group members to meet a goal. This process of moving others towards the organisational goal is leadership. If such power is dispersed in organisations, this will ensure high productivity, efficiency and growth.
For high productivity to happen, the issue of influence is important. It may be difficult for one to influence many people of the organisation is big such as is the case with state enterprises in Zimbabwe. That power to influence must be dispersed in many people. This shows that leadership is according to Yuki (2006) an influencing process. The main idea is to make others understand and agree to what need to be done, how things should be done, and the process that make individuals and groups able to meet mutual goals. Gharehbaghi and McManus (2003) appear to agree with this line of reasoning. They add that leadership is vision, motivation, organisation, and action. That vision should be shared by all those who are supposed to implement it. They need to own the vision so that they exercise leadership at their points of service. This will ensure productivity. Bjerke (cited in Mohamed, 2014) makes a very interesting observation about leadership. He argues that every epoch in history is asking for its own type of leadership. Such a leadership will be an expression of prevailing values in society at any one point in time. In this sense, present day society expect state enterprises to delight their stakeholders. They expect them to deliver value to society. They expect them to provide services on which other productive enterprises will ride on.

As societies chance, tastes also change. This also means productivity thrust should also change as well. Bjerke (cited in Mohamed, 2014) appear to agree with this point as they argue that in medieval society, leadership was built in to social institutions. These social institutions were based mostly on religion. Religious teachings in their nature are empowering. They preach empowerment in society so that one is able to chat one’s own destiny. This is dispersed leadership
in practice since the philosophy behind is to make sure that all the people are empowered. Thus, Bjerke (cited in Mohamed, 2014) are of the view that in an information society, discussion is very much about people looking for charismatic leaders who can provide meaning in life and reduce modern uncertainties at the same time as social structures become more horizontal, and time as well as distance is disappearing. This can only happen if organisational members are empowered to deliver. An important way to empower employees is to exercise dispersed leadership. This was the thrust in this study.

Judge, Piccolo and Ronald (2004) provided a meta-analysis of the relationship of the Ohio State leadership behaviours consideration and initiating structure the results appear to show that high productivity is strongly related to follower satisfaction, leader satisfaction, job satisfaction, motivation, and leader effectiveness. On the other hand, Farmer and Aguinis (2005) presented a model that explains how subordinates perceive the power of their supervisors and the causal mechanisms by which these perceptions translate in to subordinate outcomes.

2.4 CORPORATE GOVERNANCE, DISPERSED LEADERSHIP AND STATE ENTERPRISES

Corporate governance which Pergola and Joseph (2011) define as a the system of monitoring devices, internal and external, specific to each organisation, that defines how these mechanisms are set up and how each will fulfill its monitoring role is critical to the productivity of any enterprise. It is important for state enterprises for many reasons. Pergola and Joseph (2011) are also of the same view. They point out that recent financial scandals that have rocked many
organisations are a clear sign that corporate governance issues are being neglected in organisations. If this is happening in private organisations, what could be the case in state owned enterprises? OECD (Cited in Oghojafora, Olayemia, Okonjia and Okolieb (2010) point out that their view of corporate governance is that it is a system that is put in place so that businesses can benefit by which they are directed and controlled. They went on to say that in the context of Nigeria where their study was done, corporate governance structures specifies the distribution of rights and responsibilities among different participants in the corporation such as the board, managers, shareholders and other stakeholders. They even said that apart from specifying the distribution of roles and responsibilities, corporate governance mechanisms spell out the rules and procedures for making decisions on corporate affairs. Further to that, corporate governance also provides the structure through which the company objectives are set and the means of attaining these objectives and monitoring performance”.

According to Cadbury (2000) what we call corporate governance especially in state owned enterprises can be better defined as being concerned with holding the balance between economic and social goals and between individual and communal goals. This then means to say in the case of state owned enterprises corporate governance framework is an important framework that is there to encourage the efficient use of resources. Corporate governance framework is also used as a bases to protect the resources of the organisation and equally in many cases to require accountability for the stewardship of those resources. This issue is highly contentious in organisations. Adegbite (2010) is of the view that the global economic recession has called for an increased need to promote good corporate governance across the globe. The point that Adegbite (2010) tries to drive home is that regulating corporate governance has benefited from considerable attention because of the global economic recession. According to Adegbite (2010), the global
economic recession has ensured an active debate with discussants ranging from scholars across different disciplines, self-regulatory organisations and stock exchange authorities, policy makers, to professional accounting and auditing associations. He added that at the end of the debate, the central argument is the need to increase regulation and punish corporate offenders more heavily (Adegbite, 2010).

Pergola and Joseph (2011) point out that this issue of whether for-profit public companies are being run in the best interests of shareholders is important. It is questioning whether corporate governance practices are being implemented. This research is sharing the same concern. It may as well agree with Pergola and Joseph (2011) who have observed that management may have too much power and not enough supervision or accountability, particularly in companies with widely dispersed ownership. State owned enterprises are in the same category. They can also be classified as companies with widely dispersed ownership. Such situations bring into play conflicts. These conflicts which in some cases are known as agency conflicts are conflicts that arise from the separation of ownership and control (Pergola and Joseph, 2011). It is difficult to resolve such conflicts if there are no mechanisms that are put in place to ensure corporate governance systems are operating efficiently and effectively. According to Oghojafora et al (2010) the corporate governance framework should ensure the strategic guidance of the company, the effective monitoring of management by the board and the boards accountability to the company and the shareholders

Moyo (2012) appears to be very much ceased with issues of corporate governance in state enterprises in Zimbabwe. He observed what happened in other countries and pointed out that the
turn of the century witnessed the stunning collapse of a number of business organizations worldwide. Moyo (2012) cited a number of well known examples. Some of the more prominent corporates that were cited are the extensive corporate (financial) sector failure in South-East Asia. This took place way back in (1997). He even cited a recent development by pointing out that more recently a number of major corporations have failed in the United States such as Enron (2001) and AIG (2008) corporations. What is important for this research are the reasons that were brought forward for the failure. One of these is that the majority of failures in both regions have been attributed to an absence or dereliction of efficient corporate governance (Moyo, 2012). In Zimbabwe a number of corporate failures which can also be attributed to dereliction of efficient corporate governance has been recorded especially in the financial sector. Such banks such as Trust Bank went under and a lot of people lost their life time investments. In all those cases, corporate governance absence was cited as one of the major reasons.

According to Pergola and Joseph (2011), it is important especially to a study like this one which focuses on state enterprises to understand that the governance system is specific to each company. There is no one size fits all kind of prescription. It has to be noted also that different ownership structures may result in different structures, cultures, and outcomes based on their unique governance objectives (Pergola and Joseph, 2011). The most important thing is to remain focused on the overriding goal. This important goal is the protection of outsider stakeholder interests. Pergola and Joseph (2011), agree with this reasoning. They even add that stakeholder interests are protected in a variety of ways, i.e. by ensuring compliance with laws, regulations, and technical standards, by ensuring equitable allocation of economic rents, by monitoring management decision-making to ensure that decisions will create long-term value for the entity,
and/or by ensuring that information prepared and provided by management is relevant and objective (Pergola and Joseph 2011). That information must also be of high quality. In state enterprises, the society is the outside stakeholder. They have a stake in all state enterprises. It follows that all state enterprises should be following corporate governance systems related to their corporates. Moyo (2012) does not believe that this was happening in many of the enterprises in Zimbabwe. However, a more systematic research to unearth the goings on at such a scale as this one has not been done. This appears to cement the central role this research will play in promoting corporate governance culture in state enterprises in Zimbabwe.

2.5 LEADERSHIP DEVELOPMENT

An important aspect in dispersed leadership is development of leadership capacity. It is Boaden (2006)’s contention that there is increasing body of scientific evidence that leadership makes a difference to organisational efficiency and effectiveness. To him, this has prompted those who commission and fund leadership programmes, particularly within the public sector, to focus on organisational outcomes (Boaden, 2006). This means that failure to develop capacity means an organisation will depend on very few people to exercise influence at the point of service delivery. Many of the staff will be waiting to be given command for them to perform and not exercise leadership. This may be dangerous in the face of corruption that is bedevilling many African institutions. In Zimbabwe, some state owned enterprises in the health sector have been in the news for the bad reasons associated with “obscene salaries”. This is coming at a time when others are arguing that effective leadership is a key ingredient in modernising today’s health services because better leadership means better patient care and improved working practices for health staff (NHS Modernisation Agency, cited in Boaden, 2006). The argument here appears to be clear
because it says that leadership development intervention programmes in state owned enterprises which may focus on its effect on both individuals and the organisation are an integral part of rejuvenating the organisation for efficiency and effectiveness.

According to McGregor (2012), dispersed leadership is a core philosophy within military organisations, and refers to the scenario that should a commanding officer be wounded or killed in battle, then individuals further down the chain of command are able to take on leadership responsibilities, and ensure units carry out missions and return home. This kind of thinking can be used also in civilian organisations and more importantly in state enterprises as is the case in this study. It is McGregor (2012)’s contention that many organisations have grown exponentially bigger over the past thirty or forty years. He is also of the belief that this growth in organisations calls for the need to disperse leadership so that leaders are dispersed far and wide. It is not enough just to disperse them. They need to be empowered to make decisions. What is obtaining in many organisations are leaders who are in the business of referring to higher authorities resulting in too much red tape which is highly detrimental to efficiency, effectiveness and growth in many organisations.

One of the key requirements in state enterprises the world over is to disperse leadership responsibilities further down the chain, and away from ‘central command’ (McGregor, 2012). Without this leadership dispersion there is too much time wasted referring issues back for authorisation. Such a system does not do away with head office personnel. They still have a role to play such as in functions of providing strategic leadership and supporting the operation to deliver. However an important aspect of dispersed leadership is that the role of execution along
with responsibility for achieving the strategy has been ‘dispersed’ (McGregor, 2012). The bottom line for all this is that according to Boaden (2006), conclusions show that there is an inextricable link between personal development and delivering excellent service. This then means that it is probably not possible to achieve long-term improvement in state owned enterprises if leadership development is not prioritised. What this means is that there must be a long-term oriented development strategy that is put in place to develop leadership. This strategy will be of immense importance in the long run especially in state owned enterprises because human capital advances organisational performance since competent individuals in those organisations can apply their knowledge, skills, and abilities (Day, 2000). Competent human capital is also social capital because it enhances performance through networked relationships that foster cooperation and resource exchange in organisations and in the social context (Day, 2000).

According to Joshi, Lazarova and Liao (2009), we need to take note that organizational realities are challenging the current status quo by drawing on the intersections between social identity theory and leadership research. He went on to say under those circumstances, it is important for inspiring leaders to work tirelessly in their organisations to develop socialized relationships with team members. These socialised relations will then inspire members and even going on to foster attitudes that are critical for team effectiveness in geographically dispersed settings (Joshi, Lazarova and Liao, 2009). What this means for state enterprises is that there is dire need for paradigm shift in how what organisational leaders are doing. They need to move in fast to broaden their thinking, so that they realise it is not just about doing what they are told, but to lead (McGregor, 2012). To this, McGregor (2012) add that leaders must be constantly searching for ways to maximise commercial impact, curious and asking questions; considering competitor
activity in local markets; the impacts of current political and economic policies and challenging back up the chain. To him this is true leadership.

According to Boaden (2006), contemporary thinking is of the view that many approaches to leadership development are not innovative (Conger, cited in Boaden, 2006). Leadership development are said not to be innovative because they are based around four areas which have been used for many years. Some of these areas according to Boaden (2006) are skill-building such skill-building may focus on things like decision-making, they also focus on concepts such as ideas on what makes leaders different from managers, they also focus on outdoor adventures the intention in these outdoor adventures is to build teamwork. These leadership development programmes also focus on feedback. The feedback is ranking on a scale of leadership dimensions. These leadership development programmes, as Boaden (2006) argues are not innovative for today’s organisations. According to Cromwell & Kolb (2004) leadership development refers to any activity that enhances the quality of leadership within an individual or organization. People need to be engaged in this leadership development because they are used to going through life used to being told what to do. They often wait for instructions from their bosses from the top at the expense of service delivery. Many people are holding themselves back. They have not reached their potential because leadership development has not been forthcoming in their organisations. People only use 20% of their brain at work, according to a piece of research conducted in 1999 – Warren Bennis (cited in McGregor, 2012). Leadership in such organisations need to have a plan in place to development talent for the benefit of the whole organisation. By not doing this, there is danger that talent is going down the drain in those organisations. They need to move forward and to unleash that trapped potential and let it have a huge commercial impact.
Fulmer cited in Boaden (2006) talks of the evolving paradigm of leadership development. This evolving paradigm is best illustrated in Table 4.3 below.

**Table 4.3 The evolving paradigm of leadership development adapted from Fulmer cited in Boaden (2006: 8)**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Past</th>
<th>Transition</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>Listener</td>
<td>Student</td>
<td>Learner</td>
</tr>
<tr>
<td>Programme design</td>
<td>Event</td>
<td>Curriculum</td>
<td>Ongoing process</td>
</tr>
<tr>
<td>Purpose</td>
<td>Knowledge</td>
<td>Wisdom</td>
<td>Action</td>
</tr>
<tr>
<td>Period</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>Players</td>
<td>Specialists</td>
<td>Generalists</td>
<td>Partners</td>
</tr>
<tr>
<td>Presentations</td>
<td>Style</td>
<td>Content</td>
<td>Process/Outcome</td>
</tr>
<tr>
<td>Place</td>
<td>University Campus</td>
<td>Corporate facility</td>
<td>Anywhere anytime</td>
</tr>
</tbody>
</table>

What this means is that the curriculum for state owned enterprises for leadership development should be focused more on the future where all participants including the facilitators are learners. The programme design is not a one off event but an ongoing process of continuous improvement. The whole purpose of developing leadership is for them to act on the ground where service is being provided. They can learn anywhere and at any time that they want depending on the prevailing circumstances. This paradigm shift as ably articulated by Fulmer cited in Boaden (2006) as a new paradigm in developing leaders for the future that is focused on learning as an action-oriented activity. It also focus on learning as a lifelong process where global partners work together to produce a positive, profitable future for all.
According to McCallum and O’Connell (2009) traditional leadership development is that leadership development programme with a flare on benefits gained through individual-leader competency growth. However, what is needed in today’s organisations is a shift in focus. In many contemporary organisations, this is now taking place. They are going all out to work towards broadening the developmental lens to give more consideration to the relational context within which leadership takes place (Day and O’Connor, 2003). It appears this is a gap that needs to be looked at in relation to state owned enterprises in Zimbabwe. This was also one of the thrust in this study. The bottom line in is that in many organisations they use traditional methods of developing leadership in which their main focus will be on aspects such as traits and behavioural styles and situational attributes such as task structures, leadership substitutes, the nature of decision processes, and leader-member exchange quality. However, it has to be noted that the underlying issue is that developing individual leader competencies focused on traits and situational attributes does not equate to better leadership as today’s leaders must operate in a marketplace that is both volatile and virtual (Cohen and Prusak, McCallum and O’Connell, 2009).

It is further argued by McCallum and O’Connell (2009) that volatility is evident within organisations in the ongoing changes in personnel policies and practices, and among organisations in shifting supplier relationships, growing international competition and organisational interfaces shifting through the negotiation and nurture of mergers and acquisitions. This volatility has to be taken care of through leadership development programmes so that all personnel on the ground can adequately respond to the volatile situation that is obtaining.

In coming up with leadership development programmes it is also important to examine the ideas put forth by McCallum and O’Connell (2009) who are of the view that leadership in volatile and
virtual environments requires careful attention to both development of individual leaders and the development of leadership capacity in organisations overall. They put this argument on careful attention to development of individual leaders and the development of leadership capacity in organisations because they see that the demands of today’s relationship-based business environment are impacting on growth and productivity of organisations. They then put a strong case that building organisational leadership capabilities through a lopsided investment strategy focused on human capital seems to under value the current and future social capital needs of organizations (McCallum and O’Connell, 2009). In that regard, state owned enterprises in Zimbabwe should prioritise the development of individual leaders and the development of leadership capacity in these important and indispensible state organisations.

According to Opondo, Odida and Njanja (2014), leadership continuity can be ensured through effective strategic talent management. It is well known that talent that is recruited and selected competitively and inducted using elaborate and effective placement program will not only have the relevant competence but also stand to feel more satisfied with their jobs in addition to having confidence in their organization (Towers, cited in Opondo, Odida and Njanja (2014). This should be the case with state owned enterprises considering that these authors argued that the concept of effective talent management has become increasingly important in the creation of organisations’ competitive advantage. State owned enterprises need to put in place effective strategic talent management practices. Effective talent management is conceived as the activities and processes that lead to identification of key positions which contribute to the organisation’s competitive advantage (Opondo, Odida and Njanja, 2014). It has to be seen in this study to what extent this has been followed in the context of state owned enterprises in Zimbabwe since Opondo, Odida
and Njanja (2014) insist that talent identification and acquisition is one of the key strategies used by organisations to have a competitive edge vis-à-vis their competitors. It follows then that Mellahi (cited in Opondo, Odida and Njanja, 2014) pointed out that the three main talent management activities which in his opinions are geared towards achieving adequate, reliable and competent talent in organisations should be part and parcel of talent management and leadership development. These important processes in talent management and identification were cited as recruitment and selection, development and training of the selected staff, and retention and more importantly succession planning (Mellahi cited in Opondo, Odida and Njanja, 2014). This was in the context of a study undertaken in Kenya. The reality in Zimbabwe is yet to be uncovered.

2.5.1 Lessons for leadership development

According to Boaden (2006) in state owned enterprises such as those in the health sector that he studied, there appears to be some key lessons from other state owned enterprises who want to implement leadership development in the health sector. Such lessons from the programme that he studied are transferable to others. The main one is clearly that it is possible to design and implement leadership development programmes for/within the state owned enterprise that can make a difference – both to the individual participants, to their organisations and then ultimately to the patients who the ultimate beneficiaries.

In that study by Boaden (2006), other lessons include:

- action learning is a useful method for this type of development;
- time available away from the workplace is key, but availability of this is not only a matter of personal motivation and organisation;
• providing participants with a variety of views and perspectives on leadership is key in enabling them to develop the discretionary aspects of leadership

• behaviour through the assessment of evidence, which increase in importance with the level of the participant within the organisation;

• measuring the impact of leadership development is an evolving process and one where it would be useful to share best practice and experience;

• taking part in such programmes is hard work for participants, but beneficial for individuals in terms of personal development but also career development, as well as benefiting organisations who sponsor participation; and

• developing and providing such programmes is a new challenge for some parts of the provider community but one that has proved to be beneficial from a variety of perspectives (Boaden 2006:23).

What these lessons try to portray is that leadership development is a process that focuses on the future productivity, efficiency and effectiveness of the organisation. In state owned enterprises like those in Zimbabwe it exposes them as it points at gaps that should be filled. Above all it is trying to put a strong case across that leadership development is an evolving process and it is one where it would be useful to share best practices, processes, knowledge and experiences.

The way in which leadership development training is done is important for growth of organisations. This is more important as we narrow our focus on dispersed leadership where we are arguing that leadership is everyone’s business. In this regard, in contemporary organisations leadership development can come in the form of traditional classroom training sessions as well as
through interventions such as mentoring, coaching, active learning, intensive feedback programs, job challenges and reassignments, and social networking (Day, 2000). It has to be emphasised at this juncture that with the focus of these approaches most often on building better individual leaders versus better leadership (McCallum and O’Connell, 2009).

It should also be made clear that there is an important distinction between leader development and leadership development (Day, 2000). When we talk of leader development we are actually referring to those practices where we embark on programmes in which the main focus is on nurturing of individual-level skills and abilities, recognised as the building of human capital (Day, 2000). These ideas were also echoed in another study in which it was pointed out that when we are working at the individual level, human capital includes work experience, education, knowledge, skills, abilities, and training (Ferret, 2006). These many aspects of human capital are captured in two dimensions. One of these dimensions is value. When we are talking of value in the context of human capital development it is represented by contributions made that enhance organisational effectiveness, efficiency, and or competency. The second aspect of human capital development dimension is uniqueness. In the context of human capital development the uniqueness is exhibited in firm-specific, tacit knowledge or expertise (Lepak and Snell, cited in McCallum and O’Connell, 2009). We can see from this discussion that both value and uniqueness are built by enhancing the capabilities of individuals. Since this capital represents most of an organisation’s knowledge, it is an important resource for achieving competitive advantage and productivity (Hitt and Ireland, 2002) especially in state owned enterprises that were the backbone of this study.
Leadership development is different from leader development in that leadership development involves building the organisation and its members’ capabilities (Day, 2000). What this means is that in the case of state owned enterprises as was the case in this study leadership development should be used as a strategy that builds social capital through an integrative approach (McCallum and O’Connell, 2009) “helping people understand how to relate to others, coordinate their efforts, build commitments, and develop extended social networks by applying self-understanding to social and organisational imperatives” (Day, 2001: 570). This argument is supported by Hitt and Ireland (2002) who suggest that leaders need to develop meta-capabilities for coordinating and integrating relationships between organisations especially in this age of networking and knowledge based organisations. In the same vein McCallum and O’Connell, 2009: 155) are also of the opinion that examining the work of organisational leaders and others they went on to suggest a short taxonomy of competencies important for leaders in “building, nurturing and leveraging social capital”. This short taxonomy of competencies include the following:

- Ability to identify needed tacit knowledge;
- Evaluation of tacit capabilities;
- Building and maintaining internal trust;
- Establishment of external relationships; and
- Capitalizing on resources from external relationships (McCallum and O’Connell, 2009:155).

This short taxonomy of competencies for nurturing social capital in organisations shows that it is important to focus on both human and social capital because in reality and in practice while both human and social capitals are important, they affect organizations indifferent ways and in different extents.
2.6 MOVEMENT TOWARDS DISPERSED LEADERSHIP

2.6.1 Leadership and followership

Discussion on dispersed leadership is incomplete without mentioning followers. Leadership is not something that is simply done to followers, it is something followers shape and contribute to; indeed bad leadership can be prevented through strong moral followership and leaders who treat others bad leadership may find they have no followers, (Dearlove and Coomber, 2005). It is maintained that leadership can only be understood through its connection with followers. However, this suggests there is a clear distinction between leaders and the led. The complex nature of leadership makes the relationship between leaders and members of an organisation intricate and complicated (Fullan, 2001). In reality, in almost all cases, leaders are also followers; there is no real distinction between leadership and followership, (Raelin, 2003).

2.6.2 The need for different leadership

It is the contention here that the position of leadership being an innate virtue shared by only a few talented individuals is untenable (Gronn, 2006). No single person can deliver corporate objectives; the knowledge and skills required for effective leadership cannot be concentrated in a single individual, (Abel, 2000). The role of leadership is to cause greater capacity in the organisation. This requires more than identifying and training individuals to develop their leadership skills, a new framework of leadership is needed, what Raelin, (2003), calls ‘leaderful practice’. A culture rather than a cult of leadership, (Landale, 2005). Leadership theory around dispersed leadership has developed as a practical reaction to the futility and unrealistic heroic leadership model, (Macbeath, 2006). Leading and managing schools involves multiple individuals
and involves more than the Work of those individuals in appointed leadership positions, (Spillane et al. 2008).

Although leadership is identified as being a significant factor in school Effectiveness, leadership is not just a feature of senior management but Distributed across school communities, (Ross et al. 2005b). There is a Recognition in the literature on leadership in schools that schools can only effectively build capacity and sustainability if they maximise the potential Opportunities for leadership be dispersed through the school community, (Macbeath, 2006). This is completely contrary to the models of individualistic or Heroic leadership.

2.6.3 Definitions of dispersed leadership

For the purposes of this thesis, the organisations focused on are the state owned enterprises and the leadership models discussed are models of leadership common in government leadership. The factors contributing to dispersed leadership are varied and interrelated, they are not unique to dispersed leadership. Although it is argued that leadership that drives sustainable change and Improvement is distributed and in order to be distributed it must address the themes described below, the substantive themes and related sub themes. Australian Psychologist, Professor Gibb was the first to use the term dispersed leadership in the 1950s as a means of understanding the operation and dynamics of the processes that Influenced the work of a variety of formal and informal groups, (Gronn, 2008).

There are competing and contradictory interpretations of the term suggesting that the concept is diverse and broad based, (Mascall, et al. 2008). In spite of the confusion over definitions, much academic literature on school leadership enthusiastically propounds dispersed leadership, (Lakomski 2008).
The concept of dispersed leadership shares much with democratic, collaborative and participative leadership theories and is often used to describe any form of shared, distributed or dispersed leadership practice, (Ross, et al, 2005a). Dispersed leadership is therefore sometimes misunderstood as a system where everyone or even no one leads, (Harries, 2008; Raelin, 2003). Dispersed leadership is not about a lack of leadership; but about developing the potential of leadership across the organisation. Unlike approaches that attempt to replace the need for a leader, dispersed leadership promotes the development of leadership capability believing that everyone has some leadership abilities that will be needed by the group at some time, (Boaden, 2006; Weynes, 2002).

Table 5: substantive themes and related sub themes within dispersed leadership

<table>
<thead>
<tr>
<th>Substantive Theme</th>
<th>Related sub themes</th>
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<tbody>
<tr>
<td>Identity, trust</td>
<td>Relationships (Furman, 2004; Boscardin And Jacobson, 1997)</td>
</tr>
<tr>
<td>And passionate</td>
<td>• Communication (Culpan, 1987; Hargreaves And Fink, 2008; Harris, 2008; Robinson And Carrington, 2002; Senge, 1990)</td>
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<tr>
<td>Commitment</td>
<td>• Influence (Johnson, Et Al. 2006; Ross, Et Al. 2005b;)</td>
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<td></td>
<td>• Resistance (Fullan, 2001; Spillane And Diamond, 2007)</td>
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<td></td>
<td>• Pupil Participation, Parental Involvement (Funky Dragon, 2008; Jenkinson, 1995; Wag, 2002b; Wag, 2008a)</td>
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<td></td>
<td>• Trust (Day, 2005; Harris, 2008; Voulalas And Sharpe, 2005)</td>
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<tr>
<td>Intellectual Capital &amp; Knowledge Management</td>
<td>• Use Of Data (Boekhoff, 2000; Carson, <em>Et Al.</em> 2004; Davenport, 1997; Gao, <em>Et Al.</em> 2002; Greenes, 2006; Marr, 2007)</td>
</tr>
<tr>
<td>Moral purpose And social Justice</td>
<td>• Moral Purpose (Branson, 2007; Davies, 2001; Fullan, 2005; Furman, 2004; Kakabadse And Kakabadse, 2005; Rowe <em>Et Al.</em> 2007; Weynes, 2002) • Inclusion (Boscardin And Jacobson, 1997; Heck And Brandon, 1995; Kakabadse And Kakabadse, 2005; Robinson And Carrington, 2002; Hayden, 2003) • Shared Values And Vision (Furman, 2004; Hargreaves, 2008; Heck And Brandon, 1995; Ohmae, 2005; Senge, 1990) • Coherent Culture (Cranston, <em>Et Al.</em> 2006; Carson, <em>Et Al.</em> 2004; Fullan, 2001; Fullan, 2005; Heck And Bradnon, 1995; Rowe, <em>Et Al.</em> 2007; Weynes, 2002) • Risk Taking (Robinson And Carrington, 2002; Collison And Parcell, 2004; Blase And Blase, 2000) • Coherent Culture (Rowe, 2006; Pratt, <em>Et Al.</em> 2005; Fullan, 2001)</td>
</tr>
</tbody>
</table>
Organisational Expectations
And learning

- Developing Staff (Normore, 2004; Jenkinson, 1995; Fullan, 2001)
- Balancing National Drivers And Local Imperatives Furman, 2004;
  Day, 2005; Harris, 2008; Davies, 2001; Heck And Brandon, 1995;
  Kakabadse And Kakabadse, 2005).
- Understanding Change (Flood, 1999; Fullan, 2005; McMillan, 1999;
  Leithwood Et Al. 2007; Mitleton-Kelly, 2006; Senge, 1990)

Whilst it is true within organisations that are developing models of dispersed leadership that anyone in an organisation can theoretically lead, it does not mean that everyone will choose to do so. Neither does it mean that everyone who does lead will lead simultaneously. Where people are leading simultaneously, it does not mean they are all leading the same things, (Harris, 2008; Raelin, 2003). Dispersed leadership also does not imply a lack of hierarchy, indeed those in appointed leadership roles are the gatekeepers to dispersed leadership practice in their organisations, (Harris, 2008). Rather than suggesting that formal structures are unnecessary or absent, dispersed leadership assumes a powerful relationship between vertical and lateral leadership processes.

Central to thinking about dispersed leadership is the idea that leadership is not the preserve of a few heroic individuals, indeed it is not about individuals at all, dispersed leadership is an emergent property of relationships, (Spillane, 2006). Raelin, (2003) refers to a new paradigm of leadership, ‘leaderful practice’. Understanding dispersed leadership as leaderful is helpful as it takes the focus away from understanding leadership as an individualistic perspective (serial,
controlling, individual and dispassionate) to a model that defines leaderful leadership as concurrent, collective, collaborative and compassionate, (Raelin, 2003).

“leaders co-exist at the same time and all together….each member of a Community [makes] a unique contribution to the growth of that community, both independently and interdependently with others….Leaders are inherently collaborative, which in turn they derive from their compassion toward other human beings. Their well-developed sense of self permits them to develop a deep consideration of others”. (Raelin, 2003: Xi)

This model of leadership encompasses elements of servant-leadership, especially in its emphasis on relationships, (Greenleaf, 1977). However servant-leadership remains focused on the individual leader. Greenleaf goes so far as to suggest that servant-leaders have attributes, such as foresight and intuition, that set them apart from followers. Dispersed leadership, or what Raelin calls leaderful leadership, directly challenges this conventional view of leadership. Dispersed leadership cannot be understood by a futile attempt to capture the characteristics, actions or beliefs of an individual; it is governed by interaction not individual direction, (Heck and Brandon, 1995). Dispersed leadership differs from other empowerment models in that it is not merely consultative, allowing followers to participate in leadership, nor does it equate to stewardship models where leaders delegate when necessary, (Senge, 1990). Dispersed leadership is a model that redefines leadership as a collective practice.

Where people come together to solve particular sets of problems and thus occupy a leadership space and are engaged in leadership practice. Leadership practice here is not prescribed in advance or restricted to particular activities or behaviours. It is the collective interaction of leaders, followers (and they may be and often are the same people) and situations; and emerges as
people come together to solve problems and co-create organisational futures, (Spillane, 2006; Kakabadse and Kakabadse, 2005).

2.6.4 Identity, trust and passionate commitment

Passionate commitment

In this sense passion is not linked to charismatic leadership. It is what provides inspiration and creates a sense of excitement and adventure as those engaged in leadership practice strive for inspirational dreams that provide the foundation for building emotionally intelligent organisations, (Weynes, 2002). Passionate commitment is the determination to make a vision into reality and is profound dispersed leadership connected with moral purpose, (Alexander, 2005). Dispersed leadership allows for the creation and co-creation of as many inspirational dreams as there are leaders. Such dreams, when rooted in moral purpose and social justice, create a coherent culture, and are a powerful vehicle for driving improvement and sustained change. When members start to lead themselves they make the commitment to bring their passion for self-improvement to their working environment, (Landale, 2005). Research suggests that dispersed leadership promotes a culture of trust which encourages enthusiasm and passionate commitment, (Gurr, et al. 2005).

Success comes from getting people who care passionately together, and giving them a structured framework with which to work, (Friedman, 2005).
Trust

Building norms of trust and collaboration amongst staff is essential for organisational improvement, and therefore the development of trust is a crucial Function of leadership, (Spillane, 2006). Trust draws upon and develops social capital and enables people to feel safe sharing knowledge and taking risks.

Open and honest communication, the building block of effective relationships, is only possible in an environment where the value system is based on trust, (Furman, 2004). Honesty and trust along with the importance of interpersonal, communication and listening skills have been identified, as being tools critical both in leadership and in developing leadership across organisations, (Voulalas and Sharpe, 2005). Trust facilitates the development of a congruent culture and generating forms of leadership that promotes improvement, (Harris, 2008).

Relationships

Relationships underpin the other key themes relevant to discussions of dispersed leadership and its implications, (Cranston, et al. 2006). Successful organisations invest in building and maintaining sustainable relationships. It is increasingly being recognised that the difference between success and failure is attributable to the power of relationships rather than strategy or associated systems or processes, (Weynes, 2002). Organisations that have a strong sense of community and Connectedness are those that value and support strong, positive, personal relationships (Rowe, et al. 2007). This is important because it allows for the development of a culture that can solve difficult or adaptive problems through collaborative cultures of inquiry, (Fullan, 2005). It is important to note that strong relationships are not necessarily positive, they
can act as mutual reinforcers of poor practice, the leadership role is to ensure coherence with the shared moral purpose, (Fullan, 2001).

**Resistance**

A distributed perspective does not imply that all those leading will automatically be in agreement and it is not necessary for leaders to agree or even to like each other to work as a collective in co-performing leadership routines, (Spillane and Diamond, 2007). Learning is more likely to be achieved from working with people with whom one disagrees. Being affiliative, or building relationships with others, especially those who may be resistant to change helps develop trust where this may be limited or difficult. It also provides alternative perspectives offering different insights and potentially new information. Successful organisations often build in differences knowing that these provide checks and balances that avoid superficial compliance and the potential for sabotage (Fullan, 2001). Surfacing, understanding and working with resistance is an important aspect of relationship building and requires those in appointed leadership roles to reassure others participating in dispersed leadership that they are not abdicating responsibility, (Raelin, 2003).

**Influence**

Understanding dispersed leadership requires understanding and tracking influence, (Ross, et al. 2005b). Motivational influence is a key component within leadership generally and has particular power in dispersed leadership both in developing leadership across organisations and in driving improvement and change, (Alexander, 2005). This is not limited to special individuals or even those at the top of an organisation but anyone who is in a position to have influence (Johnson, et al. 2006).
Communication and dialogue

Effective communication is crucial in developing/maintaining relationships. In a culture of dispersed leadership all members are valued and are active participants. In such a Community open communication is fostered and members are encouraged to express themselves, (Robinson and Carrington, 2002). An environment that encourages this requires those engaged in leadership practice to undertake what Furman (2004) refers to ‘deep listening’, suspending one’s own assumptions, judgments and emotional reactions in order to know, value and understand others. A commitment to maintaining open communication is central to achieving common moral purpose and developing congruent culture, (Boscardin and Jacobson, 1997). The leadership function with regard to communication is not to seek to control it, but rather to contribute to the design of a culture in which the community engages in robust dialogue. Dispersed leadership is well suited to supporting such connectivity and networking, (Hargreaves and fink, 2008).

Caring

Caring is deeply connected to ethical leadership (moral purpose); it is a fundamental component of creating coherent culture which makes the development the collective endeavour that is moral purpose possible. Caring is the heart of leadership, (Wynes, 2002). Leadership theory suggests that high performance teams are the product of supportive relationships and successful schools are, ‘particularly adept at building a sense of caring into their practice’. (Mulford, et al. 2008: 466). Caring is about a genuine concern for equality and fosters trust, cohesiveness and connectedness, (Culpan, 1987). In a school setting it is a shared belief that every child can learn and every child matters. This is often embodied within a strong school pastoral support system,
Schools where pupils feel cared for develop stronger connectedness, a positive indicator for improvement (Rowe, et al. 2007). Children seek and respond positively to caring school environments; this requires changing the traditional perception of Schools and their relationships with children, (Funky Dragon, 2008).

**Risk taking**

Traditional structures have been risk averse and this lack of flexibility has contributed to school environments that are not inclusive and fail to maximize the creative potential of the community. This is not to encourage recklessness, But that a culture of dispersed leadership values all members as equals, and encourages active participation and risk taking within a strong moral purpose, (Robinson and Carrington, 2002). Risk opens up the possibility of failure as preparation for success; it is not so much forgiving of failure as embracing of the opportunities it brings to learn and improve, (Blase and Blase, 2000).

### 2.6.5 Moral purpose and social justice

Moral purpose and social justice are major themes in the literature on leadership. Moral purpose at its simplest refers to everything that is done with the intention of making a positive difference to the lives of children (Davies, 2001). It is fuelled by a focus on high expectations for all, raising capability, collective endeavour and a drive for improvement, (Fullan, 2005). In this context Moral purpose and social justice are integral, not added value components and the literature supports the contention that educational leadership is fundamentally a moral endeavour, (furman, 2004). The focus of moral purpose Is not the values held by the appointed leaders; it is on the role of moral Leadership as it is developed by the whole school community in order to achieve Social justice. Social justice is not the preserve of heroic individuals; neither can it be achieved without
collective endeavour. Moral leadership is not something that naturally occurs in organisations, it is achieved through conscious, deliberate intention, through the nurturing of moral consciousness, (Branson, 2007). Developing leadership that creates moral purpose requires those engaged in leadership practice to gain credibility through honesty, accountability and trust, both being trustworthy and trusting others, (Weynes, 2002). It requires leaders to do what is most effective whilst following an ethical code. To achieve this leaders must research and understand the consequences of their actions and engage others who act as checks and balances to emerge with a collective sense of moral integrity and responsibility, (Kakabadse and Kakabadse, 2005). The school environment is shaped by its ethos, and this is shaped by the underlying norms and values reflected in policies and procedures and in their implementation. This is not the sole preserve of a few special individuals, but needs to be developed across organisations (Rowe et al. 2007).

Those engaged in leadership practice who combine the commitment to moral purpose with an understanding of the change process will achieve greater successful and will also discover deeper moral purpose, (Fullan, 2001).

**Shared values and shared vision**

The importance shared vision is another strong theme in the academic discourse, (Hargreaves, 2008). Vision is about setting and sustaining direction and if necessary re-designing organisational structures and nurturing cultures so that staff participation, collaboration and individual and collective belonging and ownership is fostered, (Day, 2005). In traditional leadership theory the ‘leader’ provides the vision, (Ohmae, 2005). In a distributed model of leadership, vision is co-created and the appointed leaders may not be the ones necessarily formulating the vision. The development and sustaining of a collective vision is seen as crucial to school success, (Voulalas and Sharpe, 2005). However if leadership is truly distributed, it is
questionable whether a single vision shared across every single individual across a whole community is possible or even necessary, (Mitleton-Kelly, 2003).

closely linked with shared vision and sometimes used interchangeably is the concept of shared values. Leadership embedded in the relationships between those engaged in leadership practice creates a system of shared values and beliefs, (Heck and Brandon, 1995). It the contention here that a shared value base is the embodiment of a coherent culture and as such is far more powerful and therefore more important than achieving a single shared vision. Values are the normally unconscious dimension of a person’s inner self and developing shared values involves nurturing moral consciousness (Branson, 2007).

Evidence suggests that effective organisations have strong congruence between values; they achieve an overarching sense of moral purpose that extends beyond the organizational level into wider society, (Gurr, et al. 2005). This can only be achieved through collaborative endeavour, creating a coherent culture with high trust, effective communication, clear moral purpose facilitated by dispersed leadership.

**Coherent culture**

Anchoring change in corporate culture is fundamental in achieving embedded change, (Kotter, 1990). Organisational culture can be defined as a system of shared values and beliefs that guide the behaviour of organisation members and provides a distinct competency for the organisation, (Culpan, 1987).

Coherent culture is not the same as homogenous culture. A resilient organisation needs to accommodate numerous heterogeneous cultures, provided that there is overall coherence that provides unity of purpose and/or values, (Mitleton-kelly, 2006). Nurturing and maintaining coherent culture in a society with conflicting values is a challenge that takes time to develop and
effort on the part of all those engaged in leadership practice, however it reaps dividends (Davies, 2001). Collaborative culture is relationship-based, incremental and iterative. A framework of dispersed leadership embodied within a coherent culture embedded in a strong moral purpose becomes a virtuous circle that sets high expectations, raises capability and drives improvement, (Fullan, 2005). The literature suggests that successful organisations promote a culture of collegiality, collaboration, support and trust, firmly rooted in values of social justice. This is facilitated dispersed leadership processes and practices, and careful planning to ensure dispersed leadership practices are integral to all areas of school operation, including teaching and learning, (Gurr, et al. 2005; Mulford, et al, 2008).

**Inclusion**

An overarching concern with efficiency and targets has led some organizations such as schools to distance themselves from their communities. Fostering an inclusive community is part of moral purpose and is connected to organisational expectations. It is identified by wag as part of the purpose of schools, (Wag, 2008). Inclusion in this sense does not refer to educating children with special needs within mainstream classes, it is about meeting the needs of individual children and in this way meeting the needs of all children, the school community and the wider community, (Day, 2005). Inclusion relies on developing external relationships and alliances to share power and decision-making to create an inclusive culture.

It is therefore more readily a feature of dispersed leadership environments, (Robinson and Carrington, 2002). Whilst traditional structures may provide certainty and predictability, they also increasingly exclude people. A different style of leadership is necessary and is both a feature in developing inclusivity and a by-product of it, (Boscardin and Jacobson, 1997).
**Intellectual capital and knowledge management**

The ability to develop intellectual capital (IC) is crucial to organizational success, (Carson, et al. 2004). Developing and maintaining an environment where knowledge can be created is dependent on creating the right conditions. Turning information into knowledge (the creation of intellectual capital) is a social process and requires elements such as trust, team-spirit and a learning climate as well as technology. People not technology, are at the heart of intellectual capital, (Gao, et al. 2002). Individual knowledge is necessary but is not enough on its own. Knowledge building is a component of leadership capacity, (Marr, 2007). Those in appointed leadership roles can inhibit communication or reinforce intellectual capital. It is suggested that few organizations create intellectual capital effectively and organisations would benefit from making the creation of IC an explicit core value, (Fullan, 2001).

**Knowledge-sharing**

There is not the space here to explore this subject in depth, what is intended is simply to highlight the importance of knowledge-sharing and the links with dispersed leadership.

Knowledge-sharing contributes to the development of positive culture within organisations, when management collaboratively share and generate knowledge that informs their practice, they have more leadership and ownership over what they do, (Robinson and Carrington, 2002). The directors provide a structure for enabling knowledge-sharing and the development of a learning organisation, (Wenger, 1998). They emerge wherever people come together to share ideas and approaches. However, they can both enhance and inhibit learning, (Hargreaves and Fink, 2008). They provide generative and embedding frameworks for the development of common knowledge and are therefore crucial for the development of coherent culture, (Lakomski, 2004).
2.7 OUTCOMES OF DISPERSED LEADERSHIP

There is limited empirical evidence currently about the consequences of dispersed leadership; however there is emerging evidence to support a strong relationship between dispersed leadership and improving organisational performance. There is increasing evidence that suggests developing leadership capacity within schools is a key lever for success and promoting sustainable organisational improvement, (Blase and Blase, 2000; Harris, 2008). The leadership discourse is not in complete agreement on the positive outcomes of dispersed leadership. Some evidence suggests that having multiple leaders may contribute to inefficiency, conflicting priorities, competing leadership styles, incoherent culture, weak focus and low productivity, (Storey, 2004). It is suggested that having fewer informal leaders makes people feel more socially validated for their work, (Heinke and Blales, 1953 cited in Harris, 2008). Other advantages of single leader suggested include being better able to integrate tasks and greater accountability, (Waldersee and Eagleson, 2002). Some maintain that dispersed leadership is unremarkable, (Gronn, 2008), whilst others warn that it is not necessarily synonymous with good leadership, and bad leadership is bad whether distributed or not, (Harris, 2008; Mascall, et al. 2008). However, in the face of increasing evidence that top-down, micromanaged educational change models are failing, alternative models of lateral and dispersed leadership are now being promoted as ways to secure sustainable innovation and improvement, (Hargreaves and Fink, 2008). There is growing evidence to suggest that at its best, dispersed leadership encourages values-driven accountability and responsible engagement which leads to capacity-building that in turn drives improvement. The potential for sustainable positive outcomes are enhanced when dispersed leadership is planned and reflective. Where leadership
distribution is co-ordinated and designed into organisation structures it is likely to make more productive contributions to organisational outcomes. (Mascell, et al.2008; Robinson 2008).

2.8 LEADERSHIP CHALLENGES IN STATE OWNED ENTERPRISES (SOE)

Organisations face challenges from time to time. Some of these challenges are from the environment in which the enterprise is operating in that is the operating environment. Some can come from lack of capacity on the leadership to stir the enterprise to greater heights. According to Geekwise (2014), Leadership challenges do affect many organisations but the most important thing is that they vary by organization. They went on to tabulate what they think are the most common. In that discussion, they cited challenges to do with motivating, encouraging, and effectively managing people so that they become productive. This is particularly true in some state enterprises in Zimbabwe. In such a situation, what is required is that management and their employees must learn to work together in order for a company to be productive, efficient and effective in the eyes of the owners and the public at large. According to Geekwise (2014), any situation in which there are both leaders and supporters there is always a possibility that some form of leadership challenges can arise.

According to Terblanche (2012), State Owned Enterprises (SOE)s are created as distinct legal entities run entirely by government or companies in which the state may be a major or a majority shareholder. Their major mandates are to provide useful services to society and the economy. In that regard, they operate the state’s commercial affairs, often with public policy objectives as their main targets. Leadership Online (2014) is of the belief that these enterprises face many challenges. In their study, they found out that political interference, corruption, and non-
adherence to good corporate governance practices cause SOEs to fail, which often troubles many SOEs in the countries that they have observed. They even went further to argue that most successful SOEs have a balance of public and private interests and are commercially run without political interference.

Other challenges mentioned by Terblanche (2012) include the recent global economic crisis which they think has brought new perspectives on governments' roles in business while favouring a greater role for government. They gave South Africa, as one of their examples. Their argument is that the rapid nationalization of key industries and institutions with more state-owned and run enterprises is issues that critics predict severe failures were this to happen (Terblanche, 2012). The other important issue mentioned is that of the conflict of interests. This arises because government acts as both regulator/legislator and shareholder/owner of many of the SOEs. The most interesting thing for South Africa is that the government is aware of its short comings. They confessed in the *New Growth Path* (NGP) document (Terblanche, 2012). In that document, government shows some awareness of the challenges that its enterprises are facing by admitting that “the performance of most state interventions in the ICT sector has been disappointing” and notes that South Africa "has lost its status as continental leader in internet and broadband connectivity" (Terblanche, 2012:2). What may be needed in such circumstances to rescue the state enterprises is to take a hard line stance and work towards profitability of these organisations. Elsewhere in this chapter, the researcher also discussed issues to do with restoring good corporate governance in public enterprises. The issues of corporate governance are inseparable from state owned enterprises at a time when a number of them are experiencing various challenges.
Apart from the challenges discussed above, employee motivation is also another burning issue in State Owned Enterprises. Geekwise (2014) appear to agree with this kind of reasoning. They put a strong case that no organisation, be it formal or casual, will get far if its workers are not motivated. To them, workers who lack focus or are uninterested in the end goal are not usually very productive, and can often undermine a leader’s efforts and authority. Sometimes, the fix is as easy as clearly communicating the mission. In other instances, leaders must work with employees individually to figure out an effective incentive structure. All this clearly points at dispersed leadership practices in state owned enterprises. Empowered employees are motivated to produce more. They are trusted to exercise leadership. Geekwise (2014) even go on to say that the happier and more valued employees feel, the more likely it is that they will give the company their best efforts. It means dispersed leadership is one way of investing in employee happiness. It builds a culture of trust in the organisation and ignoring corporate culture is often seen as a serious misstep (Geekwise, 2014). So-called “good” leadership is often a lot easier to describe than to actually implement. Many of the most common leadership challenges arise when leaders are either unaware of common pitfalls, or are inattentive to developing problems.

2.9 DELIGHTING STAKEHOLDERS

Delighting stakeholders is an important function of state owned enterprises in Zimbabwe. A look at the mission statement of one of the parent ministries revealed the following:

Mandate
The mandate of that Ministry was that of power development. It had set up a power development department to look into issues of delighting stakeholders and their mandate was stated as:

*The Power Development Department’s is one of the technical departments of the Ministry. Its main role is to facilitate the improvement of availability of electricity to the populace, as well as the attainment of self sufficiency in electricity generation. The achievement of the strategic goals is centered on the effective administration of the utilities under the Department’s purview namely ZESA Holdings (Pvt) Ltd group of companies and its subsidiaries: Zimbabwe Power Company (ZPC), Zimbabwe Electricity Transmission and Distribution Company (ZETDC), ZESA Enterprises (ZENT) and PowerTel; the Rural Electrification Agency (REA); Zimbabwe Electricity Regulatory Commission (ZERC) and Zambezi River Authority (ZRA) which is a bilateral body owned by Zimbabwe and Zambia* (Ministry of Energy and Power Development, 2013).

**Mission Statement**

*To facilitate the development of power infrastructure and provision of safe, adequate, reliable and cost-reflective electricity*

**Overall functions**

- Development and establishment of an effective legislative and regulatory framework to facilitate orderly operations of the electricity industry sector;
- Ensuring availability of adequate supplies of electricity to facilitate economic growth and sustainable development;
• Development and implementation of policies on indigenisation of the electricity sector and alternative sources of energy;

• Facilitation of infrastructure development in the power sectors of the economy; and

• Acceleration of the pace of rural electrification in Zimbabwe and provide appropriate and affordable electrical energy supplies for sustainable social and economic development (Ministry of Energy and Power Development, 2013).

What this means for state enterprises in Zimbabwe are that their biggest mandate is to delight their stakeholders. Organisations all over the world prosper by delighting stakeholders. There are so many stakeholders for organisations that are owned and managed by the state. However, there are three key stakeholders that can stand out from the rest of the stakeholders. These are the employees of the organisation, the clients or simply customers of the organisation and the owners of the organisation. In the case of state owned enterprises the owners are the general public. The public is represented by the government. The government on its part, through the Minister responsible, appoints a board to oversee the vision and mission of the organisation and to accomplish the same. Thus, it will be of importance for the work to go beyond satisfying these key clients and work to delighting them as key stakeholders.

For employees in state owned enterprises to adequately perform their duties as enunciated in the mission statement discussed above, it means they need capacity to discharge their mandates. They also need training in customer care. This is because in today’s organisations, any person who interacts with a customer is a candidate for customer service training. This does not matter whether that customer is either an internal customer which means a person in front of you or external customer those that can reach your organisation through the phone, E-mail and other
means. They should all be treated the same. They are the reason why the organisation is in existence. According to Jackson cited in Rowe and Guerrero (2013), good, continuous training in handling customers of an organisation is important in any and every environment. If this training is done well then it will add value to both the individuals in the organisation and to that organisation as an entity. State owned enterprises deal with many customers from all walks of life and this entails that this sector needs an extensive amount of training and development for its employees. This should be made available on a regular basis as the industry strives to achieve customer advocacy, customer satisfaction, employee engagement and business efficiencies (Jackson cited in Rowe and Guerrero, 2013).

According to Jackson cited in Rowe and Guerrero, 2013), studies from the Institute of Customer Service (ICS) show that loyal customers provide free promotion through recommendations and cost less to service! There are two important points raised here. The first is that loyal customers provide free promotion. They promote the organisation free of any charge. The second important point that was raised is that loyal customers cost less to service. This is important for state enterprises many of which are grappling with spiraling costs. It has also be pointed out that the study by Institute of Customer Service (ICS) also found that customers are far more likely to switch suppliers in the future meaning that there is no room for complacency during these tough economic times. The other important point that has been raised here is that of loyalty so that customers do not switch suppliers. This loyalty is basically driven by customer satisfaction and a recent ICS study found that businesses and consumers ranked customer service as the biggest driver of loyalty ahead of product, brand and marketing (Jackson cited in Rowe and Guerrero, 2013). This same author also point out that recognising the link between customer advocacy and great customer service, Barclaycard has invested heavily in making improvements to the training
of their Customer Service Advisors in order to continually improve their colleague and customer experience. This has been shown to give very good results and it has to be seen what the situation is in state owned enterprises in this study.

Delighting customers has been seen as key to building a customer driven organisation (Donovan and Samler, 1994). They point out that for the vast majority of people, delighting customers is a natural and satisfying experience. They then went on to argue that it should be a compelling, almost mandatory business strategy. What is important for this study is the issue of leadership that they brought in their debate on delighting customers. Donovan and Samler (1994) pointed out that it is their contention that inspirational leadership is a vital differentiator between customer-driven programmes that succeed and those that do not. What this means for state owned enterprises is that leadership is key to customer-driven organisations since leadership in general and the strength of leadership in particular is of critical importance in getting started, delivering early benefits to customers and driving the programme (Donovan and Salmer, 2009). It is also their belief that could be valuable to state owned enterprises that the most structured approach to creating and sustaining a customer-driven organisation needs flair as well as single-minded determination. It has to be seen if this flair and determination is there in state owned enterprises in this study. The flair is important for state organisation since real leaders do not just give focus and add impetus. Real leaders go an extra mile and they stick with that flair and determination in order to make it an enlightening experience for the people they serve which include customers, shareholders and their employees.

Donovan and Samler (1994) spell out ten important steps that organisations must follow. These ten steps are:
Step 1: Setting the service vision. This is when business aspirations are put on the table. The idea is to unpack the organisation’s service package that is different from the competitors. It will also unpack ways and means in which service vision will be communicated simply and effectively to customers, employees and business partners.

Step 2: Gaining commitment. This is the step when organisations should ensure they gain commitment. It takes account of the most obvious shortcomings between the service vision and existing business practices. It will also need to gain the confidence and commitment of key stakeholders who have the power to see the vision succeed. It will also ensure is the organisation have enough people who are committed and have the right skills and experience to overcome the inevitable resistance to change.

Step 3: The go/no-go decision. This step is a decision making step which is based on the overall probability of success. It looks at things like the risks and benefits associated with each major project that would be undertaken to ensure the success of the vision. The main questions to ask in order to reach a good decision are: Can the organisation afford the necessary investment of money and key human resources? Does the organisation have the will and ability to become customer driven? What this means is that should the answer to any of these questions become negative then there is no compelling reason to go forward.

Step 4: Segmenting the customer base. After arriving at the decision to proceed with the vision, then it is also compelling for organisations to address the particular needs of specific customers in
different markets. There is also need to look at the nature and quality of the business relationships with key customers. The main idea in looking at all these aspects of segmenting the customer is to find the main role that the organisation could meaningfully play in the success of its customers.

*Step 5: Defining the success criteria.* Once the customers have been segmented, the next idea is to define the success criteria that will be used to judge the success of this noble initiative of delighting customers. There is needed to come out with the means and the instruments that will be used by the organisation to measure the success of the programme to delighting customers. This should be a clearly spelled out programme in business terms that the organisation will use to measure and reward teams and individuals when operating in its chosen service plane.

*Step 6: Customer feedback systems.* With the success criteria in place then what are needed are customer feedback systems that the organisation can use to capture the customer’s viewpoint in an efficient and effective manner. The importance of confidentiality and independence in the whole project and in the whole process should not be questioned nor compromised.

*Step 7: Analysing results.* This is straightforward. There should be agreement from the beginning on how the results of customer feedback will be interpreted. This body of knowledge is necessary in an organisation because it will be used to build a customer-driven organisation. It is also critical to know at the onset the person or persons that will be tasked with the responsibility to analyse the results and be responsible for service improvement and evolution in the organisation.
Step 8: Making change happen. The next step is when the rubber meets the tar and make things happen. It will also need to put in place change management mechanisms that will enable the organisation to change in response to customer feedback. It will also put in place continuous service improvement plans that are driven through a combination of quick fixes and long-term organisation re-engineering.

Step 9: Communicating the changes. Throughout the whole process, communication is important. It becomes more important when everything is in place so that the changes can be communicated. The other important aspect is on how the organisation will communicate back to customers what they have told the researchers and how the business is responding to their needs.

Step 10: Choosing where next to compete. The last step according to Donovan and Samler (1994) is on ensuring that the total product be embellished in order to move qualitatively into the next dimension of service. In this regard, what is critical is new investment in skills and infrastructure that is required for success in this next, higher service plan. Based on the results of the research, the organisation may opt to remain on the same service plane and show where efforts will be focused to enhance existing services and effect process efficiencies in the organisation.

According to Northouse cited in Rowe and Guerrero (2013) the essence of leadership is to create value for the shareholders because he/she sees leadership as a process whereby an individual influences a group of individuals to attain a common goal. It has to be pointed out that viewing leadership as a process, a stance that this study has taken, means that leaders affect and are at the same time affected by their followers. This act of affecting each other between leaders and their
followers can either be in the right direction for the attainment of the goals of the organisation or in the wrong direction, going at variance to the mission of the organisation. Rowe and Guerrero (2013) argue that principled leaders articulate certain principles or values. Some of these important values are to create shareholder value and delight stakeholders. They also say, going forward in the 21st century, leadership in such a context is about winning trust and respect of constituencies. These important constituencies in the case of organisations are citizens, shareholders, employees and customers. When this is not done, the credibility of the leadership of the organisation suffers.

A known fact the world over is that organisations have been set out in order to provide goods or services. These goods or services should be of acceptable standards. The same applies to state owned enterprises. They have been put in place so that they can provide services. According to Delighting Customers (2014), service is a pact. It is an agreement between the provider and the one who is provided. This pact should be a binding one. You need to have what your customers want. Delighting Customers (2014:1) went on to support their stance of delighting customers by declaring that:

"No human being on the face of this earth escapes from service and satisfaction. In today’s business it is not enough to just satisfy your customers, you need to delight them”.

To Delighting Customers (2014), service is that action performed with the sole purpose of bringing happiness and a smile to the person who is receiving that service. Happiness and smile do not just come. They come because they are reactions that stem from satisfaction. Thus, it is critical for state and owned enterprises to think outside the box and work to delight their customers since nobody escapes service and satisfaction.
State owned enterprises in Zimbabwe have been known to bring misery to their clients. One can look at Air Zimbabwe, National Railways of Zimbabwe and others that have now become pale shadows of their selves. They now need to come out of their shells and realise that a state owned enterprise services to satisfy its customers, get them delighted and come back again bringing in more customers (Delighting Customers, 2014). All state owned enterprises should realise that the sole objective of any business is to maintain a good image, delight customers, ensure growth and profitability.

The Ministry of Energy and Power Development (2013) on power sector reform stated that, and the researcher quote:

**Power Sector Reform**

*In accordance with Government policy to embark on reforms of the electricity sector, a new Electricity Act (Chapter 13:19) was enacted in 2002 bringing about the restructuring and unbundling of the Zimbabwe Electricity Supply Authority (ZESA) from a vertically integrated utility into separate successor companies focusing on Generation, Transmission & Distribution and Service companies.*

*The new Act also provided for the setting up of an autonomous regulatory body that would encourage new investment in the electricity sector through appropriate regulatory, fiscal and environmental frameworks, harmonized with those of the SADC countries and through strategic partnerships* (The Ministry of Energy and Power Development, 2013)

There are so many benefits that can accrue from quality service. For the organisation, it will get
new and repeat customers. Its reputation will grow. For the employee, rendering good service means growth in salaries. It means growth in pecks. It also means growth in job security and job stability. The same issue comes to dispersed leadership. Through dispersed leadership, employees will be empowered to deliver quality service as they exercise leadership at the point of service. They will also realise that it is their performance which plays a vital role in helping the company meet their objectives, for their expansion and growth. Delighting Customers (2014), add their voice to this argument by pointing out that beyond an excellent product at a great price, customers have many requirements, some subtle others not so subtle, some which they may be unaware of themselves. For state owned enterprises, it means that the key is to understand and meeting them. It also means giving them more than they expect. In fact, Delighting Customers (2014) boldly asserts that getting them raving about your company is what ‘delighting customers’ is all about. It is no magic or rocket science. It is pure focus and understanding of customers.

2.9.1 ABC of delighting customers Jojo (2013)

There are so many ways in which state owned enterprises can delight their customers Jojo’s (2013). It is known as the ABC of delighting customers. Jojo (2013), ABC of delighting customers is summarized below:

A- Attention to details. Cleanliness, charming staff, follow up calls, etc. are some details needed to delight our customers.

B- Be an extra miler. A customer can be truly delighted when the organisation put some fancy trimmings in the giveaways he ordered from the organisation. Little things can delight the fancy of our customers and they turn out to be a loyal customer. Include a thank-you note in a
customer’s package; clip the article when you see their name or photo in print. There are many ways for you to keep in touch with your customers and delighting them.

C- Care. Caring for customers is important. Customers are truly delighted when they felt being cared by service provider.

D- Design a good feedback system. Ask your customers what they want. It is important just to know what your customers want and their impression of your organisation. Ask them!

E- Establish good relationships with your employees. As discussed earlier, employees are key stakeholders of an organisation. Employees take their cue from management. Leaders who disperse power greet their employees enthusiastically each day. Are you polite in your dealings with them? Do you try to accommodate their requests? Do you listen to them when they speak?

F- Fun. Make every transaction a fun experience for your customers.

G- Greetings. Cheerful greetings are important and so is cheer leading. Are your customers greeted when they walk in the door? A lively greeting creates the mood.

H - Happy employees. Employees must be kept happy because happy people deliver service happily. Good Customer Service begins with happy people.

I - Integrity. Integrity is one of the most indispensable values in organisations. Jojo (2013) opined that some organisations give awards to employees who displayed an act of honesty and integrity like returning anything that has been left by the customers, etc. Delivering what you have promised is truly delighting on the part of the customers.

Innovation in delighting stakeholders is also important. According to Denning (2012) Clayton Christensen published an eye opener on innovation through his landmark book, The Innovator’s Dilemma. In this book Dennning (2012) argues that Christensen described the costly effects of
disruptive innovation on many blue chip firms. To make his point clear, he quotes Allen Murray’s Wall Street Journal article which pointed out that the book documents how market-leading companies have missed game-changing transformations in industry after industry – computers (mainframes to PCs), telephony (landline to mobile), photography (film to digital), stock markets (floor to online) – not because of ‘bad’ management, but because they followed the dictates of ‘good’ management. He also pointed out that they listened closely to their customers; they carefully studied market trends; they allocated capital to the innovations that promised the largest returns and in the process, they missed disruptive innovations that opened up new customers and markets for lower-margin, blockbuster products (Murray, cited in Denning, 2012). Innovation is critical considering that Jacoby (2014) is of the opinion that when one examines the mission statement of many of the world’s leading corporations, one will inevitably find references to the satisfaction of stakeholder objectives. These references to the satisfaction of stakeholder objectives not only acknowledge the owners of the corporation, but more often than not, also identify other stakeholders such as employees, the community, the government, suppliers, and of course, the ubiquitous customer, among a range of stakeholder communities that need disruptive innovations (Jacoby, 2014).

2.10 STATE OWNED ENTERPRISES AND PRIVATISATION

The state at times may choose to commercialise for a number of reasons. Kouser, Azid and Ali (2011), are of the opinion that states privatise for reasons to do with research outcomes. They point out that a number of research work has been done in privatised institutions in order to account for the reasons of privatisation and majority of them empirically proved that privatization increases financial and operating performance of the companies. They went on to claim that
within a controlled environment private sectors firms perform extraordinary better then state-owned in term of financial and operating efficiency (Kouser, Azid and Ali (2011). On the other hand, Martin & Parker (1997) observed 11 British firms who were privatized during the period of 1981-1988. In that study, among other things, they checked the impact of privatisation on their profitability and efficiency. The study came out with very varied results. The results that appear important for state owned enterprises in Zimbabwe were what the researchers concluded on. In that study, Martin & Parker (1997), concluded that private ownership and management increase the profitability of the organisations that they studied. Thus they further assert that it is worth mentioning restructuring since this happens due to the increased incentives to the existing workers. The most striking finding was that there was no change in the workforce. They achieved great results using the same workers who had made the organisation redundant when it was in the hands of the state. Martin & Parker (1997) point out that no new induction or new human capital was involved in this economic conversion.

It appears privatisation increase efficiency and effectiveness of the privatised organisation. A very interesting study was done in Argentina. This was done by Ramamurti (1997) who studied Ferrocarilla, Argentinos. This enterprise is the Argentine national freight and passenger railway system. This study was undertaken during 1990 after Ferrocarilla, Argentinos was restructured and privatised. His results proved a hard to believe. For instance, Ramamurti (1997) claims that he found out that there was a 370 percent enhancement in the performance of workers and their productivity. This was achieved at the backdrop of a prominent decline of as high as 78.7% in the employment level of the organization. Thus, Ramamurti (1997) gave the whole credit to this increase in performance to privatization which was hard to achieve previously when Ferrocarilla,
Argentinos was still in the hands of the state. Ramamurti (1997) further pointed out that major economic reasons which mostly viewed in literature are increased budget deficits, huge foreign debts and countries dependency on international donor agencies like the World Bank and the IMF.

Ramamurti (1997)’s findings were also supported by Cuervo & Villalonga, (2000). These researchers reached a conclusion regarding privatisation and then indicate that normally privatised companies perform better as compared to those companies which are in the hands of the state. In this study, privatised or not, if the state is the majority shareholder, then that enterprise is treated as a state owned enterprise. However, in their study, Cuervo & Villalonga, (2000) made a clear distinction between privatised and state owned enterprises where in they found out that privatisation improve the companies’ working environment, its management’s working ethics, working dimensions, objectives, better incentives and efficiency and effectiveness start to build in the system.

The issue of privatisation appears to be a contentious issue. However, we can take a cue from Kouser, Azid and Ali (2011) who concluded that it is difficult to say that privatisation itself is good or bad. Kouser, Azid and Ali (2011) also point at many other issues that must come in play to enable an organisation to be profitable, efficient and effective. In this regard, they mention among other things issues like macroeconomic stability, strengthening the financial system, liberalisation, improved governance and deregulation which serve as an important base for its success especially in low-income countries, are served as prerequisite for successful privatization (Kouser, Azid and Ali, 2011). To them, these other issues are very important. They will generate
a facilitating environment in which the private sector can effectively work. They however, also observed that if we study in broader spectrum the role of the government is more critical and important after privatisation because it has to serve as a regulator and this is more imperative and subtle.

2.11 HISTORY OF LEADERSHIP REVISITED

In this section we re-visit the issue of leadership that we discussed earlier so that we come out with a clear understanding of what is taking place in this field. Bass and Avolio (1990) are of the opinion that the appearance of the word “leader” in the English language goes back as early as the year 1300. They further adds that the word “leadership” did not appear until the first half of the nineteenth century. What is of great interest to this study is that leadership did not reveal itself in the most other modern languages until recent times (Bass and Avolio, 1990). This can also be said in connection with state owned enterprises. The researcher can also argue that this study was fuelled by the fact that dispersed leadership did not reveal itself in the language of state owned enterprises in Zimbabwe and hence, this prompted this study. The concept of leadership, as discussed elsewhere in this study is a complex phenomenon. For this reason many theories have been developed and this study is focusing on dispersed leadership as it is being experienced in state owned enterprises in Zimbabwe. There are numerous definitions about what it is and under what conditions it reveals itself. As Tead (cited by Taylor, 2014) describes leadership as an “....activity of influencing people to cooperate towards same goal which they come to find desirable.” What we can deduce in the foregoing statement by Tead (cited by Taylor, 2014) is that leadership in state owned enterprises should be seen as promoting and necessitating an interaction
between the two constituents: those who lead and those who follow. We argue for those who lead and those who follow since in many cases leaders cannot exist without followers and vice versa.

The issue of leadership has a long history because for ages people have been looking for direction, purpose and meaning to guide their collective activities. According to Ariely (2008) leadership is needed to foster purpose, direction, imagination and passion, especially in times of crisis or rapid change. At such times people look to leaders for hope, inspiration, and a pathway which will lead them to somewhere more desirable (Bolman & Deal cited in Ariely, 2008). As leadership has had a great impact on the culture, history and civilization of humankind, theoretical explanations for it have been proffered throughout history. The term leadership is mostly associated with industry and business. For this reason, it is indispensible and is of great importance to state owned enterprises especially in Zimbabwean context. This is the reason why this chapter could not close without providing a historical background to theories of leadership as rooted in business and industry and applied to state owned enterprises in Zimbabwe. The section will add credence to the debate on leadership as it will also move in to focus on the recent approaches to leadership. These recent approaches to leadership that put into account leadership as a process and leadership as distributed and leadership as dispersed which is the primary concern of this study.

### 2.10.1 Leadership Theories

The past century appears to be the most busy in terms of leadership theory development since in that century we have witnessed influential theories for leadership that have been developed. The Trait Approach that endured up the late 1940s claimed that leadership ability is inborn. In the late
1940s to late 1960s Behavioural Approach became dominant advocating that effectiveness in leadership has to with how the leader behaves. In the late 1960s to the early 1980s the Contingency Approach became popular suggesting that effective leadership is dependent upon the situation (Bryman, 1993). Recent approaches to leadership focus on vision and charisma, the term used by sociologist Max Weber to describe leaders who can lead but who do not hold a “sanctioned office” (English, cited in Boaden, 2006). We learn from the literature (Boaden, 2006; Baker, 2007) that there was a large and significant shift in terms of the study of leadership in the 1980s. During this time, there was a marked paradigm shift in leadership theory when theorists moved from “transactional” to “transformational” (Alimo-Metcalfe and Alban-Metcalf, cited in Boaden, 2006). This paradigm shift came at a time when previous leadership models such as contingency models focused on behaviours and styles as being predictors of effective outcomes, depending on the situation. The increasing pace of change during the 1980s led to transformational models being developed, which focussed on charisma and vision (Bass, cited in Boaden, 2006). Later, Burns (cited in Boaden, 2006) introduced the concepts of transactional and transformational leadership. To add to this, Bolman and Deal in 1991 went on to categorise leadership into four frames. The four frames of Bolman and Deal were the structural, human resource, political and symbolic frame which also had an impact in the leadership development arena.

2.10.2 Trait Theories of leadership

The study of special traits of leaders emerged from the belief that leadership and abilities such as intelligence were inherited. In addition to intelligence other factors such as birth order, status and
liberal parents highly correlate with leadership abilities (Carlson, cited in Rowe and Guerrero (2013). This approach dominated that study of leadership on to the 1950s. It tried to define any distinguishing physical or psychological characteristics of the individual that explains the behaviour of leaders (Hoy & Miskel, 1991). It claims that leadership ability is inborn. As the distinguished philosopher Aristotle (cited in Hoy & Miskel, 1991) enunciates that “from the hour of birth, some are marked out for subjection, others for rule.” It has to be pointed out that the initial driving force in the investigations of leadership that was undertaken considered leaders as individuals endowed with certain personality traits. These peculiar personality traits constituted their abilities to lead. With that in mind, the initial studies investigated individual traits such as intelligence, birth order, socioeconomic status, and child-rearing practices (Stogdill, 1974).

Moving away from the trait theory was a result of some shortcomings of this approach that were identified and exposed by researchers Hoy and Miskel, 1991; Joiner, 1987). These authors found out that, in the trait theory argument, it is not clarified which of the traits are most important and which are not. They also uncovered that most of the traits overlap. They singled out some of those that overlap as tact, judgement, and common sense which were listed as separate traits yet to them it is evident that the last one covers the preceding ones. These researchers also found out that studies in trait theory were in many cases failing to distinguish between traits helping to become a leader and those enabling it to be maintained. The other weakness that researchers uncovered was that most of the trait studies appeared to be descriptive in nature. There is an assumption that the leader’s traits existed prior to leadership and most of them have failed to approach the study of personality as an organised whole (Gouldner, cited in Rowe and Guerrero, 2013). Several studies were conducted to identify leader traits. Mann’s later reviews suggested 750 findings about the
personality traits of the leaders. However, many of the traits found in one study undermined or were found to be unimportant in others. Gibb (cited in Campell, Corbally & Ramseyer, 1966) argues that failure to outline leadership traits should not be accounted for their absence, but for lack of measurement and comparability of data from different kinds of research. Recent trait studies utilized measurement procedures focusing on managers and administrators. Gary Yukl emphasized leader effectiveness rather than leader traits based on the assumption that becoming a leader and becoming an effective leader are different tasks (Hoy and Miskel, 1991).

2.10.3 Situational Leadership: Impact of the Setting on Leaders

As more results came into the fold, it was seen that the so called "trait" investigations needed to be followed by examinations of the "situation" as the determinant of leadership abilities, leading to the concept of situational leadership. In this paradigm shift, situational leadership studies attempted to identify "distinctive characteristics of the setting to which the leader's success could be attributed" (Hoy & Miskel, 1987: 273). Hencley (cited in Rowe and Guerrero, 2013) reviewed leadership theories and noted that "the situation approach maintains that leadership is determined not so much by the characters of the individuals as by the requirements of social situation" (Hencley (cited in Rowe and Guerrero, 2013:38). This reasoning has some elements of dispersed leadership because it was based on the belief that a person could be a follower or a leader depending upon circumstances. The good thing is that it had departed from the earlier assertion that leadership resides in very few people endowed with particular traits. The researchers then went further and made attempts to identify specific characteristics of a situation that affected leaders' performance. (Hoy and Miskel 1987:273) listed four areas of situational leadership: "structural properties of the organisation, organisational climate, role characteristics, and
subordinate characteristics”. Although situational leadership was promising a lot, on the table it only brought with it the ability to reveal the complexity of leadership. This was not enough for progress because in the whole this still proved to be insufficient because the theories could not predict which leadership skills would be more effective in certain situations (Rowe and Guerrero, 2013). Thus, it can be said the essence of situational leadership is that it suggested to leadership what to do in particular situations. For a leader to do this, he/she must be flexible enough to accommodate changing situations otherwise we will be shuffling leaders and taking them to situations that appeal to them.

2.10.4 Contingency Theories of Leadership

We found out in the previous section that the leader must be flexible enough to accommodate a particular situation. However the contingency view of leadership has a different view. It posits that the leaders’ style is relatively stable. This style needs to be matched with the most appropriate situation (Daft cited in Rowe and Guerrero, 2013). This kind of thinking emerged from systems theory. Contingency theory therefore has impact on organisational and administrative theory since it challenges situational views and trait views of leadership. When we put the contingency theory of leadership into consideration in organisational settings we may see that specific leader behaviours relate to group performance and satisfaction (Stogdill, 1994). Fieldre and Chambers cited in Rowe and Guerrero (2013) call contingency theory a form of leader-match theory. They match leader to the situation and point out that the closer the match the more effective the leader is.
2.10.5 Fiedler’s Contingency Model

The "situational leadership" approach contains an underlying assumption that different situations require different types of leadership, while the contingency approach attempts to "specify the conditions or situational variable that moderate the relationship between leader traits or behaviors and performance criteria" (Hoy & Miskel, 1987, p. 274). Thus, Fiedler (1967) is of the opinion that if organisational performance is to be improved, we must cope not only with the leader’s style but also with the situational factors which influence him/her. What this means for organisational performance is that it can be improved either by the leader’s fit to the situation or to completely change the situation’s so that it can fit to the leader. Fiedler (1961) also claims that leadership traits, if exist at all, would be exposed to many outside effects. Therefore, they are difficult to identify. He argues that a variety of causes may force a man to be become a leader, many of which are totally unrelated to personality attributes of which is inheritance of leadership. He suggests that dealing with leadership effectiveness would be more logical and beneficial on the grounds that the ability to motivate other people may be well be dependent upon one or more personality traits. The most important point for dispersed leadership in state owned enterprises is that Fielder believes that a leader is effective to the extent to which he renders his group more productive.

Fiedler (1967), differentiating between leadership styles and behaviors, concluded that leadership styles indicate leaders' motivational system and that leadership behaviors are leaders' specific actions. He believed that group effectiveness was a result of the leaders' style and the situation's favorableness. According to Fiedler (1961) leadership effectiveness trait can be termed as a
consistent and measurable personality attribute which separates effective leaders from ineffective ones. However, the behaviour related with these traits will reveal itself only under appropriate conditions. Fiedler also developed a semantic differentiating instrument through which the leader rated the co-worker with whom he worked least well called Least Preferred Co-worker Questionnaire (LPC). Leaders who rated their least preferred co-worker positively and favourably were classified as “relationship motivated” and those who rated their least preferred co-worker negatively and unfavorably were defined as “task motivated” (Fiedler (1961). Yulk (2012) says that task oriented leaders want to achieve goals which relationship oriented counterparts want to develop close relationships with their followers.

2.10.6 Hersey and Blanchard’s Situational Theory

According to Yukl (2012), Situational Leadership Theory (SLT) is really the short form for "Hersey-Blanchard Situational Leadership Theory" . This theory draws major views from contingency thinking. The name situational leadership implies that leadership depends upon each individual situation. Situations differ from one situation to the other and no single leadership style can be considered the best. According to Yukl (2012) in Hershey and Blanchard’s situational leadership theory, tasks are different. This means to say since tasks are different, each type of task requires a different leadership style. To be effective and successful as a leader in any organisation then one will be able to adapt her or his leadership to the goals or objectives to be accomplished (Yukl, 2012). Hersey-Blanchard Situational Leadership Theory is an approach to leadership that believes that leadership is the process of influencing an individual’s or a groups activities in their efforts to goal achievement in a given situation. From this definition of leadership, it can be understood that the leadership process is a function of the leader, the follower, and the situation
which can be formulated as follows: \( L = f(l, f, s) \). To this end, the focus of the situational approach to leadership is on observed behaviour, not on any hypothetical inborn or acquired ability or potential for leadership (Northouse, 2013).

There are three things that come out of Hersey-Blanchard Situational Leadership Theory and appear to be of importance to leaders especially to those in state owned enterprises. The first issue raised by the two authors is attached to the behaviour of leaders. The second one is attached to their group members that we may call followers. The last part is the various situations that come into play in organisational settings. Leadership development is one of the objectives of this study. This appears to be in line with Hersey-Blanchard Situational Leadership Theory in that training individuals in adapting styles of leader behaviour to varying situations is of prime importance in this theory and in this study. What this means for leaders in state owned enterprises is that though education, training and development most people can increase their efficiency and effectiveness in delivering their mandates and in their leadership roles. By observing frequency or infrequency of certain leader behaviour in numerous types of situations, theoretical models can be developed so as to aid a leader to adopt the most appropriate leader behaviour for the present situation (Hersey & Blanchard, 1999). This crucial aspect of situational leadership theory is that a leader should depend more on relationship behaviour and ales on task behaviour as readiness level of the group members increases. Minimum of task and relationship behaviour is required when a group member is very ready (DuBrin, cited in Northouse, 2013).

2.10.7 Leader Member Exchange Model (Vertical Dyad Exchange Model)
According to Yukl, 2012; Northouse, 2013 and Rowe and Guerrero (2013), the leader-member exchange theory of leadership (in short LMX) is a leadership theory that focuses on the two-way relationship. Some authors call this two way relationship the dyadic relationships between supervisors and subordinates (Yukl, 2012; Northouse, 2013). The leader-member exchange theory of leadership assumes that leaders develop an exchange with each of their subordinates, and that the quality of these leader-member exchange (LMX) relationships influences subordinates' responsibility, decision influence, access to resources and performance (Yukl, 2012; Northouse, 2013 and Rowe and Guerrero, 2013). This model was developed by George Graen and his followers. It challenges the well-established assumption that leadership behaviour is consistent. It proposes that a leader might be caring and considerate towards a team member yet uncaring and strict towards another (DuBrin, cited in Yukl, 2012).

It shows a gap here in leadership. If we look at this from the standpoint of dispersed leadership, then it follows that such a practice is segregatory. It flies in the face of the view that leadership is everyone’s business because in each of these pairs of relationships or dyads must be evaluated in terms of whether the group member is “in” or “out” with the leader. In dispersed leadership, leadership is everyone’s business yet in the leader-member exchange theory of leadership, the leader’s first impression of a group member’s competency has a strong impact of the group member’s belonging to the in-group or the out-group (Northouse, 2013). What this means is that in the case of the leader-member exchange theory of leadership in-group members have similar values and attitudes with the leader. On the other hand, out-group members do not have much in common with the leader and act somewhat detached from him/her. In-group members can become a part of a smooth functioning team whereas out-group members are unlikely to achieve good
teamwork (DuBrin, cited in Yukl, 2012). Such a situation does not augur well for state owned enterprises that belong to the state in practice and in theory they belong to everyone.

2.10.8 House’s Path-Goal Theory

Path-goal theory focuses on how leaders influence followers’ expectations. Robert House, the originator of the theory, proposes a model in which leader behaviour is acceptable when employees regard it as a source of satisfaction (Kreitner & Kinicki, 1995). In addition to this, leader behaviour is motivational when it eliminates factors that hinder goal accomplishment; provides guidance and support to the employees, and grants meaningful rewards in return for success. House claims that the leader should stay on the right path to achieve challenging goals. In contrast to Fiedler, who supports that leaders have one dominant leadership style, House believes that leaders can display more than one.

Directive leadership is providing guidance to employees about the task to be accomplished and ways to do it. Supportive leadership is being friendly, approachable, and concerned for the well-being and needs of the employees. Participative leadership is collaborating with the employees and taking their ideas into consideration during the decision-making process. Achievement-oriented leadership is setting high standards and challenging goals for the employees by encouraging them to perform at their highest level (Kreitner & Kinicki, 1995).

2.10.9 Leader Participation Model
Leader Participation Model is based on five modes of decision-making, which ranged from highly autocratic to fully consultative. The effectiveness of a mode depended upon several contingent factors which can be summed up as information sufficiency, structure of the problem, and subordinate attitudes and relationship with the leader (Sinha, 1995).

This theory is normative in nature as it prescribes a set of rules to determine the form and about of participative decision making in different situations. The model was composed of a complex decision making tree involving seven contingencies whose relevance can be assessed by answering “Yes” or “No” questions and five alternative leadership styles. The model was revised by expanding the contingency variables to twelve, ten of which are answered along a five-point scale.

This model indicates that leadership studies be geared towards the situation not the leader. It probably more sensible to talk about participative and autocratic situations than leaders who possess these characteristics as a leader behaviour alters depending on the situation and a leader can adjust his or her style to different situations (Robbins, 1998).
2.11 RECENT APPROACHES TO LEADERSHIP

In this section, the theories developed to understand leadership put aside all the complex and sophisticated explanations about leadership behaviour and attempted to examine leadership from the point of view of ordinary and simple people (Robbins, 1998).

2.11.1 Attribution Theory of Leadership

According to this theory, people have hidden theories in their minds about what makes a good leader or, in another words, they have a leadership prototype; an image of a model leader. These implicit theories or prototypes refer to a mix of specific and more general characteristics. The leader is favourable provided that he or she appeals to the implicit theories of the followers. Leadership is regarded as something to be largely symbolic and in “the eye of the beholder” (Schermerhorn et. al..1994). One of the most interesting aspects of this theory is that effective leaders are associated with consistency in the decision making phase (Robbins, 1998).

2.11.2 Charismatic Leadership Theory

Sinha (1995) defines charisma as a “magical aura” which only a few leader may be granted. Max Weber (cited in Sinha, 1995) maintains that there are three bases of authority which are traditions, rights and privileges and charisma which is synonymous with heroism and an exemplary character of a person. Owing to his character, strength and skill, super human qualities are
attributed to a leader who saves his followers from a crisis or a catastrophic event and becomes an idol providing direction and inspiration to his followers. To charismatic leader attaches utmost importance to his vision, speech, capacity to take risks and above all the emotions of his subordinates (Sinha, 1995). Robert J. House (as cited in DuBrin, 1995) identified nine effects which charismatic leaders have on their followers such as group member’s trust in the correctness of the leader’s beliefs, congruence between the leader’s and the group’s beliefs, acceptance of the leader, affection for the leader, emotional involvement of the group member in the mission, challenging goals of the group member and belief in the accomplishment of the mission.

Later, these nine effects were statistically clustered into three dimensions: referent power refers to the ability of the leader to influence other with the help of his desirable traits and characteristics; expert power refers to the ability of the leader to influence others through his specialized knowledge and skills; job involvement refers to the ability of the leader to encourage group members towards the accomplishment of the job (DuBrin, 1995).

Bass (1990 categorized charismatic leaders into five types:

*Socialized charismatics:* a leader who is in pursuit of fulfilling the needs of the group members and providing intellectual stimulation to them.

*Personalized charismatics:* a leader who offers consideration, help, and support to group members only when to achieve their own goals.

*Office holder charismatics:* a leader who owns respect and recognition through the office or status he holds not because of his personal characteristics.

*Personal charismatics:* a leader who exerts influence on others owing to his personal traits and skills not his high status or position.
2.11.3 Transactional and Transformational Approaches

If one attempts to examine transformational leadership theory, it can be clearly seen that it is epistemological based on positivist/empiricist foundation on which traditional conceptualizations of leadership have been formulated (Allix, 2000). Burn (cited in Deluga, 1995) holds that leadership can be separated from followers’ needs and goals. Its essence lies in the interaction between the follower and the leader this interaction takes fundamentally two different forms: transactional and transformational leadership. The Transactional leadership occurs when there is an exchange between people which can be economic, political or psychological in nature. The relationship between the leader and the follower is purely based on bargaining and it does not go beyond this.

However, transformational leadership occurs when the leader and the follower elevates one another to higher levels or motivation and morality. Carlson (1996) points out that Burns felt that leadership theories developed up to the mid-seventies were lacking ethical/moral dimensions so he elaborated on his exchange theory which maintains that followers play a crucial role in the definition of leadership. This theory is made up of power relations and entails bargaining, trading and compromise among leaders and followers.

This transactional model has a political basis and emphasizes the need to look closely at socio-cultural aspects that have an impact on the leader-follower relationships. According to Stodgill
(1997) these can be external factors such as the influences an organization which also in return affects the leadership of the group as well. Transactional leaders encourage subordinates by appealing to their self interest and offering rewards in exchange of work effort which are contingent reward and management by exception.

The former urges the leader to tell the followers what to do in order to achieve a desired reward for their efforts, whereas the latter one allows the leader to interfere with the subordinates’ work only when specifications or standards are not met (Hunt, 1991). In the 1990s Bass and Avolio developed the Multi-factor Leadership Questionnaire (MLQ) so as to identify four distinct characteristics of transformational leaders, which are called as “4Is”.

*Idealized influence or charisma:* Based on follower reactions and leader behaviour. Followers identify with and admire these leaders. Such leaders are deeply respected, have referent power, set high standards and challenging goals for their followers.

*Inspirational motivation:* Depends on how much followers wish to identify with the leader. The leader makes use of symbols and images to raise awareness of shared and desired goals.

*Intellectual stimulation:* Followers let go of their past. They are encouraged to question their own beliefs, values, and expectations, as well as those of the leader and the organization itself.

*Individualized consideration:* Different but equal treatment of the followers. The leader delegate3s assignments to followers to provide learning opportunities and coaches them if they need it (Bass & Avolio, 1997).

Leithwood (1994) suggests that transformational school leaders adopt a widely shared vision for the school and clarify its meaning in terms of it practical implications and instruction. In addition
to this, they make use of all available resources and opportunities to communicate the school’s vision to staff, students, parents and others. They also focus on teachers’ professional goals and if possible align these goals with those of the school. Moreover, they make use of the school goals in the decision making process. They encourage their staff to be innovative, hardworking and professional and they also search for these qualities when they recruit staff. In terms of administrative processes, they delegate responsibility and power for leadership widely throughout the school by providing teachers with autonomy in their decisions. DuBrin (1995) states that charismatic and transformational leadership are closely related with each other in literature, but reminds the reader that not all leaders are transformational until they bring about a change in their organizations.

2.11.4 Visionary Leadership

Visionary leadership is the ability to create and express a realistic, attainable, and attractive vision of the future for organizations which grow continuously. Visionary leaders should create inspiring and innovative visions for their organizations rendering them credible in the eyes of the people in the organization at the same time.

Visionary leaders have three qualities, which are related to their effectiveness. First. Is the ability to explain and articulate the vision to the others. Second, is to express the vision not just verbally but through the leader’s behaviour. Third, is to communicate the vision to different leadership contexts. For example, the vision of the organization should appeal to employees in different departments (Robbins, 1998)
2.11.5 Educational Leadership Theory

Sergiovanni (1994) claims that educational administration borrows its fundamental concepts for thinking about the structure and coordination of school; rules and regulations within a school; leadership and how it works from organizational theory which itself derived from management theory. It adopted such terms as quality, productivity and efficiency and its strategies to achieve them. Moreover, it has borrowed its theories of human nature and motivation from economics which asserts that human beings rely on self interest and seek to maximize their gains and minimize their losses.

Furthermore, he declares that the ways in which we understand schools and view leadership depends upon whether we regard them as communities (gemeinschft) or societies (gesellschaft). In a community individuals relate to each other by intrinsic meaning and significance. There is no expectation of a reward or benefit. However, in a society individuals relate to each other in order to reach some goal or gain benefit. By adopting community as a theory, schools should be restructured not by brick and mortar but by ideas and relationships.

On the other hand Slater, (1995) declares that leadership is rooted in sociology and it has four social paradigms, which are a) structural functionalist, b) political conflict, c) constructivist, and d) critical humanist perspective. Structural-functionalist perspective leadership comprises a set of measurable skills. Science can aid us to explore leadership and improve our understanding of how it works and how it can be used to promote group performance (Bolman et.al., 1994).
From the political-conflict perspective, leadership is seen as a power relationship between those who are dominant and those who are subordinate. Some people always have more power than others do. Moreover, subordinates think that their superior’s power is legitimate. The study of leadership those who adopt the political-conflict perspective is not simply interpreting power structures in society but also studying how educational administration and the organization of schooling relate to these power structures (Bolman et. al. 1994)

From the constructivist perspective, prescriptions about leader behaviour are nonsense as any behaviour can quality as a leadership behaviours if it meets certain conditions and conveys meaning (Slater, 1995). As opposed to structural functionalist which holds that there is a single reality, a nature which can be discovered and analyzed in terms of its parts, and working relationships, constructivists claim that realities are multiple, constructed, and holistic (Bolman et. al.,1994). From the critical humanist perspective, leadership is symbolic and values shape the decision making process (Slater, 1995) Critical humanists are committed to social change. They do not support, life structural-functionalists do, that educational administration research is exempt from values (Bolman et.al., 1994).

Moreover, there are other subcategories of the aforementioned theories. Reductionist leadership theory can be examined under structural functionalism. It holds that there are substitutes for leadership, some of which are outcomes of the socialization process such as experience, education, professional orientation, and incentives. Others have to do with group task and organizational structure such as rules and regulations, division of labor, centralization and decentralization, and spatial arrangements (Slater, 1995).
Attribution theory which is a subcategory of constructivism maintain that leadership, in essence, is not effective but people need to believe in it anyway because they need to believe in something (Bolman et al., 1994). Actually, it is an anti-leadership theory in that leaders don not actually have so much to do with solving problems for they are themselves surrounded by history, politics, protocol, and their environment. However, people need to feel secure and create meaning in their lives. That is when leaders come in for they provide an explanation for why things happen or fail to happen (Slater, 1995).

Duke (1998) develops a normative perspective about leadership which supports that leadership cannot be fully understood unless it is studied within the immediate context in which it is perceived to exist. Furthermore, he asserts that growing interest in how leaders and leadership are perceived urged him to develop an aesthetic theory of leadership which holds that leadership should be thought of as a perception. It has no existence until an observer perceives it. Therefore, a leader’s declaration of leadership by itself is of little value. Meaning should be attached to what a leader does or does not do, who a leader is or not, or what a leader does or does not symbolize. Ethical leadership, similar to aesthetic leadership theory, also has a normative content and it forms a subcategory of critical-humanism (Bolman et al., 1994). Calabrese (cited in Slater, 1995) states that effective schools are synonymous with ethical leadership which is concerned with fairness, equity, commitment, responsibility, and obligation.
He maintains that the principals’ actions should be regulated by traditional ethical guidelines and integrated with the values of a democratic society. Starrat (cited in Slater, 1994) asserts that school leaders should commit themselves to three ethics: the ethic of critique, caring and justice.

Feminist theory of leadership can be considered as a sub-category of political conflict theory for it is concerned with power relationships and social change. Advocates of this theory argue that gender is the single criterion for determining superiority and subordination. They claim that women are recruited to lower positions and relegated to lower echelons than men simply because they are women. They suffer gender oppression as leader-follower relationship has always been patriarchal (Slater, 1995).

To some critical-humanists, leadership plays a unique and crucial symbolic role in democracy. That is why democracies are more dependent upon symbolic leadership than are other types of socio-political systems (Bolman et.al., 1994) A democracy necessitates citizens with tastes, sentiments and values that is why school should provide the children with a set of experiences that they can both practice and observe democracy (Maxcy, 1995). Maxcy (1995) contends that contemporary leadership theory is deteriorating and that even experts cannot tell the difference between leadership and pure luck. People are undergoing a societal and cultural change so newer metaphors, words, problem solving techniques are needed as the old ones have become futile.

Furthermore, Maxcy criticizes such efforts to frame and label leadership by urging framework thinkers to question the validity of frame networking itself. There are difficulties with the framework thinking and one is the assumption that leadership can be described objectively. Next, is the belief that leadership is a single real phenomenon about which there are different and contradictory views. Gronn and Ribbins (1996) support Maxcy’s criticism against framework
thinkers and they suggest that leadership should be studied with the help of a holistic approach. They put forward three types of leadership contexts which are categorical, interpretive and relational.

Categorical conceptions of context view leadership phenomena as singular and plural entities like “leader” and “followers”, “superordinate” and “subordinate”. By the effect of the leader followers change their behaviours and this is expressed in numerical measures as increased level of worker satisfaction, enhanced performance, and the like. Similar to the normative and instrumental approaches of which transformational leadership is a representative of. By contrast, the interpretive or constructivist approach to context focuses on the lived experience of a situationally real world actors. This perspective regard organization members as dynamic and active entities who interact with time and space though meaningful negotiation. This is reflected in follower centered approached and attributions of leadership.

A relational conception of context tries to dwell on the particular institutional forms or patterns of leadership dominant in any one culture. It endeavours to provide an explanation for why those forms persist or change through time. Bolman and Deal (1994) suggest that leadership is inevitably political as the power to get things done if very significant. When various individuals struggle for power to realize special interests, conflict is inescapable. However, political leaders view conflict as a means of acquiring cohesion and unity. Moreover, when public school sector is concerned, Cronin (cited in Bolman and Deal, 1994) states that the public school leader has to be political and creative by building coalitions, negotiating with forces and constituencies of greater power.
Furthermore, Bolman and Deal (1994) claim that leadership is inherently symbolic for leadership is contextual and leaders should have a deep understanding of the cultures with which they are integrated. Effective leaders value symbols and recognize the importance of articulating a vision that provides purpose, direction and meaning to an organization. Slater (1994) also supports symbolic leadership and develops a counter argument to Maxcy’s democracy. Slater thinks that symbolic leadership can remedy two weaknesses of democracy which are being a tendency to favour conformity of thought; discouraging critical thinking, and underestimating the power of symbols. He states that symbolic leadership is necessary to articulate values and choices that most people find convenient.

Hallinger and Murphy (1985) also acknowledge the importance of a school’s vision. They introduced the concept of instructional leadership which contents that instructional leaders have a vision of a school’s desired goals. They articulate this vision though creating a sense of a shared school mission which they communicate to teachers and students. They should emphasize the important aspects of the school’s mission when they meet with students, teachers and parents and strive towards building an ownership of it. Furthermore, they should periodically go over and discuss the rationale behind it during the meetings with the school board and other members of the school.

Blase and Blase (1999) inquired the key themes in effective instruction leadership and they had 17 professors form a variety of disciplines in education interview 809 full-time public school teachers through The Inventory of strategies used by principles to Influence Classroom teaching
(ISUPIC). Two major themes were identified: talking with teachers to promote reflection and promoting professional growth. Principals who valued dialogue above all encouraged teachers to become aware of and reflect on their learning professional practice. This theme involves principals’ making suggestions, giving feedback, modelling, using inquiry and soliciting advice and opinions from teachers and giving praise.


2.11 SUMMARY

This second unit in this module looked at literature review that is related to the issue of dispersed leadership challenges that was investigated in this study. In that regard, among other things literature related to both the conceptual framework and theoretical framework were examined. In the chapter, the researcher also went on to discuss leadership frames, leadership and productivity,
corporate governance, dispersed leadership and state enterprises, leadership development, models of managing organisations, leadership challenges in State Owned Enterprises (SOE), delighting stakeholders, state owned enterprises and privatisation, history of leadership revisited and recent approaches to leadership. In the next unit, the researcher discussed the methodology that directed this study.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

Chapter two of this study identified the work that was done by other authorities. It particularly examined issues to do with the three research questions. This chapter looks at research methodology that guided this research. In this chapter the researcher examine the research design, exploratory research, the design framework, philosophical and ontological issues, epistemological assumptions, population and sampling, data gathering instruments and ethical considerations among others. Research methodology was a key aspect of this study because it influenced all the aspects of the research process. In this chapter he argued for the use of a qualitative research agenda revolving around multiple-case study design, as it is best suited to the research question. The researcher also address concerns that are commonly associated with qualitative research methodologies and make attempts to show what he did to minimise these weaknesses in this research.

3.1 PHILOSOPHICAL UNDERPINNINGS OF THE STUDY

In this section, the researcher address issues to do with the design framework that will include ontology, epistemology, paradigm, knowledge and the methodology that guided me in undertaking this research.
3.1 Design Framework: The Onion Diagram

The research framework that directed this study is what can be called the research onion (See Fig 3.1) diagram Saunders et al (cited in Wertz, 2011 and May, 2011). This onion diagram has six layers. The layers range from outermost layer to innermost layer. In this case, it means that the
research philosophy that directed this study is interpretive. This was done through the research approach that is inductive in nature.

This then led to the research strategy which in this case was multiple-case study. The research choice was mono-method and research time horizons were cross sectional. This also heavily influenced the way in which data was collected and analysed. These are discussed in more detail below.

3.1.1 Ontology

Ontological assumption is the researcher’s view of the nature of reality in a research study. This research study is an exploration study of the dispersed leadership challenges faced by state owned enterprises in Zimbabwe. According to Wertz (2011), understanding and choosing a philosophy is an important step in planning and carrying out research. Thus it is in this context to explain that ontology is the basic assumptions about the nature of reality (Bergman, 2008). What has to be understood is that in ontology, the question is: What is the nature of reality. We know from the positivist paradigm that it insists on the view that if we go out there to research, we will meet there some stable, Law-like reality that is out there. According to Riemer, Lapan & Quartaroli (2012), in qualitative research, there are basically three philosophical positions commonly agreed to work under an ontological worldview. They point out that an ontological view can be one that follows objectivism, constructivism or that follows pragmatism. In this study, which is heavily influenced by the post positivist view, took the constructivism root as an ontological standpoint. Thus, it accepts the argument that there is multiple, emergent, shifting reality out there that can be obtained through subjective experience (Bergman, 2008, Wertz, 2011). It this rejects the view in
objectivism that there is some stable, Law-like reality out there waiting for researchers to uncover them as they are.

Thus, the ontological position that the researcher took in this research is relativism (Creswell, 2009). According to Creswell (2009), all truth is "constructed" by humans. All truth is situated within a historical moment and social context. He also opined that multiple meanings exist of perhaps the same data. This was the ontological position that he took in this paper.

As a researcher, the researcher regard the social world as a creation of the human mind. This is in line with the post positivist view discussed above. In this study, he was looking for the reality that is constructed through people’s perceptions and reinforced by their interactions with other people. This then mean to say, what is social reality in this study is something that Wertz (2011) said is constantly being produced and re-produced; something that exists only as long as people persist in creating it through their everyday actions, words and beliefs. Furthermore, the researcher’s vision of social reality acknowledges the possibility that the nature of the social world might vary between different cultures and different groups and, unlike realists; he sees the social world as comprised of multiple realities rather than a single objective social reality. The quest for some ultimate, definitive account of social phenomena, it follows, is misguided and impossible. Instead, researchers should focus their attention on explaining how different groups construct their social realities and on describing what those realities entail.

The constructivist paradigm extends interpretivist philosophy by emphasizing the importance of exploring how different stakeholders (in this case, employees and managers) in a social setting (Zimbabwe, a distressed operating environment) construct their beliefs (Guba & Lincoln, 1989:}
44-45). It gives particular attention to the different goals of researchers and other participants in a research setting, and seeks to develop a consensus among participants about how to understand the focus of the inquiry. From this standpoint, truth is a matter of the best –informed and most sophisticated construction on which there is consensus at a given time (Schwandt, 1994: 128).

3.1.2 Epistemology

Epistemology is the basic assumptions about what we can know about reality. It is also an assumption about the relationship between knowledge and reality. Thus, the epistemological assumptions in this study are His view of what constitutes acceptable knowledge in a research study. This means, for this research study which is an exploratory study of dispersed leadership challenges faced by state owned enterprises in Zimbabwe the researcher is guided by an interpretivist philosophy. The epistemology that he subscribe to rejects some of the positivist research guidelines. In line with Denzin and Lincoln (1994: 42), in this research, the researcher took four key steps which he followed in the investigation, each of which may be repeated many times in a given study as follows:

1. Identify stakeholders and solicit their ‘claims, concerns, and issues’
2. Introduce the claims, concerns, and issues of each stakeholder group to the other stakeholder groups and ask for their reactions
3. Focus further information collection on claims, concerns, and issues about which there is disagreement among stakeholder groups
4. Negotiate with stakeholder groups about the information collected and attempt to reach consensus on the issues about which there is disagreement (Denzin and Lincoln, 1994: 42).
The researcher further believes in the interpretivist philosophy because it is used to describe research methods and techniques which use, and give rise to qualitative rather than quantitative information (Punch, 2010). The researcher is further strongly persuaded to generally adopt this philosophy as it tends to collect a great deal of ‘rich’ information about relatively few cases rather than the more limited information about each of a large number of cases which is typical of quantitative research. This philosophy is generally based on the belief that the people personally involved in a particular situation are best placed to describe and explain their experiences or feelings in their own words, that they should be allowed to speak without the intermediary of the researcher (Veal cited in Punch, 2010).

The epistemology that the researcher followed in this study is, according to Creswell (2009), an epistemology where the researcher and participants are linked. They are linked in that they are constructing knowledge together. This follows the interpretivism paradigm that regards knowledge of the social world as something that relies on human capacities to literally ‘make sense’ of a reality which, of itself, has no inherent properties, no order, no structure (Punch, 2010). The knowledge the researcher has about reality is something that is produced, rather than being discovered. Only through interpreting the world does the researcher come to know anything about it. This epistemological position tallies with the constructionist ontology (Saunders, cited in Punch, 2010).

3.1.3 Paradigm

This study adopted the interpretive paradigm (Gerring, 2007; May, 2011). In other words, this research study is guided by an interpretivist philosophy. As a researcher am is the belief that
social reality is socially constructed (May, 2011 and basing on this view, in this research, the goal is to understand what meanings people give to reality, not to determine how reality works apart from these interpretations (Sapsford, 2007). This view is made explicitly by Lidsay et al (cited in May 2011: 101), where they point out that “the researcher seeks an in-depth understanding of the experiences of the participants”. The participants in this case are employees who are experiencing dispersed leadership challenges. Employees who feel they have not been empowered enough to exercise leadership at the point where service is being delivered.

According to May (2011), Interpretativism is a research paradigm that refers to approaches emphasising the meaningful nature of people's participation in social and cultural life. The researcher worked within this tradition so that he can have an opportunity to analyse the meanings workers in state owned enterprises confer upon their own and others' actions. In this way, The researcher supported Bergman (2008)'s ideas that cultural existence and change can be understood by studying what people think about, their ideas, and the meanings that are important to them. This, put simply, this study was conducted from a qualitative, interpretive research paradigm (Gerring, 2007). This is a paradigm that among other things seeks subjective views of individuals (Sapsford, 2007). As a qualitative researcher, the researcher found out that the context in which dispersed leadership was being exercised was important in his understanding of the social context of state owned enterprises in Zimbabwe. What this meant in this study is that the meanings that were derived from the study of dispersed leadership challenges faced by state enterprises in Zimbabwe were in many ways informed by the social context in which they occurred.
This research was based on the interpretivism to penetrate by positing a reality that cannot be separate from our knowledge of (Matthews & Ross (2010). What these authors are saying is that in interpretivism, there is no separation of subject and object. This is to show that in this research His values as a researcher were inherent in all phases of the research process. What came out as truth or simply as knowledge in this research was negotiated through dialogue because of the belief that dispersed leadership empowers people so that they can make decisions that respond to the fast changing environment (Joshi, Lazarova and Liao, 2009). This is because dispersed leadership inspires confidence in employees. This was done by describing the correlates of staff in state owned enterprises, their experience and their suffering, their success and their failures. The researcher then went on to translate them into second degree constructs of logical consistence, adequacy and subjective interpretability (Phillimore & Goodson, 2004). What this means is that, in this research, the interpretivism became a way to construct a viable, authentic depiction of meaning and human interaction in state owned enterprises.

It is important to make it clear that interpretivist positions are founded on the theoretical belief that reality is socially constructed and fluid (Riemer, Lapan, & Quartaroli, 2012). This means to say what we know is always negotiated within cultures, social settings, and relationship with other people (Angen, 2000). It follows that, arguing from this perspective, validity or truth cannot be grounded in an objective reality. In other words, what is taken to be valid or true is negotiated and there can be multiple, valid claims to knowledge (Angen, 2000). There are many ways in which interpretivist research can be interpreted. Angen (2000) offers some criteria for evaluating research from this perspective. Some of the criteria include careful consideration and articulation of the research question, carrying out inquiry in a respectful manner, awareness and articulation of the choices and interpretations the researcher makes during the inquiry process and evidence of
taking responsibility for those choices. This was done in this research. Further, Angen (2000) is of the view that a written account that develops persuasive arguments is needed, evaluation of how widely results are disseminated is important and validity becomes a moral question and must be located in the 'discourse of the research community' (Angen, 2000).

The researcher appreciates that interpretivism as a philosophy rejects the positivist belief that there is a concrete, objective reality that scientific methods help researchers understand (Lynch and Bogen, 19997). Instead, he believes that people construct an image of reality based on their own preferences and prejudices and their interactions with others and that this is as true of scientists as it is of everyone else in the social world. This means that researchers can never be sure that they have understood reality properly, that objects and events are understood by different people differently, and those perceptions are the reality (Rubin & Rubin, 1995:35).

3.1.4 Axiological Assumption

Axiological assumption refers to a researcher’s view of role values in his research study. The researcher objects to the view presented by positivists which represent a misleading picture of the individual in society by ignoring the unique personal theoretical stances upon which each person bases his/ her actions. Also unlike the natural sciences, the researcher is not observing phenomena from outside the system, but is inextricably bound into the human situation which he/ she is studying. In addition, by concentrating on the search for constants in human behavior, the researcher highlights the repetitive, predictable and invariant aspects of society and ignores what is subjective, individual and creative as pointed out by Walliman (cited in Creswell, 2009).
While the positivists are of the view that accurate knowledge exactly reflects the world as it is, this research because of its interpretive inclinations, posits that knowledge provides suggestive interpretations by particular people at particular times. This was the case in this research.
3.1.5 Methodology

In this section, the researcher explains the methodology that the researcher followed in this study. He will make attempts to specify how the researcher went about practically studying the experiences and processes of dispersed leadership in state owned enterprises in Zimbabwe. The aim of the study was to establish the dispersed leadership challenges faced by state owned enterprises in Zimbabwe. Because of the nature of the question for the study, it was necessary to gain access to employees’ perceptions and evaluations of the processes and practices of dispersed leadership in state owned enterprises.

Guba and Lincoln (1994:105) argue that ‘the choice of research paradigm, rather than the choice of research method is the overriding concern’. For this reason, this study was basically a qualitative study. According to Patton and Cochrane (2002), qualitative research is characterised by its aims, which relate to understanding some aspects of social life, and its methods which in most cases generate words, rather than numbers, as data for analysis. This qualitative study sought to identify underlying concepts and the relationships between them (Frankfort-Nachmias and Nachmias, cited in Hyde, 2000). In this qualitative study, the researcher consciously connected issues of epistemology and method. According to Punch (2010), in qualitative research, there is no predetermined hypothesis, no treatment, and no restrictions on the end product. In this research, he did not manipulate the variables or administer treatment. Instead, the researcher observed, intuited, and sensed what is occurring in a natural state owned enterprise. He made attempts to get as close as possible to the participants and this allowed him to distinguish what people do to what they say they do (Watson, Modgil and Modgil, cited in Punch, 2010). Denzin (cited in Riemer, Lapan & Quaratoli, 2012) posits that qualitative research is multi-method in
focus. He says it is involving an interpretive, naturalistic approach to its subject matter. This was also confirmed by Creswell (2009) who defines qualitative research as an inquiry process of understanding that is based on distinct methodological traditions of inquiry. Creswell (2009) goes on to say that it is a study that explore a social or human problem. This was the case in this study. In this study, the researcher built a complex, holistic picture; examined words, gave detailed views of informants, and interacted with the participants in a natural setting.

As a qualitative study, in this research, His primarily concern was with the practice and process of dispersed leadership rather than outcomes of that process and practice. In other words, His main focus was on the process that is occurring in state owned enterprises instead of the outcome of that process. This is the reason why in this study the researcher focused on participants' perceptions and experiences and the way they make sense of their lives.

By using qualitative research methodologies, in this study, he benefited from the advantages of qualitative research. Vaivio (2008) mentions three of these. He argues that first, qualitative research takes us beyond a narrow and functionalist view of dispersed leadership phenomenon, which he called the textbook view. Second, qualitative research protects us against a scientific imperialism that reduces leadership issues to an issue of mere economic choice. This he called the economics view. Thirdly, qualitative research critically scrutinizes normative prescriptions for improving dispersed leadership practices in state owned enterprises. This he called the consultancy view.
This study took cognisance of the weaknesses of qualitative research which among others include what Vaivio (2008) stated in that qualitative research is a messy and time-consuming affair. According to Vaivio (2008) any researcher who has been involved in the production of a case or field-study would probably recall the same difficulties. He listed these difficulties as: identifying relevant theory, formulating the research objectives, gaining access, finding the key people, getting your hands on documents, observing without disturbing, drowning in data, being puzzled by conflicting interpretations, trying to find theoretical sense, and writing an argument which is not only novel and intriguing, but also credible (Vaivio, 2008). Other criticisms that were mentioned by Patton and Cochran (2002) include the fact that samples are small and as a result they are not necessarily representative of the broader population. The challenge then becomes the fact that it is difficult to know how far we can generalise the results. Patton and Cochran (2002) also mention the issue that the findings lack rigour and it is difficult to tell how far the findings are biased by the researcher’s own opinions.

Attempts were made in this study to minimise the weaknesses of the qualitative research methodology. Although this was a qualitative study, the research strived towards theoretically valuable interpretations (Vaivio, 2008). The study employed multiple sources of evidence, such as interviews, documents and questionnaire in order to triangulate findings. In addition to that, the questionnaire had closed questions that generate quantitative data. Hyde (2000) is of the belief that both qualitative and quantitative researchers practice deduction and induction in their research. However, to him the challenge is that they do not always recognise these processes formally in their research. In this research, this was recognised. The findings of this study appear to have rigour because of their qualitative nature. Vaivio (2008) agrees with this kind of
reasoning. He argues that decision processes are rarely rational and linear. He went on to point out that decisions are complex bundles of interconnected, loosely coupled events that bounce back and forth (Vaivio, 2008). To this, he adds that they involve many actors who represent diverse opinions, interests, biases, hidden agendas and competencies. This study was on leadership. Leadership is involved in decision making. This exercise of decision-making often gets interrupted, marginalized, diverted, restarted or merged with another stream of urgent concerns (Vaivio, 2008). Hence the need to employ qualitative means to uncover the challenges experienced by state owned enterprises in Zimbabwe.

### 3.2 RESEARCH DESIGN

The research design for this study was the Qualitative Multiple-Case Study design (Baxter and Jack, 2008). This is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources (Yin, 2011; Baxter and Jack, 2008). Through this study, the researcher discovered that a multiple case study enables me to explore differences within and between state-owned enterprises. The goal is to replicate findings across cases (Baxter and Jack, 2008). The researcher replicated findings across cases because comparisons were drawn from the various state owned enterprises that were selected for this study. It is imperative that the cases are chosen carefully so that the researcher can predict similar results across cases, or predict contrasting results based on a theory (Yin, 2011). According to Yin (1994), case study is the preferred research approach when questions of process such as ``how” or ``why” are being posed as was the case in this study. It was also chosen due to its ability to capture episodes, actions, and values and interactions between a phenomenon and its context (Bryman, 1988). The phenomena

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in this study are dispersed leadership practices that include corporate governance, customer care and stakeholder value. Studying multiple cases provide a stronger base for theory building and enables a conceptual contribution (Siggelkow, 2007).

The philosophical underpinnings of this research design are in the constructivist paradigm (Baxter and Jack, 2008). These two authors point out that constructivists claim that truth is relative and that it is dependent on one’s perspective. This paradigm “recognizes the importance of the subjective human creation of meaning, but doesn’t reject outright some notion of objectivity. Pluralism, not relativism, is stressed with focus on the circular dynamic tension of subject and object” (Miller & Crabtree cited in Baxter and Jack, 2008:545). Further, this paradigm is built upon the premise of a social construction of reality (Searle cited in Baxter and Jack, 2008). One useful advantages of this approach in this study was the close collaboration between the researcher and the participant, while enabling participants to tell their stories (Crabtree & Miller, 1999). Through these stories the participants were able to describe their views of reality and this enabled the researcher to better understand the participants’ actions (Lather, cited in Baxter and Jack, 2008). A multiple-case study which in some cases is referred to as collective case study allowed me to analyze within each setting and across settings (Baxter and Jack, 2008).

There are many reasons for choosing the case study methodology to conduct this research. First of all, it enables to gain a holistic view of state owned enterprises, providing a rounded picture given the many sources of evidence used (Gummesson cited in Yin, 2011). Secondly, a case study is useful in capturing the emergent and immanent properties of an instable context like dispersed leadership practices in state owned enterprise that is changing very quickly (Hartley cited in Yin,
Thirdly, it is more suitable in an exploratory analysis when the goal is to provide and answer to “how” questions which aim to explain a certain phenomenon (Yin 1994). According to Baxter and Jack (2008), qualitative case study methodology provides tools for researchers to study complex phenomena within their contexts. They went on to say that when the approach is applied correctly, it becomes a valuable method for research to develop theory, evaluate programmes and even develop interventions. The researcher used this design in this research because he discovered that rigorous qualitative case studies afford researchers opportunities to explore or describe a phenomenon in context using a variety of data sources (Baxter and Jack, 2008). In this study, the multiple-case study allowed me to explore individuals in state owned enterprises from simple through complex interventions, relationships, communities, or programs (Yin, 2011) and supports the deconstruction and the subsequent reconstruction of various phenomena (Baxter and Jack, 2008).

In this study, the procedural characteristics are grounded on taking into account that there are many variables of interest, multiple sources of evidence, as well as transversal theoretical propositions to guide the collection and analysis of data (Yin 1994). Case studies based on multiple sources of evidence have proven to be rated higher in terms of overall quality than those that relied on a single source of information (Yin 1994). As a result, this reflects positively on the validity of the qualitative data provided. Multiple case studies should follow the replication and not the sampling logic approach. This means that more than two cases should be included within the same study because the approach enables comparisons to be made as well as giving the possibility to draw patterns across the cases and obtain more reliability in the overall results (Yin 2011). When everything has been said and done, the evidence created from a multiple case study
is considered robust and reliable (Baxter and Jack, 2008), although in his case it was extremely time consuming and expensive to conduct.

The research took cognisance of the weaknesses of case studies. One of the weaknesses was the limited scope for generalisability (Yin, 2011). This study was confined to few state owned enterprises. Some of these cases were isolated social cases. Such situation not usually produce enough data that can be applied to all cases (Guba and Lincoln, 1994). This means to say dispersed leadership experiences in the various state owned enterprises under study may not be generalisable to other state owned enterprises in different contexts. Nevertheless, in this research, the researcher argued that generalisability is a term that holds little meaning for most qualitative researchers (Vaivio, 2008) and that generalisability is not a key consideration in qualitative research (Yin, 2011, Yin, 1994). There was also another weakness which in this research was the possibility of obtaining data, which was very subjective, and whose validity and reliability was difficult to establish. In this research, trustworthiness (discussed in a separate section) was the guiding principle.

3.3 PARTICIPANTS

This section on participants looks at the population, the sample, the sampling technique and the sampling procedure.
3.3 Population

The population for this study was all the employees in state owned enterprises in Zimbabwe. These State Owned Enterprises (SOE)s were defined elsewhere in this research as entities that are deliberately created as distinct legal entities run entirely by government. They can also be companies in which the state may be a major or a majority shareholder.

3.3.1 Sample

This study focused on six state owned enterprises that were selected purposively. This study was in the qualitative paradigm and employed the multiple-case study to gather information from a purposive sample of 40 employees of state owned enterprises in Zimbabwe. The researcher took the decision to work with 40 employees from 6 state owned enterprises taking cognition of the fact that purposive samples are not easily defensible as being representative of populations due to potential subjectivity of researcher. He tried by all means to guard against this. For the qualitative researcher, the ’truth’ about human social behavior is not independent of context; it is not context-free. Therefore, it is important for the qualitative researcher to be able to convey the fill picture. The term often used to capture this is ‘thick description’ (Punch, 2010:186). There are two parts to this idea of ‘thick description’. The first part is the description of the group, or the case, event or phenomenon which must specify everything a reader needs to know in order to understand the findings.
3.3.2 The Sampling Technique

Since this research was in the qualitative paradigm, it made good sense to make use of the non-probability sampling techniques. Some techniques in this category include snowballing, quota sampling, convenience sampling and purposive sampling (Yin, 2011; Vaivio, 2008). From these, the researcher chose the purposive sampling that enabled me to achieve the research objectives. According to Baxter and Jack (2008), purposive sampling is the selection of participants or sources of data to be used in a study, based on their anticipated richness and relevance of information in relation to the study’s research questions. They then went on to argue that richness and relevance include sources whose data are presumed to challenge and not just support a researcher’s thinking about the research questions and therefore should be part of the sample (Baxter and Jack, 2008). In this study the researcher conducted purposive sampling at random. It also is inclusive of sampling by case. He selected at random certain cases that, in all probability, yield the information that is required (Yin, 2011). The information rich participants whom the researcher selected were knowledgeable and informative about dispersed leadership practices in state owned enterprises he was investigating. Only those participants that were willing to talk were engaged in this study.

3.4 RESEARCH INSTRUMENTS

The instruments for data collection were the open-ended questionnaire, interview and document analysis.
3.4.1 The Questionnaire

This research used a structured but open-ended questionnaire, a sample of which is in appendix. This questionnaire was in three sections. The first of these looked at the bio data of respondents and the second section looked at the prescribed questions on issues that were raised in research questions and in research objectives. The third section was open-ended in order to give the participants the flexibility to share their experiences. The questionnaire has been chosen because it is easier to construct, cheaper to administer and useful for collecting large amounts of data (Punch, 2010; Patton and Cochran, 2002). Processing of information from questionnaires is also less complex compared to observation (White, cited in Vaivio, 2008). Patton and Cochran (2002) support the use of a questionnaire because they see it as an instrument that can reduce biasing errors, has greater anonymity and covers wide geographic contact at minimal cost. The issue of cost also came into decision making. The researcher also chose the questionnaire after considering that it is fairly inexpensive.

He also did not ignore the weaknesses of the questionnaire. Some of those that the researcher pit into consideration are that there is no opportunity to probe beyond the given answers. He was also aware that there was also no opportunity to clarify ambiguous answers. This also include inability to appraise the non-verbal behaviour of participants. The researcher made steps to minimise these weaknesses in this research. First, he included open-ended questions which the researcher thought will give the research participants a leeway to express their experiences independent of the pre-set questions. He also interviewed some of the participants as a form of triangulation. Lastly the researcher also scrutinised documents to find out information that they put down.
entirely independent of any research inquiry. These measures involved studying the meaning of people’s lives, under real-world conditions (Yin, 2011). People will be performing in their everyday roles or have expressed themselves through their own diaries, journals, writing, and in some of these cases photography.

The researcher also took cognisance of the fact that the questionnaires assume that respondents are literate. In this study, this was the case. Only those employees who could read and right were given the questionnaire. Many of the participants in this study were educated employees whose minimum qualification was ordinary level of education. This means the challenges of illiteracy did not affect participants in this study. It is also a fact with questionnaires that if they are mailed, then the response rate will be low. So many things will be affected if the response rate is low. For instance, this may affect sample size, validity of findings and the generalisability of findings (Bergman, 2008). In this study, this disadvantage was taken care of by moving from one state enterprise to another administering the questionnaires in person.

3.4.2 Interview schedule

In addition to the questionnaire and to enhance credibility of the findings of this research, The researcher also conducted in-depth interview. This method of data collection is a qualitative way of analysis, which proceeds as a confidential and secure conversation between an interviewer and a respondent (Megafon, 2014). Boyce & Neale. (2006) are of the opinion that in-depth interviews are a useful qualitative data collection technique that can be used for a variety of purposes, including needs assessment, programme refinement, issue identification, and strategic planning. The researcher used a thorough composed interview guide. This guide was approved by the
participants by signing the consent form. The researcher did this in order to ensure that the conversation encompasses the topics that are crucial to ask for the sake of the purpose and the issue of the survey (Megafon, 2014). In-depth, qualitative interviews are excellent tools to use in planning and evaluating Extension programs because they use an open-ended, discovery-oriented method, which allows the interviewer to deeply explore the respondent’s feelings and perspectives on a subject (Megafon, 2014, Friesen, 2010; Boyce & Neale, 2006).

The researcher used the method of the in-depth interview since it was appropriate because he wanted to gain an insight into individual evaluations and their experiences of dispersed leadership. Megafon (2014) appear to agree with in-depth interviews when arguing that this method is the right one to choose if the primary objective with the survey, for example is to evaluate a new packaging, an advertisement or a storyboard individual determined experiences, opinions and motives, which the group interview and the quantitative methods cannot encompass. This was the case in this study in which the researcher was seeking the participants’ experiences in dispersed leadership in state owned enterprises in Zimbabwe. Friesen (2010) argues that in-depth interviews are most appropriate for situations in which you want to ask open-ended questions that elicit depth of information from relatively few people. Other advantages mentioned by Megafon (2014) are that the method of the in-depth interview is also appropriate if the subject and issue are in the nature of something controversial, sensitive or tabooed as was the case in this study. They also mentioned that the advantage of the in-depth interview is that there is time for the respondent, in peace, to further develop and give reasons for his or hers individual point of views - without being influenced by the opinions of other respondents (Megafone, 2014). In this study, participants were allowed to give credents to the points that they would have mentioned.
3.4.3 Document Analysis

The third area that the researcher used in this study to source for information is document analysis. This is a useful area of sourcing qualitative information. Yin (2011) sees document analysis as the careful examination of documents and their content in order to draw conclusions about the social circumstances in which the documents are produced and read (Bloor and Wood, cited in Yin 2011). According to Denzin and Lincoln (1994) organisations like state owned enterprises document themselves through newsletters, annual reports, financial statements and many other documents. This was the case with state owned enterprises in this study where the researcher examined documents like annual reports, organisational charters, policy statements, mission statements and published financial statements.

In state owned enterprises, documents, both historical and contemporary, are a rich source of data for social research. A distinguishing feature of the community of researchers may well be the vast array of ‘documentary evidence’ which is routinely compiled and retained, yet much of this is neglected by researchers. This is perhaps because the collection of other sorts of social data (experiments, surveys, interviews and observations) has become more fashionable. This is ironic, since the development of social science depended greatly on documentary research (MacDonald and Tipton, 1996: 187). In addition, MacDonald and Tipton (1996) use a broad four–way classification of public records, the media, private papers and visual documents.
3.5 PILOT STUDY

Yin (2011) sees pilot studies as part of the research training process, particularly for post-graduate students as was the case in this study. In that light, the questionnaire and interview questions were pre-tested to ensure their appropriateness. In one sense, this helped to ascertain potential respondents’ understanding and in another sense they enabled proper interpretation. Pilots are defined by Yin (2011:37) as aiming to “help test and refine one or more aspects of a final study – for example, its design, fieldwork procedures, data collection instruments or analysis plans”. This was the case in this study in which questionnaires with both closed and open-ended questions and interview schedule were pre-tested on 13 randomly selected respondents in order to discuss the length of the instrument, the format, and the clarity and appropriateness of the wording of the questions. In all these cases, the result was a revised instrument that was of more acceptable length, removal of some questions regarded as ambiguous and discarding all aspects of the instrument that were not adding any value to the research outcome.

3.6 SUFFICIENCY AND SATURATION

Guest, Bunce and Johnson (2006) are of the opinion that guidelines for determining non-probabilistic sample sizes are virtually nonexistent. O’Reilly (2012) appear to agree with this kind of thinking and also adds that measuring quality in qualitative research is a contentious issue with diverse opinions and various frameworks available within the evidence base. He goes on to argue that one important and somewhat neglected argument within this field relates to the increasingly ubiquitous discourse of data saturation whose meaning has evolved and become
transformed. Against this background, in this study saturation as a marker for sampling adequacy was duly accepted and expected. In this study, saturation has been considered plausible and transferable across all qualitative approaches. According to Guest, Bunce and Johnson (2006) purposive samples are the most commonly used form of nonprobabilistic sampling, and their size typically relies on the concept of “saturation,” or the point at which no new information or themes are observed in the data. In this study, theoretical saturation was used as a criterion by which to justify adequate sample sizes in this qualitative research because saturation has, in fact, become the gold standard by which purposive sample sizes are determined in research (Guest, Bunce and Johnson, 2006). Morse’s (cited in Guest, Bunce and Johnson, 2006) comments succinctly to sum up the debate on saturation in qualitative research. Her observation is that saturation is the key to excellent qualitative work. However, she laments that there are no published guidelines or tests of adequacy for estimating the sample size required to reach saturation (Morse’s cited in Guest, Bunce and Johnson, 2006).

In purposive sampling, Ryan and Bernard (2004) asserted that when and how saturation is reached depends on several things. They mentioned the number and complexity of data, the investigator experience and fatigue, and the number of analysts reviewing the data as some of those that may be considered. To add confusion into the debate, it is also a known fact that purposive samples can be of different varieties. Patton (2002), for example, outlined sixteen types of purposive samples but the common element is that participants are selected according to predetermined criteria relevant to a particular research objective. This was the way in which sufficiency and saturation were determined in this study. Patton (2002), found only seven sources that provided guidelines for actual sample sizes. On the other hand, Bernard (2000 observed that
most ethnographic studies are based on thirty-sixty interviews. In the same vein, Bertaux (cited in Guest, Bunce and Johnson, 2006) argued that fifteen is the smallest acceptable sample size in qualitative research. Morse cited in Guest, Bunce and Johnson, 2006) outlined more detailed guidelines. She recommended at least six participants for phenomenological studies; approximately thirty-fifty participants for ethnographies, grounded theory studies, and ethnoscience studies; and one hundred to two hundred units of the item being studied in qualitative ethology. This shows how debatable this topic is and it was given enough attention in this study. This means to say the number of participants was not determined prior to the research. The point of saturation was reached when the researcher began to hear the same information being reported by additional participants while sufficiency was reached when enough people were interviewed to reflect the range of participants and issues for the study (Rossman and Rallis, cited in Guest, Bunce and Johnson, 2006).

3.7 ETHICAL ISSUES

According to Angen (2000), ethical issues in qualitative research as was the case in this study are moral issues because he believes that the burden for conducting ethical research lies with the researcher. In this context, Angen (2000) talks of ethical validity. To Angen (2000), ethical validity is a recognition that the choices we make through the research process have political and ethical consideration, researchers need to ask if research is helpful to the target population, they should make attempts to seek out alternative explanations than those the researcher constructs and the most important thing to do is to ask if we have really learned something from our work. This was the case in this study. Angen (2000), also talks of substantive validity. This to Angen (2000)
is evaluating the substance or content of an interpretive work. It is also the need to see evidence of the interpretive choices the researcher made. He also adds that substantive validity is also in some ways an assessment of the biases inherent in the work over the lifespan of a research project and in many cases is a self-reflect to understand our own transformation in the research process.

To ensure that there was both ethical validity and substantive validity in this research, research participants were assured of confidentiality and anonymity. Each of His data gathering instruments stated with an assuring statement that confidentiality was guaranteed in this research. There was also a statement to the effect that non-participation or withdrawal from participation at any time could be done if one so wish to. This research also sought informed consent of the respondents considering that the multiple-case study involves obtaining a lot of personal and intimate data from respondents. This informed consent is sought in all open democratic research as was the case in this study. What the researcher did in this research is that each individual who took part in this research was consulted. The participants also had to agree on what data to be collected and included in the research. This means to say, privacy, anonymity and confidentiality of respondents was upheld and guaranteed in this research. Permission was also sought and was granted by authorities to conduct this research in the Ministry of state enterprises and parastatals. The letter to that effect is in the appendix.
3.8 TRIANGULATION

To provide an informative and comprehensive account that is credible, this study adopted a triangulation approach and combined multiple methods in this qualitative study. Guion, Diehl and McDonald (2014) are of the opinion that validity in qualitative research is a concept that refers to whether the findings of a study are true and certain. They explain “true” and “certain” as—“true” in the sense that research findings accurately reflect the situation, and “certain” in the sense that research findings are supported by the evidence (Guion, Diehl and McDonald, 2014). According to Stake (2010), triangulation involves using multiple data sources in an investigation to produce understanding. It can also be used as a method for validation or verification, qualitative researchers generally use this technique to ensure that an account is rich, robust, comprehensive and well-developed (Stake, 2010). On the other hand, Bryman (1988) is of the opinion that triangulation refers to the use of more than one approach to the investigation of a research question in order to enhance confidence in the ensuing findings. What this means is that triangulation is a method that the researcher used as a qualitative researcher to check and establish validity in this study by analyzing a research question from multiple perspectives and attacking it from many angles. Triangulation is one of the rationale for multi-methods research as was the case in this study.

Guion, Diehl and McDonald, 2014) are of the view that the type of triangulation, where a qualitative researcher uses different sources, is perhaps the most popular because it is the easiest to implement. In this research the researcher engaged in four types of triangulation. These are data triangulation, investigator triangulation theory triangulation and methodological triangulation
(Guion, Diehl and McDonald, 2014). In data triangulation the researcher had to use various sources of data sources and information in order to increase the authenticity of this study. The researcher consulted general workers, managers and senior officers who work in state owned enterprises. For investigator triangulation, he had a team of data collectors all going to different state owned enterprises as a team consisting of colleagues within a field of study wherein each investigator examines dispersed leadership with the same qualitative instrument. According to Guion, Diehl and McDonald (2014) theory triangulation involves the use of multiple perspectives to interpret a single set of data. In this case the researcher used the multiple-case study to interpret dispersed leadership in state owned enterprises. Methodological triangulation in this research involved the use of multiple qualitative and/or quantitative methods to study the dispersed leadership challenges in state owned enterprises. For example, results from questionnaires had both open and closed questions that yielded both quantitative and qualitative data. In depth interviews were also augmented by document analysis to make the results credible.

In using triangulation in qualitative research, Patton (2002) cautions that it is a common misconception that the goal of triangulation is to arrive at consistency across data sources or approaches. To Patton (2002), such inconsistencies across data sources may be likely given the relative strengths of different approaches. In Patton (2002)’s view, these inconsistencies should not be seen as weakening the evidence, but should be viewed as an opportunity to uncover deeper meaning in the data. The main reasons for undertaking triangulation in this study was to increase the richness, validity, reliability and potential acceptability of the findings.
3.9 TRUSTWORTHINESS

According to Sinkovics, Penz and Ghauri (2008) reliability, validity, generalisability and objectivity are fundamental concerns for quantitative researchers. They then pointed out that for qualitative research the role of these dimensions is blurred. Some researchers argue that these dimensions are not applicable to qualitative research and a qualitative researcher’s tool chest should be geared towards trustworthiness and encompass issues such as credibility, dependability, transferability and conformability (Sinkovics, Penz and Ghauri, 2008). Trustworthiness was enhanced in this study because triangulation helps to substantiate the analysis and interpretation of the findings. This was important because qualitative research deals with dynamic and volatile situations that demand creative and flexible research designs and methodologies (Ghauri cited in Sinkovics, Penz and Ghauri, 2008). They support this by arguing further that these perspectives are supported by methodological arguments. Some of the more prominent methodological arguments that they put forward include, that qualitative methodologies can help to find “meaning behind the numbers”, provide flexibility without requiring large samples and offer a clear and holistic view of the context(Ghauri cited in Sinkovics, Penz and Ghauri, 2008). All this applied in this qualitative study.

3.10 DATA COLLECTION PROCEDURES

According to Sage (2014), people experience the same set of circumstances differently. For this reason, it is difficult, if not impossible to gain an accurate view of a situation or story from witnesses whose stories conflict. Researchers live in a world where everyone has an array of
thoughts and multitudes of ideas about social phenomena. What this taught me as a qualitative researcher is that the researcher had to stay vigilant in order to be able to capture enough evidence that the range of possibilities provided. These arrays of thoughts and multitudes of ideas, opinions, and beliefs, generated throughout people’s lives, make the world of qualitative evidence both rich and confusing (Sage, 2014). In this research data was collected in order to answer the research objectives. These were arrived at through an inductive approach. First, he set a set of research questions and research objectives of interest to this study. The researcher then create a conceptual framework to guide and shape the study. He then put in place a plan with time frames and objectives. This plan then was followed and it directed the research process from construction of instruments through pilot testing to data collection and up to data analysis. This study amongst other things sought to:

1. Establish ways in which corporate governance challenges affect state owned enterprises in Zimbabwe
2. Examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges.
3. Uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe.

The second phase of this study was the major one. During this phase, the researcher visited the state owned enterprises in order to experience in person the dispersed leadership challenges that were being faced in these organisations. He shared these experiences with staff that included general employees and management staff. The subjects were purposively sampled and taken on
board after satisfaction that they provided a reasonable representation of the various organs of state owned enterprises in Zimbabwe. The researcher then embarked on rigorous collection and analysis of the words, pictures, document information gathered as evidence about dispersed leadership challenges in order to enhance His findings in this study. This helped me to build a convincing body of knowledge on which to base the findings, the conclusions and the recommendations in this study. In fact, Data collection and analysis tools were employed in this study with the aim of delving deeply into circumstances and understand the human motivations involved in state owned enterprises in Zimbabwe.

Quantitative data was obtained through questionnaires and document analysis. This being a case study, there was a close relation between quantitative and qualitative data. The tendency to associate quantitative data with positivist verification is misleading. Both forms of data had a part to play in the verification and generation of concepts and themes in this study. Quantitative data are but another ‘mode of knowing’ and can be used in the same way as other evidence in the discovery of categories and their properties (Bloomer, 1997).

The final stage of the study entailed drawing all the relevant data into some coherent explanatory account of the missing links in the conditions that continuously improve quality in the university under study. Comparative analysis of raw data had provided the major means of locating key categories. Concepts and themes were in turn subjected to continual critical inspection. It was the richness of the qualitative data obtained through in-depth interviews, observations and
document analysis that served to illuminate the processes involved. It provided greatest assistance in the generation of concepts and themes in this study.

The researcher proceeded to collect data in this study taking cognisance of the weaknesses that are experienced in collecting qualitative data. This is also confirmed by Sage (2014) who are of the view that qualitative evidence collection is subject to the biases of the people involved. These biases are both in collecting the evidence and in providing it. Sage (2014) went on to say that researchers may have a preconceived notion about the evidence they are likely to find in their investigation. Because of these pre-conceived ideas they may unconsciously ask questions phrased in such a way as to heighten the chance the respondent will answer as expected. The same can also happen with the participants in research. The participants may have biases about either the researchers or their topic and may not be willing to disclose personal ideas or feelings. This is likely to occur when issues connected to power, sensitive feelings, or cultural values enter the topic under study (Sage, 2014). To guard against this, in this research, the researcher made sure that qualitative data collection extends beyond a sole conversation, record, or observation. In addition the understanding to be gained from gathered evidence exceeds simple reflection (Sage, 2014). The researcher made efforts to breaking down the data that was in form of documents, words and sometimes pictures in such a way that each bit can be analyzed and resorted. This process led to new understanding as presented in the next chapter.
3.11 DATA ANALYSIS

The data analysis technique used in this study was the cross-case synthesis (Baxter and Jack, 2008). It is also important to point out that data collection and analysis occurred simultaneously as an ongoing process throughout the inquiry (Strauss and Corbin, 1990). The systematic data collection and analysis process discovered, expanded, and verified the phenomenon under study (Strauss and Corbin, 1990). Based on information gathered from the open-ended questionnaires, interviews and documents analysed, the researcher identified the major themes or categories within the data using the cross-case synthesis method (Baxter and Jack, 2008). The researcher first organising the data, then went on to generate tentative themes. He then went on to test the emergent themes, and search for alternative explanations.

Sinkovics, Penz and Ghauri (2008) point out that current standards of qualitative data analysis are often considered as less rigorous and half-formulated art (Miles cited in Sinkovics, Penz and Ghauri (2008). It is they further contention that researchers acknowledge the need to analyse qualitative data and establish meaning in a systematic way. This then mean that against this background, in this research the researcher tried by all means to make qualitative research a viable source of knowledge generation and dissemination, by systematising, regularising, and coordinating the work of document analysis, interview and questionnaire recordings. The main purpose of doing this in data analysis, was to ensure “trustworthiness” of qualitative research, credibility, dependability, transferability and confirmability so that the results coming out of this process are credible. In view of the emergence of computer assisted qualitative data analysis
software (CAQDAS) the researcher thought it necessary to use a data analysis software. The aim was to establish trustworthy in research results because in many cases, the use of CAQDAS enhances the trustworthiness and integrity of qualitative research results.

The process followed was that of Seidel (2010). To him, qualitative data analysis (QDA) is a process of *Noticing*, *Collecting*, and *Thinking* about interesting things. The QDA process employed in this study was iterative and progressive in line with Seidel (2010);s *Iterative and Progressive* process. Which is a cycle that kept repeating. For example, when he was *thinking* about things the researcher started *noticing new things* in the data. the researcher then *collected* and *thought* about these new things. In principle the process is an infinite spiral. He was also interested in individual constructions and did not ignore minority voices. Themes emerged from issues that were raised by the majority though minority voice was considered where possible.

Initially, the researcher familiarised with the data when the transcriptions were carefully read in conjunction with open-ended responses with the aim of getting acquainted with the texts in detail. During this process, it was also necessary to make any corrections or editing. The analysis then continued with a phase of condensation. During this process, the most significant statements were selected to give a short version of the entire dialogue concerning the dispersed leadership challenges in state owned enterprises in Zimbabwe.

### 3.12 DATA PRESENTATION

According to Anderson (2010), qualitative research involves the collection, analysis, and interpretation of data that are not easily reduced to numbers. These data relate to the social world and the concepts and behaviours of people within it. This means that presentation of qualitative
data needs to be done with much care than is the case with quantitative data. The rigour that is needed in collecting qualitative data, in analysing that qualitative data is also needed in presenting qualitative data. Thus, in presenting the findings of this study, as a qualitative researcher, the researcher was being guided by the fact that qualitative research looks at, as espoused by Pope and Mays (2006), X in terms of how X varies in different circumstances rather than how big is X or how many Xs are there?. The researcher exercised caution in presenting the analysed qualitative findings in this study because he took note of Anderson (2010)’s concerns that qualitative research is often criticized as biased, small scale, anecdotal, and/or lacking rigor. These concerns directed the way that the researcher presented findings. This on its own helped me to be careful in presenting the collected data. He was being guided by Anderson (2010)’s views that when qualitative research is carried out properly it is unbiased, in depth, valid, reliable, credible and rigorous (Anderson, 2010). In this research that sought dispersed leadership challenges in state owned enterprises, the researcher took a bold decision and sought a way of assessing the “extent to which claims are supported by convincing evidence” (Murphy, Dingwall, Greatbatch, Parker and Watson, 1998:51).

There are so many things that the researcher systematically did in presenting findings to ensure that claims are supported by convincing evidence. According to Anderson (2010), contradictory evidence, often known as deviant cases, was sought out, examined, and accounted for in the analysis and also in the presentation to ensure that his bias as a researcher did not interfere with or alter his perception of the data and any insights offered in the study. He also employed what Anderson (2010) called respondent validation. In that exercise of respondent validation, the researcher gave the participants to read through the data and analyses and provide feedback on
his interpretations of their responses. This was useful in this research since it provided me with a method of checking for inconsistencies in data presentation. It was also useful in that the processes enabled me to challenge my assumptions, and provided me with an opportunity to re-analyze his data and re-present it. The researcher also went to the extent of using constant comparison (Anderson, 2010). On constant comparison, this enabled me to get one piece of data such as an interview transcript and then go on to compare it with previous data and not considered on its own. This was useful in presenting the findings in this study since it enabled me to treat the data as a whole rather than fragmenting it. According to Anderson (2010), constant comparison also enables the researcher to identify emerging/unanticipated themes within the research project. This was the case in this study.

The qualitative data that the researcher presented in this study had many advantages. The main ones according to Anderson (2010) who posited that qualitative research has numerous strengths when properly conducted. Strengths of qualitative research are:

- Issues can be examined in detail and in depth.
- Interviews are not restricted to specific questions and can be guided/redirected by the researcher in real time.
- The research framework and direction can be quickly revised as new information emerges.
- The data based on human experience that is obtained is powerful and sometimes more compelling than quantitative data.
- Subtleties and complexities about the research subjects and/or topic are discovered that are often missed by more positivistic enquiries.
Data usually are collected from a few cases or individuals so findings cannot be
generalized to a larger population. Findings can however be transferable to another setting

In presenting data in this study, the researcher did not follow the participants’ views blindly. The researcher was oblivious of the fact that qualitative research has some limitations which among these are the following stated by Anderson (2010).

- Research quality is heavily dependent on the individual skills of the researcher and more easily influenced by the researcher's personal biases and idiosyncrasies.
- Rigor is more difficult to maintain, assess, and demonstrate.
- The volume of data makes analysis and interpretation time consuming.
- It is sometimes not as well understood and accepted as quantitative research within the scientific community.
- The researcher's presence during data gathering, which is often unavoidable in qualitative research, can affect the subjects' responses.
- Issues of anonymity and confidentiality can present problems when presenting findings.
- Findings can be more difficult and time consuming to characterize in a visual way (Anderson, 2010: 342).

Of particular note in this research is the idea that research participants do not always state the truth and may say what they think the interviewer wishes to hear (Anderson, 2010). To guard against this, the researcher also used Anderson (2010)'s ideas that in qualitative research analysis, a good qualitative researcher should not only examine what people say. He/she should be alert to the circumstances in which the responses are being given and then go on to carefully
consider how they structured their responses. There are so many things that the researcher considered in this research. Some of them include how they talked about the dispersed leadership challenges that were being presented as findings of the study. In that analysis, the researcher especially considered things like the person's emotions, tone, nonverbal communication, posturing and emphasis among others. He then went on to organise the data into smaller units in the form of main concepts, sentences and words, which involved a verbatim transcription of tape-recorded data and noting the tones of voices, emphases used, pauses and silences and unclear or indeterminate responses (Cohen, Manion & Morrison, cited in Yin, 2011). He did not stop there as The researcher also arranged the data in categories denoting the major aspects of the state of affairs examined in the study and then went on to then write the research report. In that report, it has to be noted that direct quotes were used to capture what the participants themselves actually said or wrote. In other words, the participants spoke for themselves (Yin, 2011; Anderson, 2010)
3.13 SUMMARY

This chapter focused on research methodology appropriate for the exploratory study of dispersed leadership challenges operating in a distressed environment. This environment is in Zimbabwe, a country in the southern part of Africa. The chapter introduced research strategies which was the multiple-case study. Three customary purposes of research were also noted in the introduction as exploration, description and explanation. The research design was defined as the basic plan for a piece of research and deals with four main questions for data collection: following what strategy? Within what framework? From whom? How? In keeping with other approaches in qualitative research, the multiple case study was discussed as aiming to understand the cases in depth, and in their natural setting, recognising their complexity and their context. The generalisability of case studies was also noted. Types of social research were also identified as descriptive, exploratory, and evaluation. The distinction between qualitative and quantitative methods was highlighted, and finally data collection tools were identified as the interview, document analysis and questionnaire. Sampling issues were also noted. The chapter also examined pilot study, ethical considerations, trustworthiness and data analysis methods. The next chapter, the fourth in this study presents the data from this study, analyses the data and then proceeds to discuss the data vis-à-vis the research objectives raised in chapter one and the literature reviewed in chapter two.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

This study explored the applicability of dispersed leadership style to corporate governance practices in state owned enterprises in Zimbabwe. The idea was to expose challenges related to dispersed leadership that state owned enterprises were facing in view of the escalating disgruntlement from the public on the performance of these state owned enterprises. In the previous chapter the researcher examined the research methodology that he employed which is a qualitative multiple case study. In this chapter The researcher present, analyse and discuss the findings. The researcher will be guided by the research objectives of the study and the literature that he reviewed in chapter two. He will present the findings in four separate sections that are based on themed groupings identified from documents, open-ended questionnaires and interviews. The first section of the chapter starts with the characteristics of respondents. The second section looks at the first research objective that sought to establish ways in which corporate governance challenges affect state owned enterprises in Zimbabwe. The third section will look at the second objective that sought to examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges. The last section considers the third objective of the study. This objective sought to uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe. As stated in chapter three, the findings of the study were presented in the form in which they were extracted from the respondents in order to minimise researcher bias. The section that follows presents and
discusses the findings starting with the background information of research participants in this study.

4.2 BACKGROUND INFORMATION OF THE PARTICIPANTS

The following section presents the background to the participants in this study. It is based on the belief that organisational culture is identified as 'a collective programming of the mind which distinguishes the members of one organisation from another' (Hofstede, 1991). This then means it is through the employees that we can come out with the culture of dispersed leadership that is prevailing in state owned enterprises in Zimbabwe since different organisations develop different cultures. Sometimes it is fragmented and difficult to read from outside because the organisational culture is a form of shared values and beliefs that create distinctive patterns of thinking and feeling within organisations (Hofstede, 1991). In this section, the biographical data of the 40 staff members from state owned enterprises in Zimbabwe who participated in this research is presented. This information is shown in table 4.1.
### Table 4.1 Showing background information of participants N=40

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>ITEM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SEX</strong></td>
<td></td>
</tr>
<tr>
<td>MALE</td>
<td></td>
</tr>
<tr>
<td>FEMALE</td>
<td></td>
</tr>
<tr>
<td><strong>AGE IN YEARS</strong></td>
<td></td>
</tr>
<tr>
<td>Below 20</td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td></td>
</tr>
<tr>
<td>31-40</td>
<td></td>
</tr>
<tr>
<td>51-60+</td>
<td></td>
</tr>
<tr>
<td><strong>MARITAL STATUS</strong></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td></td>
</tr>
<tr>
<td>Divorced</td>
<td></td>
</tr>
<tr>
<td>Widowed</td>
<td></td>
</tr>
<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
</tr>
<tr>
<td>“O” Level</td>
<td></td>
</tr>
<tr>
<td>“A” Level</td>
<td></td>
</tr>
<tr>
<td>First Degree</td>
<td></td>
</tr>
<tr>
<td>Master and Higher</td>
<td></td>
</tr>
<tr>
<td><strong>DESIGNATION</strong></td>
<td></td>
</tr>
<tr>
<td>General worker</td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td></td>
</tr>
<tr>
<td>Senior Executive</td>
<td></td>
</tr>
</tbody>
</table>

The majority of staff members who participated in this study are males 26 (65%). In terms of age, the 31-50 year age group dominated 32 (53%) followed by the 20-30 age group 25 (42%).

4.3 **PRESENTATION AND DISCUSSION OF FINDINGS ON EXPLORING THE APPLICABILITY OF DISPERSED LEADERSHIP STYLE TO CORPORATE GOVERNANCE PRACTICES IN ZIMBABWE.**
In this section, the researcher discusses the findings of the study. It has to be noted that in this research, some interviews were conducted and the resulting in-depth responses to open-ended questions in questionnaires provided many quotations. These quotations will be used here since they constitute a rich source of raw data. They will be used for the purpose of revealing informants’ levels of emotion, including the way in which they have conceptualised the dispersed leadership challenges scenery.

4.3.1 Examination of dispersed leadership challenges related to corporate governance

In this section, the researcher presents the findings of the dispersed leadership challenges related to corporate governance in state-owned enterprises in Zimbabwe. This is done in order to satisfy the research question raised in chapter one which goes:

*The study sought to establish ways in which corporate governance challenges affect state owned enterprises in Zimbabwe.*

In seeking to establish ways in which corporate governance challenges affect state-owned enterprises in Zimbabwe, the researcher used the questionnaire, interview guide and document analysis in order to come out with findings presented below. He first presents the findings from the questionnaire in Table 4.2 and as discuss the findings the researcher infuses the open-ended responses to support the arguments.
Table 4.2 Presentation of findings on challenges related to corporate governance

<table>
<thead>
<tr>
<th>ISSUE RAISED</th>
<th>AGREE</th>
<th>NOT SURE</th>
<th>DISAGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
</tr>
<tr>
<td>We have a functioning board of directors</td>
<td>34</td>
<td>85</td>
<td>6</td>
</tr>
<tr>
<td>The board meets whenever it is supposed to</td>
<td>10</td>
<td>24</td>
<td>0</td>
</tr>
<tr>
<td>We have strong corporate governance enforcement mechanisms</td>
<td>9</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Management is accountable to the board</td>
<td>32</td>
<td>80</td>
<td>0</td>
</tr>
<tr>
<td>Our board protects the interests of the public</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We follow the guidelines of the Corporate Governance Framework for State Enterprises and Parastatals</td>
<td>16</td>
<td>40</td>
<td>3</td>
</tr>
<tr>
<td>Our operations are affected by political interference</td>
<td>34</td>
<td>85</td>
<td>0</td>
</tr>
</tbody>
</table>

4.3.1.1 Functioning board of directors but meddling in day to day functions

An overwhelming finding in this study is the admission by 34 (85%) of the participants in this study that they have a functioning board of directors. This is an important development for state owned enterprises since the board of directors, including the general manager or CEO (chief executive officer), of a state owned enterprise has very defined roles and responsibilities within the state owned enterprise which include the mandate to hire the CEO or general manager of the state owned enterprise. They are also responsible for chatting the way forward for the organisation which may include the overall direction and strategy of the business.
However, while it is applauded that all the state owned enterprises in this study have a functioning board of directors that is responsible for hiring the CEO of the organisation and take an oversight role in overseeing the overall direction and strategy of the business. There were some challenges that were unearthed. These challenges had to do with the day-to-day operation of the state owned enterprise. One of the participants in this study opined that

*The main challenge that we experience in our organisation arises when these guidelines for state owned enterprises are not being followed. This has led in many cases to conflict of interest occurring in the organization. This happens when the board of directors is not fully aware of their duties, roles and responsibilities. They then work to undermine the authority of the CEO by beginning to meddle in the day-to-day operation of the organisation. For your own information, management is not responsible for the overall policy decisions of this organisation.*

Another participant in the research added that:

*“Electricity is critical. Without it in its various forms, there can never be any meaningful sustainable development to talk about but you find this is not prioritised by the board who meddle in day to day affair of our organisation. Such is the criticality of our challenges in this organisation. We need to re-think the way we appoint these boards otherwise we plunge the whole country into darkness. The board must craft a strategic plan that help the organisation to recover from its current power deficit situation to a power surplus situation in the shortest possible time so that mining, agriculture, industry and commerce can take off.”*
It appears one of the major challenges unearthed in this study is that the board meddles in the day to day operations of the state-owned enterprises. This finding is of great interest considering that Oghojafora et al (2010) point out that some essential features of a corporation is the separation of ownership from management. To this end, the shareholders who are the owners of an organisation and are represented by boards in state owned enterprises delegate decision making rights to managers to act on their behalf. This is not the case in this study where the boards are said to be meddling in the day to day affairs of the state owned enterprises in Zimbabwe. This may be an indication that dispersed leadership practices are not being implemented at the highest level of the organisation. According to Greeley (2014:6) a board that is meddlesome is highly ineffective in charting the way forward for the organisation. He examined an organisation that harked back to the days when the founding officers managed routine operations. He then found out that there were some board members who managed routine operations. In that study, he found out that some board members “continue to involve themselves in the day-to-day business of the association”. He then pointed out that administrative matters which are supposed to be better handled by staff tend to dominate board meetings and steal the time and energy the board could be spending on strategic planning and strategic vision. In that study it was also revealed that the board’s meddling also contributes to the organisation’s high rate of employee turnover. The study further exposed that the new chief executive in that organisation “wonders whether it would be wise to push hard for changes in governance and jeopardize her ability to work with the board”. He thus concluded that there was a danger in allowing the board to continue as it is. This will lead to a stagnant association, high employee turnover, and attrition among the energetic young board members, the future leaders of the organisation will be affected and productivity will go down. It appears this was also the case in this study.
There should be no doubt as to the role and intentions of the board members because they are the ones setting the direction. A situation in which the highest authority in the organisation is not aware of its roles and functions is not tenable. While such a situation could potentially lead to concerns about whether their board members’ primary affiliation is to the promotion of the organisational agenda or to their shareholders, they should be uniquely well positioned to market and promote the strategic direction of the institution they are leading. This should not be the case.

According to Oghojafora et al (2010) the corporate governance framework should ensure the strategic guidance of the company, the effective monitoring of management by the board and the boards accountability to the company and the shareholders. When this is not done, what then will suffer is the board’s role in providing the strategic direction and thrust for the organisation. The board will neglect its critical role and important strategic function where it is mandated to provide the vision, mission and strategic direction of the organisation.

The other challenges that may come in are the interpretations from the employees whose powers are being usurped. These employees may in some extreme cases interpret this behavior as bullying, threatening and intimidation. This kind of behaviour is an indication that dispersed leadership is lacking at the highest level of the organisation and this makes employees extremely uncomfortable in such organisations. Employees are stakeholders whose interests must be protected. Pergola and Joseph (2011), agree with this reasoning. They even add that stakeholder interests are protected in a variety of ways. They are protected by ensuring compliance with laws, regulations, and technical standards, by ensuring equitable allocation of economic rents, by monitoring management decision-making to ensure that decisions will create long-term value for the entity, and/or by ensuring that information prepared and provided by management is relevant
and objective (Pergola and Joseph 2011). On the other hand Oghojafora et al (2010) adds to the debate of corporate governance and stakeholders by claiming that the corporate governance framework should recognize the rights of stakeholders as established by law and encourage active cooperation between corporations and stakeholders in creating wealth, jobs and the sustainability of financially sound enterprises. The boards in this study were not protecting the employees. Worse still, they were meddling in the day to day affairs of the organisation leaving management with very little to power over their work. Blatant disregard for the dictates of dispersed leadership.

**Failure to control the actions of management and infrequent AGMs**

A glaring finding in this study is that 30 (76%) of the participants in this study disagreed that the board meets whenever it is supposed to. This is an indication that the AGMs are infrequently held in some state owned enterprises in Zimbabwe. This smacks of negligence on the part of board members and in so doing they are failing to stamp their authority in the state owned enterprises that they must oversee on behalf of the state and its people. What should be happening is that board members, acting as agents of owners, are being held increasingly responsible for controlling the actions of management and for evaluating and implementing effective systems of controls. If they are not doing this, then the public is left very vulnerable to manipulation by management. Worse still, these public institutions should be expected to provide services that will benefit other sectors. For instance, provision of roads, clean water, electricity etc is critical for other industries to ride on. Other economic activities ride on these services responsible people must be assigned to safeguard public interests in these organisations. If they are not provided, then the economy suffers. The overriding goal should be accountability of public officers.
Farinha, (2003) argues for the accountability of public officers and insists that mechanisms must be put in place to limit the ability of management to engage in obscene earnings as was the case in Zimbabwe at the time of this study. Such accountability measures are beneficial in the long run because management and opportunistic behaviour is put on check by increasing the ability of both the board and audit committee to monitor management (Farinha, 2003). Interestingly, Moyo (2012) observed what happened in other countries and pointed out that the turn of the century witnessed the stunning collapse of a number of business organisations worldwide. Moyo (2012) cited a number of well known examples. Some of the more prominent corporates that were cited are the extensive corporate (financial) sector failure in South-East Asia. Little did he know that there was even are far much bigger rot in his own country. Pergola and Joseph (2011) also mention conflicts as getting into the way. These conflicts which in some cases are known as agency conflicts are conflicts that arise from the separation of ownership and control (Pergola and Joseph, 2011).

Failing to control the actions of management can have negative consequences for state enterprises. This was the case in a study in Nigeria by Adegbite (2010) who insist that regulators, including stock exchange authorities, corporate affairs commissions, as well as securities and exchange commissions, all have important roles to play in promoting good corporate governance through regulation. He then went on to express doubt by positing that the corporate scandals in recent times have placed significant doubts on the abilities of these authorities to sufficiently regulate corporate behaviour (Adegbite, 2010). He thus suggests that the prevailing state of the global economy suggests that oversight and control measures, which are adequate, efficient and
sustainable, must be in place to ensure corporate integrity (Adegbite, 2010). Adegbite (2010, pp. 269) further argued that:

...given the corruption-riddled corporate governance system in Nigeria, more governmental participation and a rules-defined corporate governance regulatory system, would be of significant benefits in the short term. However, principles based approaches to regulation should be imbibed in the long term, when the situation improves, in order to promote a lasting culture of good corporate governance.

It follows from this discussion that a lasting solution lies in principled people who honestly discharge their duties for the benefit of the nation. This conclusion gives credence to dispersed leadership which among other things seeks to empower employees so that they exercise leadership at the point of service delivery. Adegbite (2010) in another sense is agreeing with this kind of reasoning when he argued that corporate governance discussions in developing countries need to extend beyond the board and top management alone. It has to be dispersed. He went on to say addressing corruption, particularly corporate corruption, certainly requires the promotion of certain values at all levels (Adegbite, 2010). This is a mere confirmation that a culture of discipline, accountability and honesty should be encouraged throughout all state owned enterprises by any corporate governance regulatory initiative. Unfortunately it appears there is a long way to go in state and quasi-state enterprises in this study.
Failure to adhere to corporate governance principles

An important finding in this study is that 21 (52%) of the informants in this study disagreed that they follow the guidelines of the Corporate Governance Framework for State Enterprises and Parastatals. Worse still, in the interviews there was an admission by informants in this study that some of them “have not seen the Corporate Governance Framework for State Enterprises and Parastatals”. This document on corporate governance for state enterprises in Zimbabwe is a guideline to all state enterprises. The guidelines were carefully crafted so that it will enable management to account for their actions. In other countries deliberately failing to follow guidelines as was the case in this study is quickly punishable by law. Proimos (2005) argues that in order to ensure the effectiveness of good corporate governance principles, attempts must be made by the board to put in place corporate governance enforcement measures. In this case, all this is contained in the Corporate Governance Framework for State Enterprises and Parastatals. It follows from these glaring admissions form respondents in this study that following the Corporate Governance Framework for State Enterprises and Parastatals must become a corporate requirement that is prudently monitored by law. Proimos (2005) agrees and further argues that there must be stringent penalties associated with these requirements when breached. He even went on to point out that mere guidelines for publicly listed corporations are ineffective, and as a result, only a statutory corporate governance regulatory framework will prevent future corporate scandals and collapses (Proimos, 2005).

In support of this point, elsewhere in this study we pointed out that according to Adegbite (2010), the global economic recession has ensured an active debate with discussants ranging from
scholars across different disciplines, self-regulatory organisations and stock exchange authorities, policy makers, to professional accounting and auditing associations. In that argument the most important point mentioned was that at the end of the debate, the central argument is the need to increase regulation and punish corporate offenders more heavily (Adegbite, 2010).

The results of this study appear not surprising considering that Moyo (2011), was of the opinion that operations of State Enterprises have been below expectations for a long time partly due to weak corporate governance systems and unethical practices in some of these organisations. He argued that given the role of public enterprises in steering the turnaround of economies emerging from economic challenges like Zimbabwe, the Government has made an unwavering commitment of promoting and implementing public enterprises reforms (Moyo, 2011). Thus he went further to explain his stance by pointing out that the adoption of restructuring strategies of public enterprises as one of the key economic reforms will strengthen the role played by the public enterprises sector in economic growth and development. In this regard, Moyo (2011) enunciated the vision of Government with regards to restructuring and pointed out that this vision is guided by the following principles:

- enhancing the efficiency and effectiveness of public enterprises;
- attracting foreign direct investment;
- mobilizing capital and expertise from the private sector;
- ensuring wider indigenous participation in the economy;
- reducing the public sector borrowing requirements;
- accessing globally competitive technology; and
- creating export market for newly restructured entities (Moyo, 2011: 3)
In a bid to foster the efficiency and effectiveness of state owned enterprises, the government of Zimbabwe put in place the Corporate Governance Framework for State Enterprises and Parastatals so that it will guide activities in these organisations which was unfortunately the case in this study where some state employees had the guts to say they never saw this document. This is one of the reasons why Moyo (2011) argued that the under performance of our public enterprises over the past years cannot be rectified without religious adherence to international best practices in restructuring of state owned enterprises tailored to the environment prevailing in the country. He explains his position by pointing out that the current thrust world over has shifted from wholesale privatisation to a more conservative government shareholding dilution through strategic partners, engagement of joint venture partners, listing on capital markets and Public Private Partnerships (PPPs). What this shows is that corporate governance mechanisms are there in state enterprises but no efforts are made to enforce these. This framework is important for state enterprises because contains principles and guidelines aimed at inculcating a culture of accountability, transparency, efficiency and effectiveness in the management of State Enterprises and Parastatals in the country.

**Weak corporate governance enforcement mechanisms**

One of the findings of this study warranting attention is the fact that 25 (62%) of the informants in this study disagreed that they had corporate governance enforcement mechanisms in place.

According to Goldschimd cited in Rowe and Guerrero (2013) issues to do with corporate governance enforcement mechanisms are important in state owned enterprises especially in developing countries because this issue tackles a subject dear to the heart of many who want to
see successful state owned enterprises. This is because, among other things, corporate governance enforcement mechanisms have among other things important enforcement’s role of improving markets. Market confidence increase when there are good corporate governance enforcement mechanisms in place. Goldschimd cited in Rowe and Guerrero (2013) point out that over the years of his experience with the U.S. Securities and Exchange Commission (SEC), first as General Counsel, then as Special Advisor, and later as a Commissioner, he has seen the critically important role effective enforcement –both public and private – plays in increasing market confidence, which in turn attracts and protects investment. Goldschimd cited in Rowe and Guerrero (2013) further argues that:

after disclosure of the corporate scandals of the 1990’s and early 2000’s, Congress recognized the need for effective enforcement in the Sarbanes-Oxley Act of 2002. Sarbanes- Oxley gave the SEC enhanced powers with respect to civil penalties, disgorgement, officer and director bars, and equitable remedies. In addition, more powerful substantive criminal provisions and sanctions were provided to the Department of Justice. What Congress recognized in Sarbanes-Oxley is that if our securities regulatory system is to work, corporations and other entities, the individuals who comprise them, and the various “gatekeepers” in our system, must know that they are likely to be held accountable for wrongdoing. Effective deterrence requires a strong, credible threat. It is that “threat” that creates powerful incentives to avoid wrongful acts and to bring about the cultural, procedural, and process changes necessary to restore integrity and protect investors. Accountability and deterrence are the key words in the
Commission’s enforcement approach today (Goldschimd cited in Rowe and Guerrero, 2013:3).

What is unfortunate is that in Zimbabwe, state owned enterprises are not learning from other countries that market confidence is built when there are in place corporate governance enforcement mechanisms that prevent corporate scandals from taking place in state owned enterprises.

At a time when OECD (cited by Oghojafora et al., 2010) point out that their view of corporate governance is the system by which business are directed and controlled, the findings in this study appear to point at glaring weaknesses in corporate governance enforcement mechanisms. There are so many reasons to this. Some of those mentioned by the respondents in open-ended questionnaires include:

*There are too many self-serving managers and chief executives who only come to this organisation to fill their pockets. If they put in place mechanism that will enforce governance, then they will not achieve their self-serving objective.*

*Our organisation is actually buffeted by a myriad of corporate governance shortcomings owing to lack of mechanism to oversee the same.*

*This organisation has been long dodged by a myriad of corporate governance issues.*

*What is needed and is not there the researcher think is dilligent leadership to stir it out of the current corporate governance quagmire.*
Corporate governance which Pergola and Joseph (2011) define as a the system of monitoring devices, internal and external, specific to each organisation, that defines how these mechanisms are set up and how each will fulfill its monitoring role is critical to the productivity of any enterprise. However it becomes a disgrace if state owned enterprises are failing to have in place a credible system of monitoring devices, internal and external, specific to these important state arms whose major mandate is to provide services where other organisations will ride on. When an organisation is experiencing weak corporate governance enforcement mechanisms, it is in the danger of being bled to death by unscrupulous workers. Dispersed leadership means all employees will demonstrate capacity to protect the culture of excellence in the organisation. They will go out of their way to find out ways of enforcing corporate governance practices. According to Adegbite (2010), the global economic recession has ensured an active debate with discussants ranging from scholars across different disciplines, self-regulatory organisations and stock exchange authorities, policy makers, to professional accounting and auditing associations. He added that at the end of the debate, the central argument is the need to increase regulation and punish corporate offenders more heavily Adegbite, 2010).

Pergola and Joseph (2011) who have observed that management may have too much power and not enough supervision or accountability, particularly in companies with widely dispersed ownership. State owned enterprises are in the same category. They can also be classified as companies with widely dispersed ownership. Such situations bring into play conflicts. These conflicts which in some cases are known as agency conflicts are conflicts that arise from the separation of ownership and control (Pergola and Joseph, 2011). It is difficult to resolve such conflicts if there are no mechanisms that are put in place to ensure corporate governance systems are operating efficiently and effectively. According to OECD (cited by Oghojafora et al., 2010),
the corporate governance structures specifies the distribution of rights and responsibilities among
different participants in the corporation such as the board, managers, shareholders and other
stakeholders and spell out the rules, regulations and procedures for making decisions on corporate
affairs. They also made it clear that in Nigeria, apart from specifying roles and responsibilities,
corporate governance also provides the structure through which the state owned enterprise’s
objectives are set and the means of attaining these objectives and monitoring performance. The
findings in this study appear to paint a far different picture as they point at glaring weaknesses in
corporate governance enforcement mechanisms.

**Prevalence of unethical and corrupt behaviours**

A very serious allegation made by participants in this study is what they called prevalence of
unethical and corrupt behaviours in many of the state owned enterprises in this study. Some of the
respondents noted that:

> *There is need for a catalyst for the organisation’s behavioural change initiatives
  considering that many of us are now used to unethical and corrupt practices in our
discharge of duty.*

Another participant added:

> *The researcher can safely say that there are many people who are not paying for
  electricity. They have their meters tempered with by some of our colleagues whose
  conduct is unbecoming.*
These findings appear to be in line with the findings and recommendations of a major government inquiry which revealed widespread unethical and corrupt behaviour throughout its ranks (Moyo, 2012). What can be deduced from these findings on prevalence of unethical and corrupt practices in state owned enterprises is that poor dispersed leadership practices and outmoded management practices allowed corruption and unethical behaviour to emerge and flourish in state owned enterprises (Gordon, 2008). This is coming at a time when which Pergola and Joseph (2011) advocate for corporate governance mechanisms to be put in place in state owned enterprises so that they have a system of monitoring devices that is internal and external and that can define how ethical practices and mechanisms are set up so that each will fulfill its monitoring role and prevent the prevalence of unethical and corrupt practices as was the case in this study. The finding, amongst other things, greatly exposes the state owned enterprises and shows that these organization lack dispersed leadership practices and management strategies that are more congruent with contemporary management theories and practices (Wood, cited in Gordon, 2008).

The argument for this is that according to Gordon (2008) the behavioural change initiative that was put in place in Australia explained that as part of the broader post bureaucratic initiatives a number of mechanisms had been put in place in an attempt to disperse their leadership by dissolving traditional divisional boundaries, which were based on function. They then went on to form cross functional teams that could work to restore ethical practices and greatly minimise corrupt activities perpetrated by individuals working in isolated areas without due regard to practising leadership at the point of service delivery. Further, authority and decision-making has to be formally transferred to the leaders of these teams (Gordon, 2008) so that they can exercise leadership, authority and power at the point of service delivery. This is contrary to an earlier
assertion that at the end of the debate corporate governance and state owned enterprises, the central argument is the need to increase regulation and punish corporate offenders more heavily (Adegbite, 2010). This is in line with dispersed leadership practices which advocate for embedded forms of power. Embedded forms of power are defined here as forms of power that are less readily identifiable; overtime, through disciplined practice, they are constituted as part of everyday life and thus taken for granted as part of the natural order of things (Clegg cited in Gordon, 2008). If workers in state owned enterprises could exercise and use embedded forms of power they will greatly minimise the unethical and corrupt practices that were unearthed in this study.

**Financial reports had not been audited since 2009 in debt ridden organisations**

An alarming finding that came out of this study in 2014 when it was raised is that one of the state owned enterprises had not presented its financial reports six years down the line. This is alarming considering that many of these state owned enterprises are debt ridden. This statement quoted verbatim from the press by a CEO gives credence to this finding:

*Our Medical Aid Society had accumulated over $38 million in debt as of December 2013 but CEO revealed that the society is owed more by its clients.*
A Member of Parliament was also quoted in the press alleging that:

_The researcher am an MP and Have been a member of this Medical Aid Society for 15 years, and he wants the interim manager to move with speed to recoup monies “stolen” from the society. “The process is good but it is not enough,”_

_“The interim manager should write letters to demand money back from one secretary who took sitting allowances worth $240 000 and another $178 000, money they are not entitled to, failure of which they should be handed over for prosecution._

The statements quoted here to support the research findings of this study are in the public domain. They paint a very ugly picture about the debt ridden state owned enterprises where some could claim in excess of USD 200 000 that they are not entitled to. This is because they are allowed to bask in the sunshine. Earlier own, it was stated that boards have infrequent meeting meaning that they are failing to control the actions of management. No wonder we learn in this study that there some state owned enterprises where financial reports had not been audited since 2009. This is sad considering that this is happening in what one informant called _in debt ridden organisations._

The first research objective of this study sought to establish ways in which corporate governance challenges affect state owned enterprises in Zimbabwe. It appears the findings are pointing to the effect that challenges related to corporate governance enforcement mechanisms are in the form of board of directors that meddling in day to day functions of the organisations (34, 85%); failure by the board to control the actions of management as they hold infrequent AGMs (30, 76%); failure to adhere to corporate governance principles (21, 52%) because they _have not seen the Corporate_
Governance Framework for State Enterprises and Parastatals; weak corporate governance enforcement mechanisms (25, 62%); prevalence of unethical and corrupt behaviours and that some financial reports had not been audited since 2009 in these ‘debt ridden organisations’. The next section examine findings on the second objective of the study that sought to examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges.

4.3.2 Examination of dispersed leadership challenges related to leadership development

In this section, the researcher present the findings of the dispersed leadership challenges related to leadership development in state owned enterprises in Zimbabwe. This is done in order to satisfy the research question raised in chapter one which goes:

The study sought to examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges.

In seeking to examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges, the researcher used the questionnaire, interview guide and document analysis in order to come out with findings presented below. He first present the findings from the questionnaire in Table 4.3 and as the researcher discuss the findings he infuse the open-ended responses to support the arguments.
### Table 4.3 presentation of findings on challenges related to leadership development

<table>
<thead>
<tr>
<th>Issue raised</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
</tr>
<tr>
<td>We hold leadership development workshops regularly</td>
<td>7</td>
<td>17</td>
<td>4</td>
</tr>
<tr>
<td>We are empowered to exercise leadership at the point of service</td>
<td>10</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>The organisation has leadership development programme for us</td>
<td>20</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>Leadership development programmes have been embraced by all employees</td>
<td>11</td>
<td>28</td>
<td>21</td>
</tr>
<tr>
<td>Leadership development has been effective</td>
<td>6</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Leadership development has led to high productivity</td>
<td>10</td>
<td>25</td>
<td>12</td>
</tr>
</tbody>
</table>

*Failure to hold leadership development programmes*

A finding that was alluded to by 29 (73%) of the respondents is that their organisations are failing to conduct leadership development programmes. This is a sad development in state owned enterprises considering that others are arguing that effective leadership is a key ingredient in modernising today’s health services because better leadership means better patient care and improved working practices for health staff (NHS Modernisation Agency cited in Boaden, 2006). Earlier on in this study, it was discussed in the literature review that one of the key requirements in state enterprises the world over is to disperse leadership responsibilities further down the chain,
and away from ‘central command’ (McGregor, 2012). Without this leadership dispersion there is too much time wasted referring issues back for authorisation. Dispersing leadership in state owned enterprises is not the same as doing away with head office personnel. It is merely capacitating those on the ground so that they deliver quality service to the stakeholders. They are developed as leaders so that they exercise leadership and influence at the point where service is being offered. This means to say head office personnel still have a role to play such as in functions of providing strategic leadership and supporting the operation to deliver by capacitating these through leadership development. This unfortunately was not the case in this study. Yet an important aspect of dispersed leadership is that the role of execution along with responsibility for achieving the strategy has been ‘dispersed’ (McGregor, 2012). The bottom line for all this is that according to Boaden (2006), studies in the health sector show that there is an inextricable link between personal development and delivering excellent service. This then means that it is probably not possible to achieve long-term improvement in state owned enterprises if leadership development is not prioritised.

We discussed in the literature review that approaches to leadership are changing. In this study the view is that leadership is everyone’s business. What this means for state owned enterprises is that these institutions should be prioritising leadership development. The most important point that has to be made is that: "to lead change the leader must believe without question that people are the most important asset of an organisation" (Joiner, 1987:2). This idea is also supported by Boaden (2006) who pointed out that not only is the “business” of leadership development a growth area for many providers, including universities, there is also an acknowledgement that there is gradual evolution of a paradigm to locate this activity (Fulmer, cited in Boaden, 2006). According to McCallum and O’Connell (2009) traditional leadership development is that
leadership development programme with a flare on benefits gained through individual-leader competency growth. While it is a fact that in many organisations, as was the case in this study, their major focus is on traditional leadership development that is focusing on benefits gained through individual-leader competency growth, a shift in focus is taking place that is broadening the developmental lens to give more consideration to the relational context within which leadership takes place (Day and O’Connor, 2003). This should have been the case in this study unfortunately the worst scenario is the failure to hold leadership development workshops.

Not exercising leadership in a distressed operating environment

An interesting finding in this study is that the tenets of dispersed leadership are not being followed in the organisations in this study as 20 (50%) of the informants were not sure if they are empowered to exercise leadership at the point of service. A sizable number of participants in the study then expressed the view that it is not the crisis of leadership that is holding them back to exercise leadership at the point of service. One respondent put it this way:

Yes, we may have lost trust in many of our managers because they are not performing up to expectations and we are not in any way empowered to exercise leadership at the point of service. However, it may not necessarily be the result of poor leadership but that of a distressed environment in which our organisation is working

Our organisation is doing all it can in the face of a depressed economic environment in which revenue streams were going down at an alarming rate. Management came to us one
day and said they believed that cost management is where the game will be won and lost in the foreseeable future. We are playing the wait and see game.

The following statements came from officials in one of the organisations and are quoted verbatim as they were in the press:

“For me the priority is for that Medical Aid card to be widely accepted by our practitioners especially in the public sector,”

“We can only do that by bringing back confidence and confidence can only be brought back if we sort out our house, that is, how we manage our resources. The more we reduce our costs the more money will be available for us to provide services”

These statements were also taken verbatim from the press to augment findings in this study

“For us in industry, we knew that this state owned electricity supplier could not perform any miracles under the current economic situation and we have already resorted to buying expensive emergency generators to keep the factories running,” he said.

“Increased load-shedding has affected productivity and is hindering us from meeting deadlines. However, our hope is that our colleagues at the state owned electricity supplier will do as much as possible with the limited resources at their disposal.”
The increased power outages are also having a deleterious effect on Zimbabwe’s struggling economic sectors such as industry, mining, agriculture and commerce — with industrialists and economic experts warning yesterday that the widespread blackouts were causing factories and mines to close, and costing the economy billions of dollars and thousands of jobs.

Participants in this study cited the operating environment as the key challenge to holding regular leadership development workshops. They said the environment in which they operated was a distressed environment. A CEO admitting that a medical aid card from a state owned medical aid society was being refused speaks volumes of the operating environment. This has also been confirmed elsewhere in other studies. For instance, Leadership Online (2014) is of the belief that these state owned enterprises face many challenges related to the environment in which they work. In their study, they found out that political interference, corruption, and non-adherence to good corporate governance practices cause SOEs to fail, which often troubles many SOEs in the countries that they have observed. They even went further to argue that most successful SOEs have a balance of public and private interests and are commercially run without political interference. Other challenges mentioned by Terblanche (2012) include the recent global economic crisis which they think has brought new perspectives on governments’ roles in business while favouring a greater role for government. They gave South Africa, as one of their examples. Their argument is that the rapid nationalization of key industries and institutions with more state-owned and run enterprises is issues that critics predict severe failures were this to happen (Terblanche, 2012).
In this environment, of all the things that were allowed to suffer, leadership development should have been prioritised given that leaders are few and not many are ready to face the challenges expected in this role (Baker, 2007). On the other hand, according to Ariely (2008) leadership is needed to foster purpose, direction, imagination and passion, especially in times of crisis or rapid change. It appears the participants in this study were acting irresponsibly considering that leadership development should have been prioritised in order to foster purpose, direction, imagination and passion in state owned enterprises in Zimbabwe. Mostovicz and Kakabadse (2008) appear to support this stance when they argue that besides lacking in self-awareness, humans also cannot act responsibly at all times as there will always be some areas or times when we act automatically or hide behind rules and customs. What is needed in this case is empathy on the part of the board that is charged with crafting the strategic direction of the organisation. In this case, especially in the case of state owned enterprises, to empathise means to respect the other’s goals, objectives, targets and motives. Baker (2007) is of the opinion that because leaders are unclear about their own values and purpose, their ability to empathise with those of others is equally constrained. It means lack of values in addition to the distressed operating environment affected leadership development in this study. This sets a bad precedence to state owned enterprises since aspiring leaders may remain unaware of how to progress in their development. In such a situation, then what Kakabadse and Kakabadse’s (2007) suggested becomes reality. They argued in their study that only a handful of people in leadership positions actually led. They pointed out that the vast majority of people in leadership positions acted reactively, either seeing their role as pleasing the shareholders or being concerned with their reputation (Kakabadse and Kakabadse, 2007). It appears as if this was the case in this study but participants hid behind a
distressed operating environment as affecting their ability to mount meaningful leadership development workshops for their employees.

The depressed environment uncovered in this study makes it important to think about the ideas of other people who have experience similar challenges in their own environments. Elsewhere we discussed that in coming up with leadership development programmes in contemporary organisations that can operate in a virtual community it is also important to examine the ideas put forth by McCallum and O’Connell (2009) who are of the view that leadership in volatile and virtual environments requires careful attention to both development of individual leaders and the development of leadership capacity in organisations as a pre-requisite to growth and prosperity of those organisations. They put this argument that it is critical to pay careful attention to development of individual leaders and the development of leadership capacity in organisations because they see that the demands of today’s relationship-based business environment are impacting on growth and productivity of organisations. They then put a strong case that building organisational leadership capabilities through a lopsided investment strategy focused on human capital seems to under value the current and future social capital needs of organizations (McCallum and O’Connell, 2009). In that regard, state owned enterprises in Zimbabwe should prioritise the development of individual leaders and the development of leadership capacity in these important and indispensible state organisations. Unfortunately this was not the case in this study and research participants cited a depressed environment.
Lack of leadership continuity

The admission by 20 (50%) of the informants that their organisation has not done any leadership development programme for them is an indication that there is no leadership continuity in some of these organisations. Some of the state enterprises are being heavily affected by lack of continuity. One of the respondents said that in that organisation:

*In this organisation, the board has fired six chief executive officers within five years!*

Worse still, although many boards are changed in all other organisations in order to ensure efficiency and effectiveness, in our organisation they are not changed. They are protected by the Minister. The researcher think you heard that one of the MPs once said they do not go because they are girlfriends of higher authorities.

*For all the time that the researcher have been here, leadership continuity has never been prioritised. In one of our departments talent acquisition and identification was taken as reactionary exercise. They looked for talent after resignation or attrition from that department.*

This lack of continuity in which one state owned enterprise has fired six chief executive officers within five years, is alarming to say the list. Yet we get it from Taylor (2014) that since corporate success or failure is usually decidedly being directly tied to leadership, one would think that continuity will be a priority in state owned enterprises in Zimbabwe. It appears this was not the case. This could also be a dispersed leadership challenge considering that in dispersed leadership, the chief executive should be nurturing. To do this, one needs time and it will be extremely difficult to do anything in just a year and then one is on the firing line.
The importance of leadership was ably articulated by Kanter, Stein & Jick (cited in paradise, 2008) who considered it necessary for organisations to have a solid leadership that is driving the organisation forward. In this regard, Kanter, Stein & Jick (cited in paradise, 2008) pointed out that they consider that all interventions require a strong leader role. Pointing out:

“An organisation should not undertake something as challenging as large-scale change without a leader to guide, drive and inspire it. These change advocates, play a critical role in creating a company vision, motivating company employees to embrace that vision, and crafting an organisational structure that consistently rewards those who strive toward the realisation of the vision” Kanter, Stein & Jick (cited in paradise, 2008:384).

It appears this was at variance with what was happening in the state owned enterprises in this study where it was pointed out that some of these important and indispensable organisations, leadership continuity has never been prioritised. As if leadership continuity prioritisation is not enough, in one of the departments talent acquisition and identification was taken as reactionary exercise.

According to Opondo, Odida and Njanja (2014), leadership continuity can be ensured through effective strategic talent management. They argue that this concept of effective talent management has become increasingly important in the creation of organisations’ competitive advantage. Effective strategic talent management is conceived as the activities and processes that lead to identification of key positions which contribute to the organisation’s competitive advantage (Opondo, Odida and Njanja, 2014). It appears this was not being done in the context of state owned enterprises in Zimbabwe yet Opondo, Odida and Njanja (2014) insist that talent
identification and acquisition is one of the key strategies used by organizations to have a competitive edge vis-à-vis their competitors. It follows then that they were missing out on what Mellahi (cited in Opondo, Odida and Njanja, (2014) singled out as the three main talent management activities which in their opinions are geared towards achieving adequate, reliable and competent talent in organisations. He mentions these three critical activities and important processes in talent management and identification as recruitment and selection, development and training of the selected staff, and retention and more importantly succession planning.

**Leadership succession planning**

In this study 21 (53%) of the informants were not sure if leadership development programmes have been embraced by all employees. This becomes an important finding in this study should we also consider it in light of the open-ended responses. These open-ended responses were pointing to the issue that very few state owned enterprises in Zimbabwe are focused on succession planning.

This is against a background of what one respondent said:

*Our organisation is not training leaders to take over from the old guard. They cling on to their positions even if it shows that the company may lose up to half the services of senior executives currently in office in the next three to five years owing to retirement age limits.*

*That is if the age limit is followed.*

It paints a very bad picture in some of the state owned enterprises that there is no succession planning that is taking place at a time when some of them are threatened by retirement that may
wipe out half the executive bench in less than five years. This situation has been found elsewhere to impede growth and profitability of many companies around the globe. For instance Taylor (2014), in a survey of 115 companies, found out that many are unprepared and unsophisticated when it comes to grooming future leaders, despite warnings of talent shortages over the next several years. This was also the case in this study where it was established that leadership succession planning was not there yet it is a critical pillar of dispersed leadership practices. The most important point to note in this regard is that leaders of change not only include the contributions of employees in determining and realising the vision but also have the interpersonal skills that help them relate with others. These leaders of change develop collaborative relationships, foster environments and work processes to facilitate the organisations' collective efforts, and address the needs of individuals as well as groups (Joiner, 1987). In dispersed leadership, power and authority should be systematically passed on from one generation to the next to ensure continuity in developing collaborative relationships, fostering conducive environments and work processes and working to facilitate the organisations' collective efforts. This is made possible by the fact that such leaders with the will to disperse power, recognise shifts in the environment and guide their organisation to be responsive to those shifts that are taking place in the environment. Leaders who work to groom future leaders are aware of the realities of their environment and thus guide the organisation to rethink the vision (Joiner, 1987) in line with what is obtaining in the environment where they are operating from. Joiner's (1987) discussion of these leaders of change included the skill to "access the reality of the present and determine the gaps that exist".

In Taylor (2014)'s study, about 75 percent of respondents said they were not confident about their ability to meet their future leadership needs. Yet when one thinks of the skills and leadership
behaviours that go into creating the successful leader of tomorrow, then succession planning should be prioritised but state owned enterprises in Zimbabwe are not paying attention to this critical issue in organisational leadership. The danger in such practices is that those that fail to identify and develop star performers create their own talent drain, as high-performing employees feel unchallenged, get fed up and leave (Taylor, 2014).

Succession planning becomes easy if state owned enterprises focus on building a solid social capital. It is argued somewhere in this study that leadership development is different from leader development in that leadership development involves building the organisation and its members’ capabilities (Day, 2000). What this means is that in the case of state owned enterprises as was the case in this study leadership development should be used as a strategy that builds social capital through an integrative approach (McCallum and O’Connell, 2009) “helping people understand how to relate to others, coordinate their efforts, build commitments, and develop extended social networks by applying self-understanding to social and organisational imperatives” (Day, 2001: 570). This is important in organisations that appear to paint a very bad picture in that there is no succession planning that is taking place at a time when some of them are threatened by retirement that may wipe out half the executive bench in less than five years.

This argument for building leadership reserve through focusing on social capital to beat succession challenges in state owned enterprises is supported by Hitt and Ireland (2002) who suggest that leaders need to develop meta-capabilities for coordinating and integrating relationships between organisations especially in this age of networking and knowledge based organisations. In the same vein McCallum and O’Connell, (2009:155) are also of the opinion that examining the work of organisational leaders and others they went on to suggest a short taxonomy
of competencies important for leaders in “building, nurturing and leveraging social capital”. This short taxonomy of competencies include the ability to identify needed tacit knowledge; evaluation of tacit capabilities; building and maintaining internal trust; establishment of external relationships; and capitalizing on resources from external relationships (McCallum and O’Connell, 2009:155).

This short taxonomy of competencies for nurturing social capital in organisations shows that it is important to focus on both human and social capital because in reality and in practice while both human and social capitals are important, they affect organizations indifferent ways and in different extents. It is also important in beating the succession planning challenges that were unearthed in this study. It paints a very bad picture in some of the state owned enterprises that there is no succession planning that is taking place at a time when some of them are threatened by retirement that may wipe out half the executive bench in less than five years.

**Focus on leader development instead of leadership development**

One of the questions in this study sought to find out if leadership development programmes were effective and 34 (85%) of the informants were either not sure 16 (40%) of completely disagreed with the view 18 (45%). This is an interesting finding considering that dispersed leadership seeks to inculcate a culture where leadership is everyone’s responsibility. This was disputed in this study and in the open-ended responses and interviews the participants in this study pointed out that *any leadership development programme that they had conducted did not yield required results in the form of high productivity*. Probed further in interviews what they are pointing out, they became clear in that they said:
There are some programmes that are taking place at this organisation. However, these are only meant to benefit individuals. Last year two officers went to New Zealand for up to six months. When they came back, they showed they were knowledgeable and skilled but this did not take away our organisations from the many challenges of productivity that it is experiencing.

What become clear and vivid from these findings where participants dispute the fact that leadership development programmes benefited the organisation through high productivity is that whatever programme is there, it is benefiting individuals not the organisation. It is the individual who is skilled, knowledgeable and competent. However, in terms of dispersing leadership, leadership development is needed. In this study the focus was on leader development instead of leadership development. We argued elsewhere in this research that the way in which leadership development training is done is important for growth of organisations. This is more important as we narrow our focus on dispersed leadership where we are arguing that leadership is everyone’s business. In such a situation, the focus is on dispersing power, authority and influence so that everyone can exercise leadership. According to McGregor (2012), dispersed leadership is a core philosophy within military organisations, and refers to the scenario that should a commanding officer be wounded or killed in battle, then individuals further down the chain of command are able to take on leadership responsibilities, and ensure units carry out missions and return home. This kind of thinking can be used also in civilian organisations and more importantly in state enterprises as is the case in this study. It is McGregor (2012)’s contention that many organisations have grown exponentially bigger over the past thirty or forty years. He is also of the belief that this growth in organisations calls for the need to disperse leadership so that leaders are dispersed
far and wide. This can only be done through *leadership development* not in a narrow sense where the main focus is on *leader development* as was the case in this study.

In this regard, in contemporary organisations leadership development can come in the form of traditional classroom training sessions as well as through interventions such as mentoring, coaching, active learning, intensive feedback programs, job challenges and reassignments, and social networking (Day, 2000). It has to be emphasised at this juncture that with the focus of these approaches most often on building better individual leaders versus better leadership (McCallum and O’Connell, 2009) as was the case in this study, then we are missing the point. It should also be made clear that there is an important distinction between *leader development* and *leadership development* (Day, 2000). When we talk of leader development we are actually referring to those practices where we embark on programmes in which the main focus is on nurturing of individual-level skills and abilities, recognised as the building of human capital (Day, 2000). These ideas were also echoed in another study in which it was pointed out that when we are working at the individual level, human capital includes work experience, education, knowledge, skills, abilities, and training (Ferret, 2006). These many aspects of human capital are captured in two dimensions. One of these dimensions is value. When we are talking of value in the context of human capital development it is represented by contributions made that enhance organisational effectiveness, efficiency, and or competency. The second aspect of human capital development dimension is uniqueness. In the context of human capital development the uniqueness is exhibited in firm-specific, tacit knowledge or expertise (Lepak and Snell, cited in McCallum and O’Connell, 2009). We can see from this discussion that both value and uniqueness are built by enhancing the capabilities of individuals. Since this capital represents most of an organisation’s knowledge, it is
an important resource for achieving competitive advantage (Hitt and Ireland, 2002) only is it is dispersed throughout the organisation.

**Political will to grow and develop a leadership pipeline**

A very interesting finding in this study is the admission by respondents in this study that their organisations have very useful plans for developing leadership. Actually 20 (50%) of the research participants said that their organisation has leadership development programme for them in place. This makes very good reading for state owned enterprises in Zimbabwe that they see leadership development as an important aspect of growing their organisations. However, in follow up questions in interviews on the same issue opened a can of worms. Some opined that:

*Leadership development is there on paper but in this operating environment, we have to prioritise. For this reason, in practice, no leadership development programme has been implemented in the last three years in our organisation.*

*Attempts were made last time around. However, what they do is merely induction for those appointed in leadership positions. In our organisation, leadership is not everyone’s game.*

It is of great interest to take note that state enterprises in Zimbabwe are prioritising leadership development in their plans. However, it appears they are not informed by current practices in leadership considering that only those in leadership positions are given priority. Worse still, it also appears that their curriculum is outdated. In a study in which Day (2000) reviewed leadership development in context, he concluded that there is a difference between developing leaders – using a “traditional, individualistic conceptualisation of leadership” – and leadership development
which “has its origins in a more contemporary, relational model”. This finding appears to confirm the worries that this study unearthed. However, in Day’s case he claimed that organisations like state owned enterprises need both approaches. In this study, the greatest in need is on contemporary approach. The seeds of leadership need to be planted in all people. This was confirmed by Doh (2003) who argues that the need for a more contemporary approach in developing today’s leaders for today’s organisations is critical in the knowledge economy in which we are operating. To this Doh (2003) recommended a model of competency that will require significantly different approaches to leadership development, focusing on strategic and global issues in a decentralised environment, within the context of sensitivity to diversity, interpersonal skills and communities, and with a focus on anticipating the future and mobilising their organisation to shape it (Doh, 2003).

The issue of irrelevant curriculum was also cited in this study. For this reason, models of learning must also be considered in all leadership development programmes. There might be some leadership development that is going on but how it is done is the question. To disperse leadership, one should seriously consider how this can be done. The need for leadership development to reflect the context in which the state owned enterprise is operating is also important considering that in another section this study revealed that state owned enterprises in Zimbabwe are operating in a depressed environment. Staff should be trained on ways of operating in such an environment. In reviewing the literature on leadership development, Akin cited in Boaden (2006) came out with various odes of learning that might be used in developing leaders in state owned enterprises. Some of those mentioned include emulation of
a mentor, role learning, learning through doing, validation, learning of concepts and personal growth. We can see from the range of models of learning that some of these are more suited to formal development programmes than others.

What we need to consider in dispersing leadership is the need for action learning is regularly cited as a key tool in leadership development. In that regard, some modes of learning that include emulation of a mentor, role learning, learning through doing, validation, learning of concepts and personal growth as mentioned by (Akin, cited in Boaden, 2006) fall short of the dictates of dispersed leadership as the framework that guided this research. According to Joshi, Lazarova and Liao (2009), we need to take note that organizational realities are challenging the current status quo by drawing on the intersections between social identity theory and leadership research. He went on to say under those circumstances, it is important for inspiring leaders to work tirelessly in their organisations to develop socialized relationships with team members. These socialised relations will then inspire members and even going on to foster attitudes that are critical for team effectiveness in geographically dispersed settings (Joshi, Lazarova and Liao, 2009). What this means for state enterprises is that there is dire need for paradigm shift in leadership development thrust. This calls for a re-look at action learning as a form of dispersing leadership in a knowledge based society that we live. Action learning is regularly cited as a key tool in leadership development (Bowerman, 2003). In action learning adequate attention should be paid to some of the following aspects that are critical to its success. According to Bowerman (2003) in reviewing the difficulties encountered when using action learning for leadership development he found out that it encounters challenges related to inadequate opportunities for reflection, poor facilitation and a failure to follow up on project outcomes as ways in which the potential of this technique is
not fulfilled. It appears these were also the challenges encountered in this study in spite of the fact that 50% of the respondents had reported that their organisations had leadership development programmes for them in their plans. These have been unmasked in this study as shallow and failing to address contemporary issues of dispersing leaders and to acknowledge that leadership is everyone’s business.

**Shallow curriculum that fails to instil sense of loyalty**

An interesting finding that can out of the study was that the leadership development programme was not instilling the sense of loyalty that is needed in dispersed leadership in organisations. Some of the responses that point to this deficiency include:

> The curriculum to me appears shallow. What you say are the characteristics of dispersed leadership are not there in the curriculum that we are taught.

> We are experiencing high staff turnover in our organisation. The sense of loyalty and patriotism is not there in our organisation. People are just interested in lining their pockets and then go.

Organisational loyalty is a key ingredient of dispersed leadership but in this study, leadership development like in Boaden (2006)’s study in both the private and not-for-profit sectors was found out to be sporadic, haphazard and illogical. This was also the case in this study where the findings appear to show that the curriculum was found wanting. It appeared to be shallow and failed to instil a sense of loyalty. In that regard, according to Taylor (2014) this lack of loyalty has been precipitated by the lack of attention that companies have given to giving them stretch assignments and moving them through the ranks. He points out that some organisations do not
have a vision for the future. To him, they are only interested in what he called a very strong short-term focus in organisations today yet the reality on the ground is that the progress and growth on developing your leadership pipeline is measured in years, not months or quarters (Taylor, 2014). In another section in this study it was mentioned that research participants were complaining of the depressed environment under which they were operating. We will have to see what will happen as the economy slowly improves and state owned enterprises start to refocus on leadership development. However, at this juncture, this study has unmasked weaknesses in leadership development programmes and may be by then it might be too late to hang onto top people who have felt ignored or overlooked.

We need to broaden our leadership development curriculum so that it can grow the social capital in the spirit of dispersed leadership. This then means that it is an important target to focus on the possibility of achieving long-term improvement in state owned enterprises if leadership development is given the priority it deserves. What this means is that there must be a long-term oriented leadership development strategy that is put in place to develop capacity, competency and capabilities in organisational leaders. This strategy will be of immense importance in the long run especially in state owned enterprises because human capital advances organisational performance since competent individuals in those organisations can apply their knowledge, skills, and abilities (Day, 2000). Competent human capital is also social capital because it enhances performance through networked relationships that foster cooperation and resource exchange in organisations and in the social context (Day, 2000).
It is a pity that some of these companies are now going outside looking for talent, which is great for bringing in fresh ideas but is not the most effective way to build their executive bench, Beaudin cited in Taylor, 2014). "You have a higher success rate bringing people up from within rather than hiring from the outside," Beaudin cited in Taylor (2014: 5). In his study Beaudin cited in Taylor (2014 found out that companies that were more able to rely on internal talent for their future leadership needs were more confident about being able to meet those challenges. "It's more difficult to integrate talent from the outside and hit the ground running” (Beaudin cited in Taylor (2014: 5). What this means is that loyal people are key to success of state owned enterprises. Unfortunately this was not the case. State owned enterprises were wasting resources developing people whose loyalty to the organisation is questionable. According to Ferret and Dougherty (2004), we must come out of our shells and focus on the future of our organisations. He suggests that twenty-first century leaders should assess their personal networks. In that regard, networking means developing and maintaining relationships with others who might assist one’s career (Ferret and Dougherty, 2004).

To summarise section 4.3.2, this section looked at the second objective of this study which sought to examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges. Results appear to indicate that there is political will to grow and develop a leadership pipeline 20 (50%). However, these efforts are being hampered by failure to hold leadership development programmes 29 (73%); not exercising leadership 20 (50%) in a distressed operating environment where revenue streams were going down at an alarming rate; lack of leadership continuity 20 (50%) where the board has fired six chief executive officers within five years; lack of leadership succession planning 21 (53%) and one of the organisations is faced by
the possibility that it may lose up to half the services of senior executives currently in office in the next three to five years owing to retirement; leadership development that did not yield desired results 34 (85%) since the focus is on leader development instead of leadership development and it is done using a shallow curriculum that fails to instil sense of loyalty in the developed leaders

4.3.3 Examination of dispersed leadership challenges related to delighting stakeholders

In this section, the researcher presented the findings of the dispersed leadership challenges related to delighting stakeholders in state owned enterprises in Zimbabwe. This is done in order to satisfy the research question raised in chapter one which goes:

The study sought to uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe.

In seeking to uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe, I used the questionnaire, interview guide and document analysis in order to come out with findings presented below. The researcher first present the findings from the questionnaire in Table 4.4 and as he discuss the findings the researcher infuse the open-ended responses to support the arguments.
Table 4.4 Presentation of findings on challenges related to delighting stakeholders

<table>
<thead>
<tr>
<th>Issue raised</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
</tr>
<tr>
<td>The researcher have been trained in customer care</td>
<td>24</td>
<td>60</td>
<td>3</td>
</tr>
<tr>
<td>We do not have many customer complaints</td>
<td>18</td>
<td>45</td>
<td>8</td>
</tr>
<tr>
<td>Workers are adequately remunerated</td>
<td>16</td>
<td>40</td>
<td>2</td>
</tr>
<tr>
<td>Our benefits are comparable to others in the same industry</td>
<td>24</td>
<td>60</td>
<td>5</td>
</tr>
<tr>
<td>Our organisation is making profit for the state</td>
<td>12</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>We do not receive subsidy from government</td>
<td>11</td>
<td>28</td>
<td>19</td>
</tr>
<tr>
<td>We are trained to delight our stakeholders</td>
<td>8</td>
<td>20</td>
<td>16</td>
</tr>
</tbody>
</table>

Trained in customer care

One very good finding in this study related to the challenges on delighting stakeholders is that 24 (60%) of the research informants in this study were trained in customer care. It makes good news to realise that state owned enterprises take care of their customers. This is because in today’s organisations, any person who interacts with a customer is a candidate for customer service training. This does not matter whether that customer is either an internal customer which means a person in front of you or external customer those that can reach your organisation through the phone, E-mail and other means. They should all be treated the same. The other good thing to take note of is that customers are one of the main reasons why the organisation is in existence. According to Jackson cited in Rowe and Guerrero (2013), good, continuous training in handling
customers of an organisation is important in any and every environment. If this training is done well then it will add value to both the individuals in the organisation and to that organisation as an entity. State owned enterprises deal with many customers from all walks of life and this entails that this sector needs an extensive amount of training and development for its employees. This should be made available on a regular basis as the industry strives to achieve customer advocacy, customer satisfaction, employee engagement and business efficiencies (Jackson cited in Rowe and Guerrero, 2013).

The fact that state owned enterprises in this study train their personnel in customer care is important in that as mentioned before, loyal customers provide free promotion through recommendations and cost less to service. This is not the only reasons there are others that came out from other studies related to customer care. For instance, according to Jackson cited in Rowe and Guerrero, 2013), studies from the Institute of Customer Service (ICS) show that loyal customers provide free promotion through recommendations and cost less to service! There are two important points raised here that should be credited to state owned enterprises in this study. The first is that loyal customers provide free promotion. They promote the organisation free of any charge. The second important point that was raised is that loyal customers cost less to service. This is important for state enterprises many of which are grappling with spiraling costs. It has also be pointed out that the study by Institute of Customer Service (ICS) also found that customers are far more likely to switch suppliers in the future meaning that there is no room for complacency during these tough economic times. The other important point that has been raised here is that of loyalty so that customers do not switch suppliers. This loyalty is basically driven by customer satisfaction and a recent ICS study found that businesses and consumers ranked customer service
as the biggest driver of loyalty ahead of product, brand and marketing (Jackson cited in Rowe and Guerrero, 2013).

While the organisations were training their employees in customer care, they can also be reminded that delighting customers is key. This could be done using a ten step process as enunciated by Donovan and Samler (1994) who spelled out ten important steps that organisations must follow. These ten steps that were discussed in the literature review are:

*Step 1: Setting the service vision.* This is when business aspirations are put on the table. The idea is to unpack the organisation’s service package that is different from the competitors. It will also unpack ways and means in which service vision will be communicated simply and effectively to customers, employees and business partners.

*Step 2: Gaining commitment.* This is the step when organisations should ensure they gain commitment. It takes account of the most obvious shortcomings between the service vision and existing business practices. It will also need to gain the confidence and commitment of key stakeholders who have the power to see the vision succeed. It will also ensure is the organisation have enough people who are committed and have the right skills and experience to overcome the inevitable resistance to change.

*Step 3: The go/no-go decision.* This step is a decision making step which is based on the overall probability of success. It looks at things like the risks and benefits associated with each major project that would be undertaken to ensure the success of the vision. The main questions to ask in order to reach a good decision are: Can the organisation afford the necessary investment of money and key human resources? Does the organisation have the will and ability to become customer driven? What this means is that should the answer to any of these questions become negative then there is no compelling reason to go forward.
Step 4: Segmenting the customer base. After arriving at the decision to proceed with the vision, then it is also compelling for organisations to address the particular needs of specific customers in different markets. There is also need to look at the nature and quality of the business relationships with key customers. The main idea in looking at all these aspects of segmenting the customer is to find the main role that the organisation could meaningfully play in the success of its customers.

Step 5: Defining the success criteria. Once the customers have been segmented, the next idea is to define the success criteria that will be used to judge the success of this noble initiative of delighting customers. There is need to come out with the means and the instruments that will be used by the organisation to measure the success of the programme to delighting customers. This should be a clearly spelled out programme in business terms that the organisation will use to measure and reward teams and individuals when operating in its chosen service plane.

Step 6: Customer feedback systems. With the success criteria in place then what are needed are customer feedback systems that the organisation can use to capture the customer’s viewpoint in an efficient and effective manner. The importance of confidentiality and independence in the whole project and in the whole process should not be questioned nor compromised.

Step 7: Analysing results. This is straightforward. There should be agreement from the beginning on how the results of customer feedback will be interpreted. This body of knowledge is necessary in an organisation because it will be used to build a customer-driven organisation. It is also critical to know at the onset the person or persons that will be tasked with the responsibility to analyse the results and be responsible for service improvement and evolution in the organisation.

Step 8: Making change happen. The next step is when the rubber meets the tar and make things happen. It will also need to put in place change management mechanisms that will enable the organisation to change in response to customer feedback. It will also put in place continuous
service improvement plans that are driven through a combination of quick fixes and long-term organisation re-engineering.

*Step 9: Communicating the changes.* Throughout the whole process, communication is important. It becomes more important when everything is in place so that the changes can be communicated. The other important aspect is on how the organisation will communicate back to customers what they have told the researchers and how the business is responding to their needs.

*Step 10: Choosing where next to compete.* The last step according to Donovan and Samler (1994) is on ensuring that the total product be embellished in order to move qualitatively into the next dimension of service. In this regard, what is critical is new investment in skills and infrastructure that is required for success in this next, higher service plane. Based on the results of the research, the organisation may opt to remain on the same service plane and show where efforts will be focused to enhance existing services and effect process efficiencies in the organisation.

**Missing out on disruptive innovations and game-changing transformations**

Some very interesting findings in this study was that 24 (60%) of the participants confirmed that they were trained in customer care. Interestingly for these findings, 18 (45%) of the same participants agreed that they do not have many customer complaints. The percentage here has declined from 60% who were trained to 45% who are not receiving customer complaints. What can be deduced from these findings is that while the workers were trained in customer care, complaints were still coming to their organisation 22 (55%). It follows that their training may have nor been adequate. This means they missed on disruptive innovations that could have cut down in customer complaints. What is needed is to delight customers. This can only be done through training. The puzzle is in this study that training was undertaken. Elsewhere in this research the issue of disruptive innovations was raised by Denning (2012) who made it clear that
many organisations are missing out on this important development in organisational politics. The argument is that innovation in delighting stakeholders is also important yet findings appear to indicate that Donovan and Samler’s (1994) ten step process of delighting customers were not being followed by the organisations in this study.

According to Denning (2012) Clayton Christensen published an eye opener on innovation through his landmark book, The Innovator’s Dilemma. In this book Dennning (2012) argues that Christensen described the costly effects of disruptive innovation on many blue chip firms. To make his point clear, he quotes Allen Murray’s Wall Street Journal article which pointed out that the book documents how market-leading companies have missed game-changing transformations in industry after industry – computers (mainframes to PCs), telephony (landline to mobile), photography (film to digital), stock markets (floor to online) – not because of ‘bad’ management, but because they followed the dictates of ‘good’ management. He also pointed out that they listened closely to their customers; they carefully studied market trends; they allocated capital to the innovations that promised the largest returns and in the process, they missed disruptive innovations that opened up new customers and markets for lower-margin, blockbuster products (Murray, cited in Denning, 2012). In this case disruptive innovations could have greatly reduced customer complaints that were raised in this study.

Innovation is critical considering that Jacoby (2014) is of the opinion that when one examines the mission statement of many of the world’s leading corporations, one will inevitably find references to the satisfaction of stakeholder objectives. These references to the satisfaction of stakeholder objectives not only acknowledge the owners of the corporation, but more often than not, also
identify other stakeholders such as employees, the community, the government, suppliers, and of course, the ubiquitous customer, among a range of stakeholder communities that need disruptive innovations (Jacoby, 2014). On the other hand, Jojo (2013) says organisations should go the extra mile and be an extra miler in delighting its stakeholders. Jojo (2013) then explained that

...a customer can be truly delighted when the organisation put some fancy trimmings in the giveaways he ordered from the organisation. Little things can delight the fancy of our customers and they turn out to be a loyal customer. Include a thank-you note in a customer's package; clip the article when you see their name or photo in print. There are many ways for you to keep in touch with your customers and delighting them (Jojo, 2013:3).

Delighting Customers (2014) also enters the debate by boldly asserting that getting customers and other stakeholders raving about your company is what ‘delighting customers’ is all about. To them it is no magic or rocket science. They think and do believe that it is pure focus and understanding of customers. It appears this is what the state owned enterprises in this study were missing. They were training their staff on customer care but still complaints were coming. According to Denning (2012), for organisations like state owned enterprises, the innovative approach which they called disruptive innovation is a huge opportunity. To Denning (2012) it is a David vs Goliath approach that succeeds by combining a business model tailored to the needs of a relatively less attractive market – the entrants’ foothold – with improvements to their original solutions in ways that eventually allow them to provide superior performance that incumbents are unable to replicate.
Out of the league in delighting stakeholders

It was interesting to note that 24 (60%) of the participants in the study agreed that their benefits were comparable to others who are in the same industry as them. What is puzzling though is that these workers who are well remunerated do not transfer this to customer delight considering that elsewhere in this study it was pointed out that while the workers were trained in customer care 24 (60%), complaints were still coming to their organisation 22 (55%). This shows that even with their training, they were still out of league in delighting workers. In this study, there were some state owned enterprises who due to a number of reasons known and unknown worked to cause alarm and despondence in their customers. One of the workers said:

“Our organisation which is a listed hotelier has embarked on a retrenchment exercise but management is refusing to disclose the details of its planned retrenchment exercise saying they are yet to finalise the process. We are only told that our organisation has embarked on a voluntary retrenchment programme as part of efforts to streamline operations and contain costs. Believe me that by now we do not know and no one has disclosed how many workers would be laid off and at what cost.”

The following statements were taken verbatim from the press to support this finding:

“Zimbabweans are in for a nightmarish “black” winter, with soccer fans salivating at the prospects of an exhilarating 2014 Soccer World Cup likely to miss out completely on this football jamboree as beleaguered power utility, imposes diabolic power cuts.”
The State-owned electricity firm published a horrendous load-shedding schedule this week showing that some suburbs will have to do without power for up to 16 hours a day, while the better off ones will be without power for up to nine hours a day.

The company, which supplies about 95 percent of the country’s electricity, called on both major industrial customers and domestic users to reduce their power usage and to turn off all non-essential electrical items.

Apart from the customers who are not receiving value for money, workers appear to be in the firing line as well. Yet we all know that workers are key to all state owned enterprises in Zimbabwe. These important stakeholders need to be delighted. In this study, 55% disagreed with the statement that they were adequately remunerated complaining that they are not getting what is due to them in the form of adequate remuneration. According to Christensen cited in Denning (2012), the puzzle that the researcher was trying to understand was that most companies which are widely regarded as unassailable, are to be found, a decade or two later, in the middle of the pack or at the bottom of the heap. Workers are key to this development. Should a state owned enterprise fail to take care of this important group, then Christensen cited in Denning (2012) might have been telling the truth by claiming that the fall of companies from grace has always been attributed to the fact that the management team just found themselves to be out of their league. It means the state owned enterprises in this study were out of the league in delighting their workers.

Workers have been acknowledged the world over as critical to the future of all organisations. In a study done in Kenya by Opondo, Odida and Njanja (2014) it was found out that the future of
organisations is in how they manage the talent that they have. They pointed out that talent management will need to evolve from where it is today to become a more systematic business process. It appears this was not the case in this study because in that study they discovered that most organisations are still struggling to systematise and integrate their talent management processes. This is also the same in this study. The state owned enterprises appeared to be failing to value and delight their staff whom Opondo, Odida and Njanja (2014) pointed are valuable resources insofar that they allow the firm to conceive or implement strategies that improve their efficiency and efficacy. To Opondo, Odida and Njanja (2014) this criterion means that job demand and offer are heterogeneous, that is, firms offer jobs that need different types of skills and individuals show differences in their skill types and levels. What that means is that in the Kenyan study like in this study, there is a variance in the value that individual contributions have for the firm, and, therefore, suitable talent can give value to the firm. It should be made a strategic policy in state owned enterprises that talent management should be taken as a continuous process of developing a talent pool in these important organisations.

**Trained to delight stakeholders**

It is interesting to also note that the same workers where 24 (60%) agreed that they are trained in customer care then either disagreed or were not sure that they were trained to delight stakeholders 36 (80%). This statement was also taken from the press and relates to one of the state owned enterprises:

“Every year towards the start of the winter season, the state owned electricity supplier has always assured farmers that they will reserve a certain amount of the available electricity
for winter wheat production, but half way through the season, the promise has become empty as load shedding sets in,” Commercial Farmers’ Union (CFU) said in a statement.

A top government official was quoted in one of the minutes used in this study as saying:

*It is an untenable situation where state owned enterprises, parastatals or local authorities operated as opaque and inward-looking entities that effectively reduced citizens to passive recipients of shoddy services could no longer be entertained. It is, therefore, incumbent upon heads of ministries to ensure that State enterprises, parastatals and, as the case may be, local authorities under their purview become more commercially viable, and that they do not continue to pose a drain on the fiscus. As we forge ahead the researcher urge you permanent secretaries, chief executive officers and heads of local authorities to pursue a culture of change in terms of the manner in which you discharge your responsibilities. There is need for a for a paradigm shift in how State companies operated.*

On the issue of failing to delight customers, Kachembere (2014) pointed out that there is crippling electricity shortage in the country that is threatening the environment. This crippling shortage has not only affected the livelihoods of Zimbabweans, but also the environment. In this regard:

*...firewood has become a major source of energy for many households and tobacco farmers, resulting in rampant deforestation and a need for an extensive reforestation programme (Kachembere, 2014:4).*

This does not augur well for state owned enterprises in Zimbabwe when others like Delighting Customers (2014) point out that service is a pact. It is an agreement between the provider and the one who is provided. This pact should be a binding one. You need to have what your customers
want. Delighting Customers (2014:1) went on to support their stance of delighting customers by declaring that:

"No human being on the face of this earth escapes from service and satisfaction. In today’s business it is not enough to just satisfy your customers, you need to delight them”.

Denning (2012:9):

The choice is clear: change your approach to management, delight your customers and pursue continuous innovation or jeopardize your long-term survival.

Tax evasion
The governments set out state enterprises so that they will be able to generate revenue for it apart from providing essential services. However, in this study it was discovered that some state enterprises engage in tax evasion. This is a serious offence. In many countries it is equated to other serious crimes like rape and murder. One employee of a state enterprise had this to share in this research:

There was an investigation that was undertaken by tax authorities to assess our compliance with tax laws. The researcher heard they were not impressed by what they found. These tax authorities said they have unearthed a number of irregularities in the areas of income tax, PAYE, withholding tax, among other tax heads. This is not confined to our organisation only. A number of them that include Parastatals and local authorities engage in such a practice.
The fact that some of the state owned enterprises in this study were involved in tax evasion as shown by investigations from the tax authorities in many of these enterprises casts a shadow on their ability to navigate the distressed environment in which they are operating. According to Terblanche (2012), State Owned Enterprises (SOE)s are created as distinct legal entities run entirely by government or companies in which the state may be a major or a majority shareholder. Their major mandates are to provide useful services to society and the economy. In this case, they should be in the forefront in paying taxes to the government because in the first place it is those taxes that created them in the first instance. In that regard, they operate the state’s commercial affairs, often with public policy objectives as their main targets. Leadership Online (2014) is of the belief that these enterprises face many challenges. In their study, they found out that political interference, corruption, and non-adherence to good corporate governance practices cause SOEs to fail, which often troubles many SOEs in the countries that they have observed. They even went further to argue that most successful SOEs have a balance of public and private interests and are commercially run without political interference. It appears to issue of corruption unearthed in the study by Leadership Online (2014) has some semblance to the findings in this study. In this study it was unearthed that the tax authorities are investigating some of the state owned enterprises for tax evasion. This in itself may be a form of corrupt activities taking place behind does in state owned enterprises in Zimbabwe.

Other challenges mentioned by Terblanche (2012) include the recent global economic crisis which they think has brought new perspectives on governments’ roles in business while favouring a greater role for government. They gave South Africa, as one of their examples. Their argument is that the rapid nationalisation of key industries and institutions with more state-owned and run enterprises is issues that critics predict severe failures were this to happen (Terblanche, 2012).
The other important issue mentioned is that of the conflict of interests. This arises because government acts as both regulator/legislator and shareholder/owner of many of the SOEs. The most interesting thing for South Africa is that the government is aware of its shortcomings. They confessed in the *New Growth Path* (NGP) document (Terblanche, 2012). In that document, government shows some awareness of the challenges that its enterprises are facing by admitting that “the performance of most state interventions in the ICT sector has been disappointing” and notes that South Africa "has lost its status as continental leader in internet and broadband connectivity" (Terblanche, 2012: 2). What may be needed in such circumstances to rescue the state enterprises is to take a hard line stance and work towards profitability of these organisations. Elsewhere in this chapter, the researcher also discussed issues to do with restoring good corporate governance in public enterprises. The issues of corporate governance are inseparable from state owned enterprises at a time when a number of them are being investigated for tax evasion by the tax authorities in the country.

**Creating stakeholder value**

An interesting finding in this study is that 28 (70%) of the informants in this study were not sure or completely disagreed that their organisation a state owned enterprise was making profit for the state. This casts a shadow at what was discussed in the literature concerning the mandates of some of these enterprises. For instance:

The Ministry of Energy and Power Development (2013) on power sector reform stated that, and the researcher quote:
Power Sector Reform

In accordance with Government policy to embark on reforms of the electricity sector, a new Electricity Act (Chapter 13:19) was enacted in 2002 bringing about the restructuring and unbundling of the Zimbabwe Electricity Supply Authority (ZESA) from a vertically integrated utility into separate successor companies focusing on Generation, Transmission & Distribution and Service companies.

The new Act also provided for the setting up of an autonomous regulatory body that would encourage new investment in the electricity sector through appropriate regulatory, fiscal and environmental frameworks, harmonized with those of the SADC countries and through strategic partnerships (The Ministry of Energy and Power Development,

This appears to be at variance with what has been discussed in the literature that great leadership in a business context creates stakeholder value and they work to delight their stakeholders (Rowe and Guerrero, 2013). Successful leadership thus is not solely judged on the bases of what one has achieved but more importantly on what value one has brought to society. This is one reason why leadership has to be dispersed so that the responsibility for creating value for the stakeholder does not fall on the shoulders of one person but is dispersed in the organisation. Unfortunately this was not the case in this study. Based on the finding that state owned enterprises in Zimbabwe are failing to create stakeholder value undermines their existence their existence in the first place. They are established so that they add value to society. They are created so that they bring relief to the national purse.
According to Northouse cited in Rowe and Guerrero (2013) the essence of leadership is to create value for the shareholders because he sees leadership as a process whereby an individual influences a group of individuals to attain a common goal. It has to be pointed out that viewing leadership as a process, a stance that this study has taken, means that leaders affect and are at the same time affected by their followers. This act of affecting each other between leaders and their followers can either be in the right direction for the attainment of the goals of the organisation or in the wrong direction, going at variance to the mission of the organisation.

**Winning trust and respect of constituencies**

An important finding that appears to undermine trust in state owned enterprises is the admission by some of the informants in this study that they are failing to “win trust and respect of the constituency” they serve. A quote from the interview was that:

*In our organisation we are supposed to be providing an important service. However some of us go behind our backs and temper with electricity meters for a kickback. By doing this, we are failing to win the trust and respect of the people whom we are supposed to serve.*

This is against the background where the parent Ministry in some of these organisations had set out among other things to:

**Mission Statement**

*To facilitate the development of power infrastructure and provision of safe, adequate, reliable and cost-reflective electricity* (Ministry of Energy and Power Development, 2013).
**Overall functions**

- *Development and establishment of an effective legislative and regulatory framework to facilitate orderly operations of the electricity industry sector;*
- *Ensuring availability of adequate supplies of electricity to facilitate economic growth and sustainable development;*
- *Development and implementation of policies on indigenisation of the electricity sector and alternative sources of energy;*
- *Facilitation of infrastructure development in the power sectors of the economy; and*
- *Acceleration of the pace of rural electrification in Zimbabwe and provide appropriate and affordable electrical energy supplies for sustainable social and economic development* (Ministry of Energy and Power Development, 2013).

The overall functions and mandate is clear for some of these state enterprises. They need to work to among other things discussed above, win trust and respect of constituencies. Blind (2007) is of the opinion that trust, which state owned enterprises in this study fail to win from their constituency, emerges as one of the most important ingredients upon which the legitimacy and sustainability of leadership in organisations is built. On the other hand, Rowe and Guerrero (2013) argue that principled leaders articulate certain principles or values. Some of these important values are to create shareholder value and delight stakeholders. They also say, going forward in the 21st century, leadership in such a context is about winning trust and respect of constituencies. These important constituencies in the case of organisations are citizens,
shareholders, employees and customers. When this is not done, the credibility of the leadership of the organisation suffers.

The most important thing for state owned enterprises is to re-look at Jojo’s (2013) ABC of delighting customers. This is known as the ABC of delighting customers. Jojo’s (2013) ABC of delighting customers is summarised below:

**A- Attention to details.** Cleanliness, charming staff, follow up calls, etc. are some details needed to delight our customers. It means for state owned enterprises to win trust and respect of constituencies they need to pay attention to detail in their practices.

**B- Be an extra miler.** A customer can be truly delighted when the organisation put some fancy trimmings in the giveaways he ordered from the organisation. Little things can delight the fancy of our customers and they turn out to be a loyal customer. Include a thank-you note in a customer’s package; clip the article when you see their name or photo in print. There are many ways for you to keep in touch with your customers and delighting them.

It means for state owned enterprises to win trust and respect of constituencies they need not sit on their laurels but put more energy and go the extra mile to win trust and respect.

**C- Care.** *Caring for customers is important.* Customers are truly delighted when they felt being cared by service provider. Lessons that need to be taken by state owned enterprises are that they need to care for their constituencies if they are to earn their trust and respect.
D- **Design a good feedback system.** Ask your customers what they want. It is important just to know what your customers want and their impression of your organisation. Ask them!

E- **Establish good relationships with your employees.** As discussed earlier, employees are key stakeholders of an organisation. Employees take their cue from management. Leaders who disperse power greet their employees enthusiastically each day. Are you polite in your dealings with them? Do you try to accommodate their requests? Do you listen to them when they speak?

F- **Fun.** Make every transaction a fun experience for your customers.

G- **Greetings.** Cheerful greetings are important and so is cheer leading. Are your customers greeted when they walk in the door? A lively greeting creates the mood.

H- **Happy employees.** Employees must be kept happy because happy people deliver service happily. Good Customer Service begins with happy people.

I- **Integrity.** Integrity is one of the most indispensable values in organisations. Jojo (2013) opined that some organisations give awards to employees who displayed an act of honesty and integrity like returning anything that has been left by the customers, etc. Delivering what you have promised is truly delighting on the part of the customers. By doing this, state owned enterprises will actually win the trust and respect that they are deservedly failing to get at the present moment.

To summarise this section which examined the third research question, the researcher note that the third research question of the study sought to uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe. The results of the study appeared to show that employees are trained in customer care 24 (60%). This training adds value to the individual and to the organisation because loyal customers provide free promotion and they cost less to service. However, it also appears they were missing out on disruptive innovations and game-
changing transformations 22 (55%). While their benefits were comparable to others who are in
the same industry 24 (60%) still they were out of the league in delighting stakeholders
considering that some could embarked on a retrenchment exercise without disclosing the details
to those who will face the chop. They appeared to lack training in delighting stakeholders 36
(80%) as they operated as opaque and inward-looking entities that posed a drain on the fiscus.
Some were being investigated for tax evasion. Thus were failing in creating stakeholder value 28
(70%) and failing to gain trust and respect of constituencies considering that some tempered with
electricity meters for personal gain.
4.5 SUMMARY

This chapter discussed the findings of the study. It tried to put the findings in the context of dispersed leadership. Dispersed leadership is the theory that directed this study. To add more value to the findings and the discussion, where the theory depicted weaknesses, relevant literature that is in line with the idea of dispersing leadership were consulted. The presentation and discussion of the findings stated with the characteristics of the research informants that participated in this research. Then the other three sections were devoted to findings related to the objectives of this study. The next chapter is the last one in this study. Chapter five summarizes the research and the findings of this study. From those findings, the researcher will go on to make conclusions based on the findings discussed in this chapter. Chapter five ends with recommendations for practice and further research. Some of these recommendations will be directed at opening up the debate on dispersed leadership so that other researchers can take from where the researcher left and pursue similar studies using different lenses.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study brought to light missing links on the conditions that promote continuous quality improvement in the Zimbabwe Open University, theoretically informed by interrogating practices. The state of affairs was excavated, exposed and discussed in the previous chapter. This chapter takes the debate on and the quest for quality in ODL further by presenting the summary of the findings of this study. Having scanned through the findings of the study, the chapter reaches conclusions derived from the findings. The crucial missing links that promise the flowing of a culture of quality in open and distance learning will be presented in this chapter as recommendations. The idea is to outline the road map that may help ODL institutions in general and the university under study in particular and other similar institutions to attain their goals of providing quality, relevant, socially acceptable and globally recognised qualifications.

5.2 RESEARCH SUMMARY

This multiple case study of state owned enterprises in Zimbabwe sought to expose the challenges in dispersed leadership practices. It interrogated dispersed leadership challenges in corporate governance, leadership development and stakeholder delight. The study was basically in the qualitative paradigm as it gathered data from a purposive sample of 40 staff members of six
selected state owned enterprises in Zimbabwe. Of these 40 staff members, ten were interviewed in addition to completing the questionnaire. Documents were also analysed for their contents through content analysis.

The main intellectual contribution of this research is influencing practices in state owned enterprises in Zimbabwe so that leadership is everyone’s business. In this regard, corporate governance and ethical practices, leadership development and creating stakeholder value become the core of these enterprises in line with their mandates. This is because leading is an activity that is enacted. The only way that we can see it, feel it and observe it is through its manifestations. In this regard, the findings of this study can be seen as exposing that leadership as intellectual capital can be deposited in all the individuals in the organisation and then drawn in the form of stakeholder value that it creates in those organisations.

5.3 SUMMARY OF RESEARCH FINDINGS

The study therefore found out that attempt to disperse leadership was being hampered by challenges. The researcher gave a summary of the findings as they relate to the three objectives of the study.

The first research objective of this study sought to establish ways in which corporate governance challenges affect state owned enterprises in Zimbabwe. It appears the findings are pointing to the effect that challenges related to corporate governance enforcement mechanisms are in the form of board of directors that meddling in day to day functions of the organisations (34, 85%); failure by the board to control the actions of management as they hold infrequent AGMs (30, 76%); failure
to adhere to corporate governance principles (21, 52%) because they have not seen the Corporate Governance Framework for State Enterprises and Parastatals; weak corporate governance enforcement mechanisms (25, 62%); prevalence of unethical and corrupt behaviours and that some financial reports had not been audited since 2009 in these ‘debt ridden organisations’.

The second objective of this study sought to examine ways in which state owned enterprises in Zimbabwe are affected by leadership development challenges. Results appear to indicate that there is political will to grow and develop a leadership pipeline 20 (50%). However, these efforts are being hampered by failure to hold leadership development programmes 29 (73%); not exercising leadership 20 (50%) in a distressed operating environment where revenue streams were going down at an alarming rate; lack of leadership continuity 20 (50%) where the board has fired six chief executive officers within five years; lack of leadership succession planning 21 (53%) and one of the organisations is faced by the possibility that it may lose up to half the services of senior executives currently in office in the next three to five years owing to retirement; leadership development that did not yield desired results 34 (85%) since the focus is on leader development instead of leadership development and it is done using a shallow curriculum that fails to instill sense of loyalty in the developed leaders.

The third research objective in this study sought to uncover challenges faced in delighting the stakeholders in state owned enterprises in Zimbabwe. The results of the study appeared to show that employees are trained in customer care 24 (60%). This training adds value to the individual and to the organisation because loyal customers provide free promotion and they cost less to
service. However, it also appears they were missing out on disruptive innovations and game-changing transformations 22 (55%).

While their benefits were comparable to others who are in the same industry 24 (60%) still they were out of the league in delighting stakeholders considering that some could embarked on a retrenchment exercise without disclosing the details to those who will face the chop. They appeared to lack training in delighting stakeholders 36 (80%) as they operated as opaque and inward-looking entities that posed a drain on the fiscus. Some were being investigated for tax evasion. Thus were failing in creating stakeholder value 28 (70%) and failing to gain trust and respect of constituencies considering that some tempered with electricity meters for personal gain.

5.4 CONCLUSIONS

This study started with controversial question regarding the dispersed leadership challenges in state owned enterprises in Zimbabwe. The purposively selected research informants honed their responses on a number of challenges that were presented in the previous section. In this section, the researcher conclude from those findings.

It can be concluded from the findings of this study that state owned enterprises, viewed as organisations, are much more than machines. They are living communities of people. It therefore means that failure to identify and develop star performers that appears rampant in state owned enterprises in Zimbabwe is in a way creating an organisational talent drain since the few who are there are overworked and they leave for greener pasture to organisations that disperse leadership.
This study makes a small contribution by exposing how the state owned enterprises in Zimbabwe unwittingly neglects important issues related to dispersed leadership practices that are supposed to empowers workers in these organisations by developing them so that they exercise leadership at the point of service delivery. Unfortunately the researcher made to conclude that a distressed operating environment is a major challenges that is affecting revenue streams which were going down at an alarming rate. The state owned enterprises appear to lack leadership continuity considering that one of the boards has fired six chief executive officers within five years and there are no tangible leadership succession plans in place to talk about. This is because one of the organisations is faced by the possibility that it may lose up to half the services of senior executives currently in office in the next three to five years owing to retirement. Thus if there is any leadership development, in terms of dispersed leadership framework this leadership development did not in any way yield desired result.

While in theory the organisation’s implementation of a dispersed leadership strategy should result in the dispersion of power and through this the devolution of previous dominant groups that were subject to corruption, in practice the dispersion of leadership in state owned enterprises appears to be a facade. What this study unravelled is that rather than dispersing power and enhancing ethical practices in state owned enterprises what this study uncovered are boards that meddle in day to day affairs of state owned enterprises where there are manifestations of ethical and corrupt practices at the point of service delivery. This shows that the historical constitution of power continues to unobtrusively legitimize acts of domination on behalf of those groups and individuals who previously held formal positions of power.
It is difficult to argue that dispersed leadership is being exercised in state owned enterprises considering that they lack training in delighting stakeholders and some of them are operating as opaque and inward-looking entities that posed a drain on the fiscus. Some were being investigated for tax evasion. In some instances in some of these enterprises corporate governance is given superficial treatment, leadership development is not empowering the workers and stakeholder delight is not being given preference leaving me with no option other than saying there are still many challenges in the way.

While one may argue that such findings would be expected within state owned enterprises, this study argues that state owned enterprises are not in any way unique and hence immune to public scrutiny and should empower employees by making reasonable attempts to implement dispersed leadership. Many organisations with similar histories including public and private institutions are attempting to implement dispersed leadership practices in order to minimise unethical and corrupt behaviours as these initiatives are basically aimed at empowering lower level workers with leadership and decision making responsibilities. On the contrary, the findings of this study appear to clearly demonstrate that the normalised approach to power will render such initiatives problematic and that a more detailed understanding of the embedded nature and complex dynamics of power is required to enhance the implementation of dispersed leadership practices in state owned enterprises.

The researcher has put across an argument in this study that the successful twenty-first century state owned enterprise is one in which leadership is everyone’s business. One which leadership is
dispersed so that all personnel in the organisation have the knowledge, skills and abilities to operate effectively and also possess the relational capabilities to partner with others to realise organisational vision and goals.

5.5 RECOMMENDATIONS

Basing on the foregoing conclusions, this research proffered the following recommendations:

- The complex and dynamic nature of Zimbabwe’s state owned enterprises that operates on the backdrop of depressed environment at the time of study and volatile external environments require significant dispersed leadership prowess.
- State owned enterprises must work to improve succession planning so that they are able to meet the challenges of an ever-changing marketplace in an atmosphere of increased scrutiny of corporate executives.
- A culture of discipline, accountability and honesty should be encouraged in all state owned enterprises where some are employing unethical and corrupt practices in discharging their duty.
- State owned enterprises should use leadership dispersion as a way of developing a safe trustful environment that facilitates the sharing of knowledge and information.
- Contemporary knowledge based organisation require significantly different approaches to leadership development, focusing on strategic and global issues in a decentralised environment, within the context of sensitivity to diversity, interpersonal skills and
communities, and with a focus on anticipating the future and mobilising their organisation to shape it.

- In order for state owned enterprises to fully embrace the concept of dispersed leadership and enhance their capabilities to meet stakeholder demands, active nurturing of social capital elements such as building relationships, fostering trust, goodwill, and reciprocity is critical.

- State owned enterprises in Zimbabwe should work as communities so that they are able to generate social capital as people engage in common interests that create norms of trust and reciprocity. Through dispersing leadership, community formation takes place as people come together and share in common goals, tasks, or interests.

- Going forward, state owned enterprises in Zimbabwe should focus on dispersing leadership so that they are able to improve productivity and capacity utilisation in an attempt to grow shareholder value, improve returns and delight stakeholders.

- To be open to unexpected futures, as well as to anticipate the challenges that profound change will ultimately force state owned enterprises to work towards fostering a culture that builds capacity for self-improvement and ensure that leadership is a shared responsibility.

- Policy makers at both national and institutional levels must have a keen interest in developing capacity for leadership through succession planning in state owned enterprises.

- Stakeholder delight is key and employees should be capacitated so that they are able to create shareholder value in state owned enterprises that have become a drain to the fiscus.
• There is need to dismantle the top heavy administrative structure and cumbersome bureaucratic system that makes state owned enterprises ivory towers for the general public. This is why some of them are out of league in creating stakeholder value.

• The university must establish strategic alliances, networks, consortia, collaboratives, and partnerships as forces that nourish dispersed leadership in state owned enterprises

5.6 FURTHER RESEARCH

Completion of this study indicates a need for further research in several areas.

• The instruments that were designed as part of this study needs to be further developed so that state owned enterprises can be informed through other lens on how they are experiencing challenges.

• Further research needs to be undertaken to identify if dispersed leadership challenges could be minimised through training and re-training.

• A number of questions remain unanswered, such as the leadership model for state owned enterprises, the customer satisfaction model for state owned enterprises and the leadership development model for state owned enterprises among others.

• More research into can be done on satisfaction levels for operational functions such as sales, support, human resources and others.
5.6 SUMMARY OF CHAPTER FIVE

This study explored the applicability of dispersed leadership style to corporate governance practices in state owned enterprises in Zimbabwe. Empirically it was informed by a multiple-case study. Chapter five closed the study by summarising the study and its main findings. Conclusions were drawn from these findings and some recommendations for the future were made.
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Appendix 1: INFORMED CONSENT AGREEMENT FORM

Name of researcher: Washington Mahiya

Institution: Zimbabwe Open University

Degree: Doctor of Philosophy in Leadership Studies

Research Topic: Exploring the applicability of Dispersed Leadership style to corporate governance practices by state owned enterprises in Zimbabwe

Purpose of Study: To promote student retention, motivation and success in programmes of open and distance learning through quality services that meet students’ and societal demands.

Methodology

This study is going to be a multiple-case study of state owned enterprises in Zimbabwe collecting data from staff at all levels. Research informants in this study will be required to complete a questionnaire or engage in a face to face interview with the researcher where data will be recorded on an audio-recorder. Completing the questionnaire should not take more than 20 minutes while face to face interview should last approximately 20 minutes per person.

Research Ethics

Persons who are willing to participate in this research should read the following information carefully so that they can make an informed decision about their participation.
Conditions for participation

Participation in this research is voluntary and participants should do so out of their own free will. The participant is free to withhold any information that they may decide not to share with the researcher or withdraw from the interview at any point if they feel like doing so for whatever reason.

Protection accorded to participants

1. **Confidentiality:** This research will uphold the research informants’ right to confidentiality.

2. **Anonymity:** Names of state owned enterprises and individual informants will not be revealed. Pseudo names not in any way linked to the informants may be used.

3. **Risk:** There will not be any risk involved in participating in this research as permission was granted by appropriate authorities.

Data Analysis

Data will be analysed using the content analysis techniques and thematic approach and presented in themes that will emerge from the study.

Use of data collected

1. The end product of this study will be a Doctoral Thesis.
2. The data collected will be available for inspection by the Research Supervisor, the Research Degrees Committee, Internal Examiners of the Zimbabwe Open University and appointed External Examiners from other institutions.

3. Later, it is envisaged that some of the chapters or the entire document will be published.

4. All information about the participants will be treated with strictest confidentiality and will not be revealed to anyone else except the persons noted unless required by law.

**Benefits and Compensation**

There are no direct benefits to any individual participant. However, this being a form of action research that seeks to improve practice, the participants will benefit from the results of the study as the state owned enterprises focuses on dispersing leadership and delight their constituencies.

**Informed Consent**

The purpose of his participation has been clearly explained to me and has been made available to me. The researcher understands what his participation entails and that it is voluntary. He will be allowed to ask questions and opt to withhold information that the researcher may deem unfit to divulge. He may withdraw from participation at any point without any penalty. The researcher have read and understood the Informed Consent Agreement and he signed it freely and voluntarily and a signed copy has been given to me.
Signature of volunteer participant: ..................................................

Date: ..........................................................................

Signature of researcher/Agent: .......................................................... 

Date: ..........................................................................

Contact details:

Washington Mahiya: Christ College, Number 8, Groombridge, Mount Pleasant Harare. E-mail: info@christcollege.co.zw
APENDIX 2

QUESTIONNAIRE FOR DISPERSED LEADERSHIP CHALLENGES

Exploring the applicability of Dispersed Leadership style to corporate governance practices by state owned enterprises in Zimbabwe

DEAR PARTICIPANT

My name is Washington Mahiya. His student Pin: No. is P114833SL. The researcher is a PhD Scholar at the Zimbabwe Open University. This questionnaire is one of the data collection tools for his PhD research work. The questionnaire forms part of his PhD in Leadership Studies conducted under the supervision of the Department of Commerce and Management of the Zimbabwe Open University. The results of this study will be used for academic purposes only. Your response will be kept confidential and used as data for model assessment. Your response will not be published in any way in which you can be identified. The purpose of the study is to explore the applicability of dispersed leadership style to corporate governance in state owned enterprises in Zimbabwe in the areas of corporate governance, leadership development and stakeholder delight.
You have been purposively selected as a respondent. Kindly answer the following questions. You need not reveal your identity as the information sourced from you will be treated in strict confidence and used for academic purposes only. You are free to opt out of the research if you so wish. Should you wish to take part, you may sign the consent form attached and the researcher thank you in advance for taking part in the research.

SECTION A: BACKGROUND INFORMATION

Do not indicate your name.

Select the appropriate option by ticking against the required response.

1. Sex : Male [ ] Female [ ]
2. Age : 20 – 30 [ ] 31 – 40 [ ] 41-50 [ ] 51- 60+ [ ]
3. Marital Status : Single [ ] Married [ ] Widowed [ ] Divorced [ ]
4. Education : ‘O’ Level [ ] ‘A’ Level [ ] First Degree [ ] Masters Degree+ [ ]
5. Designation : General worker [ ] Manager [ ] Senior Executive [ ]
SECTION B: Exploring the applicability of Dispersed Leadership style to corporate governance practices by state owned enterprises in Zimbabwe

B1 Questions on challenges related to corporate governance

<table>
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<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
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<tbody>
<tr>
<td>1</td>
<td>We have a functioning board of directors</td>
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<tr>
<td>2</td>
<td>The board meets whenever it is supposed to</td>
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<td>3</td>
<td>We have strong corporate governance enforcement mechanisms</td>
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<td>4</td>
<td>Management is accountable to the board</td>
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<td>5</td>
<td>Our board protects the interests of the public</td>
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<td>6</td>
<td>We follow the guidelines of the Corporate Governance Framework for State Enterprises and Parastatals</td>
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<tr>
<td>7</td>
<td>Our operations are affected by political interference</td>
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Comment on any challenges related to corporate governance in general or on issues raised above………………………………………………………………………………………………………
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### B2 Questions on challenges related to leadership development

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<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
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<tbody>
<tr>
<td>1</td>
<td>We hold leadership development workshops regularly</td>
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<td>2</td>
<td>We are empowered to exercise leadership at the point of service</td>
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<td>3</td>
<td>The organisation has leadership development programme for us</td>
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<td>4</td>
<td>Leadership development programmes have been embraced by all employees</td>
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<tr>
<td>5</td>
<td>Leadership development has been effective</td>
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<tr>
<td>6</td>
<td>Leadership development has led to high productivity</td>
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Comment on any challenges related to leadership development in general or any issues raised above…………………………………………………………………………………………………………………………

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### B3 Questions on challenges related to delighting stakeholders

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<thead>
<tr>
<th>No</th>
<th>Issue raised</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
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<tbody>
<tr>
<td></td>
<td>I have been trained in customer care</td>
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<td></td>
<td>We do not have many customer complaints</td>
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<td>Workers are adequately remunerated</td>
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<td>Our benefits are comparable to others in the same industry</td>
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<td>Our organisation is making profit for the state</td>
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<td>We do not receive subsidy from government</td>
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<tr>
<td>We are trained to delight our stakeholders</td>
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Comment on any challenges related to delighting stakeholders in general or issues raised above……………………………………………………………………………………………………
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THANK YOU VERY MUCH
APENDIX 3  INTERVIEW GUIDE

Exploring the applicability of Dispersed Leadership style to corporate governance practices by state owned enterprises in Zimbabwe

In the following interview, the research would like to find out the dispersed leadership challenges faced by state owned enterprises in Zimbabwe. It covers corporate governance, leadership development and stakeholder delight only. You have been purposively selected and are expected to answer the questions as honestly as you can. You may support your views. You may mention any other challenges you deem important but have not been mentioned in this interview guide. Anonymity and confidentiality will be assured in this study. You are free to opt out at any time if you so wish.

How do corporate governance challenges affect your organisation?

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In what ways do your organisation experience leadership development challenges?
What are the challenges faced in delighting stakeholders in your organisation?

THANK YOU VERY MUCH