Public Integrative Leadership amongst business leaders in South Africa

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Abstract

This study describes the experience of senior private sector leaders who have undertaken initiatives to have a catalytic and positive social impact in South Africa. This work is conceptualised as crossing boundaries to advance the common good.

The study first looks at how business leaders can be effective in leading across boundaries to advance the common good. Then Public Integrative Leadership (Crosby and Bryson, 2010a) is compared to the initial findings to see if it adequately describes what it takes for these business leaders to be effective.

The study is important because little is known about the boundary crossing leadership work that some late-career senior business leaders embark on. It also contributes to understanding the business-society nexus through the lens of leadership studies.

Three relationships surface as crucial to manage including the relationship with government, one's own company and multi-company partners. And these are influenced by the history and context. Managing them requires a number of capacities including high level interpersonal skills, historical insight, balancing identities and coalition building. Business leaders can draw on some of their experience in the private sector but need to learn some new capacities. Making money, therefore, is somewhat similar and somewhat different from making a difference.

The Public Integrative Leadership concept adequately described some of the shared power realities and general tactics involved. The concept insufficiently accounted for elements of own-company buy-in, conflict management, historical dynamics and leader motivation. Some avenues for further developing the concept are highlighted.

Keywords

Business, Society, Public, Integrative, Leadership

Declaration

I declare that this research project is my own work. It is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Signed:

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1.1 Research Scope

1.1.1 Introduction

This study explores how business leaders can cross boundaries to advance the common good. A review of any newspaper will indicate that, all around the world, countries, cities and communities are grappling with a wide range of political, social and economic challenges. Some of these challenges have no easy resolution and blame cannot be laid at any particular door. These are complex, multifaceted issues.

Leaders arise within a particular institution or segment of society be it in a business, politics, social or religious context. They become adept at leading in one narrow and specific environment. But many of the bigger challenges that the world faces are not from one specific context. The resolution of these challenges requires bringing diverse segments of society together. This can only happen when leaders overcome the divides across society and learn to lead outside of their domain. This is work for which institutional and especially business leaders are ill equipped. And little is known about how to equip business leaders for this boundary crossing public work. More knowledge is needed in order to build the leadership capacity required for these social challenges to be resolved.

This study explores how business leaders can overcome divides to resolve difficult challenges and advance the common good. It draws on interviews with a number of prominent and senior South African business leaders who have dedicated a significant portion of their late careers towards having this broader societal impact. These business leaders are independently positioned and need to reach out, cross boundaries and connect with government to achieve the social objectives they have. A model is developed and is then compared with the concept of Public Integrative Leadership.

This chapter lays out in detail the scope of this study and the motivation for why it is important and relevent to general management and business. South Africa represents an interesting context because of the intersection of cultural diversity, racial and economic polarisation, emerging market dynamics and a young democracy. South Africa has many large corporates and home-grown multinationals with significant local influence (Binedell, 2013). It is the leaders of these companies that were studied. These leaders often have public profiles due to the large

size of the companies they lead and the prominance of those companies in the South African landscape. There were a number of business led initiatives during and soon after the democratic transition (Nelson Mandela Foundation, 2013). It is important to understand how these business leaders operate in the normalising democratic environment that exists today. This study has societal implications and implications for business directly. The details of these two important motivations for the study are provided below.

1.2 Societal and public motivation

1.2.1 Complex global and South African realities

Every country grapples with the challenges of economic and social development. This has been complicated by the continued economic instability following the global financial crisis, especially in Europe but also in the United States and China (Schwab, 2013, p xiii). In the context of this and due to some of the failures of business-led or state-led socio-economic development, increasing attention is being paid towards what could rather be done through multi-sectoral relationships. For example, the United Nations has its own Civil Society and Business partner programme (United Nations, 2013) aimed at alleviating poverty and facilitating development.

Despite significant progress in South Africa since the inception of democracy, there remain a range of problems including poor education outcomes, high disease burdens, divided communities, uneven public service performance, spatial patterns that marginalise the poor, unemployment, corruption, crumbling infrastructure and an overdependence on resources in the economy. There are significant questions about how best to resolve these challenges. And there is also a growing belief that new solutions need to emerge from collaboration across sectors rather than within sectors themselves (National Planning Commission, 2013).

1.2.2 The need for broader participative democracy

In addition to the urgency of many of the issues there are general concerns about the hollowing out of democracy (Putnam, 2000). There is increasing global interest in going beyond electoral democracy in response to the perceived weaknesses within the liberal democratic tradition. The possibility of a more participatory democracy has been mooted as a solution to some of the more stubborn localised and large scale challenges (Brodie, Cowling, Nissen, Paine, Jochum and Warburton, 2009). For this to happen, more people need to enter and participate in the public domain.

Perhaps if individual institutions and sectors cannot fix the problems of the 21st century, maybe cross-sectoral or multi-sector-initiatives can. The National Planning Commission of the South African government, set up to look at integrated long term planning says that "Government has often taken a sectoral and short-term view that has hampered development" (National Planning Commission, 2013).

There is need for South African citizens to find their voice (Dinokeng Scenarios, 2009). This is a call for citizens to become active in public and political life (Ramphele, 2012; Binedell, 2013). It is hoped that this public voice can hold political power to account (Manuel, 2013) and through this, improve the effectiveness of government.

A number of think-tanks and consulting groups have emerged to stimulate thinking and action around this need including Synergos who champion the role of 'bridging leadership' (Dulany, 2007) and Reos Partners who promote the U-process (Scharmer, 2010; Reos Partners, 2013). These and other institutions are global in nature and work in South Africa or are linked to the country.

Leaders grapple with trade-offs when they step into the public sphere, often in ways that are not always skilled at managing. Ramphele (2012, p5) uses the story of a young professional, Matome, whose friends tell him to keep his head down and stay out of civic matters in order to avoid jeopardizing his top job. There has been some work on the nature of leadership in this emergent domain (Prangley, 2011). But participation and civic leadership can be naïve and idealistic and miss opportunities for strategic impact unless it is sufficiently political, systemic and transformative and takes issues of power and leverage into account (Boyte, 2009)

1.2.3 Calls for leadership

Questions arise about how to go beyond this naïve civic leadership. Just as there has been a call for more active citizenship and collaboration there have been questions about how to more effectively lead such activity. Initiatives have emerged to champion the need for catalyzing social change in shared power realities and these include a number of global and South African fellowship programmes.

Common Purpose is one such organisation with a global and South African presence. The rationale behind their leadership initiatives is that leaders are increasingly being called to work beyond the boundaries of their authority, without a budget, title or even task to deliver on. Our organisations are no longer islands and they need leaders who can succeed beyond organisational silos (Common Purpose, 2013). Common Purpose was founded by Julia Middleton who proposes that this working across boundaries "*doesn't stop at organisations. Society needs leaders who can overcome the silo problem inside their organization – and then move across different spheres of activity outside it and connect them too. Then, perhaps, we can start to shift the 'silo problem' in society as well*" (Middleton, 2007, p3).

Global fellowships such as the World Economic Forum Young Global Leaders initiative try to pull people together from different sectors because "*humanity faces challenges of a scope that extend beyond the reach and mandate of nations, organizations or agreements; challenges that are interconnected, pervasive and highly complex*" (World Economic Forum, 2012, p3). The World Economic Forum itself, whilst oriented in favour of market economies, engages with multiple voices in the understanding that this is required to enrich policy and leadership insight.

In Africa and South Africa, fellowships such the African Leadership Initiative (African Leadership Initiative, 2013), the African Leadership Institute (African Leadership Institute, 2013) as well as programmes such as the Nexus programme at the Gordon Institute for Business Science (Gordon Institute of Business Science, 2013) demonstrate the value of difference and a divergence. They also confirm the importance of new leadership perspectives for resolving the complex challenges of today. These approaches concern not only people interested in the social sphere but are also the interests of business.

1.3   Business motivation

1.3.1   This is different to corporate citizenship or social responsibility

The societal and public engagement described in this study (individual business leaders crossing boundaries to advance the common good) is somewhat different to other business concepts such as corporate social investment or corporate citizenship. Corporate social responsibility has emerged and corporate citizenship have emerged as umbrella terms in response to the hope that business can contribute towards development (Hamann, 2006). Hamann (2006) calls for new concepts and terms to expand the possibilities of corporate involvement beyond tinkering at the edges towards more fundamental or systemic shift.

Corporate social responsibility, corporate social investment and corporate citizenship often involve programmatic activities that are well thought through but often subtly defensive in orientation. They concern micro-improvements in the lives of direct beneficiaries. The kind of catalytic leadership discussed here is more indirect in impact, involves a higher level in terms of partnerships, is more individually lead, and is less concerned with questions of leveraging corporate reputational benefits or the bottom line.

Leadership in this context arises from the desires of individual business leaders rather than from the firm. It is also often more ambitious in scope and requires working collaboratively with other organisations and sectors. This often requires building bridges and forming relationships across diversity. This is attempted in many contexts and can fall under the concept of corporate citizenship (Kambalame and de Cleene, 2006) but a focus on the leadership elements is useful. This is particularly the case in South African society where the history of conflict, violence and a form of government (apartheid) that intentionally kept people apart. Although this study is set in the democratic era, many of these divisions remain, in the physical realm and in the psychological realm. This study will complement ongoing research into corporate citizenship and responsibilities of the firm but it does not take this as the starting point. The firms in this study may or may not be seen as responsible. The question on the table is how the small group of studied business leaders, in their individual capacity, attempt to lead across boundaries to improve society.

1.3.2 Stretching beyond the organisation

The pressures and skills required to lead a business or organization are immense. Increasingly, business leaders want to use these skills to address even bigger goals that change society or the world. Increasingly, "*business leaders who want to make a difference in the world reach beyond a single enterprise"* (Moss Kanter, 2005 p1). Many leaders want to make an 'even bigger change' in the world, one that is larger than the boundaries of their own company (Moss Kanter, 2005). Change of this nature involves more than protest or pressure, assuming someone else needs to get it done. It rather involves a significant amount of problem solving and solution building.

A strong argument can be made that many firms are already in the business of positive social change through the services provided by companies, the taxes they pay and the employment they provide. The leadership work in this study "*is directed toward systemic change in the world outside of a single organization or business enterprise*" (Moss Kanter, 2005, p1). Examples could include establishing a new idea so that it spreads and becomes the norm in many places or shaping the context so that it is more favourable for resolving a social problem. The actors who could create this change can be national political leaders, business or sector leaders, social entrepreneurs, thought leaders or movement activists. What is crucial is that they operate beyond the boundaries of their organisation.

There are well publicised cases were individuals have attempted to make a bigger difference to South Africa. Historically, senior individuals and business played a part in the democratic transition, for example the Dakar Conference (New History, 2013), the Consultative Business Movement and the National Peace Accord (Nelson Mandela Foundation, 2013) and a variety of scenario planning processes (Kahane, 2012).

More recently there have been a number of initiatives, some more impactful such as the Primedia's Lead SA initiative (Lead SA, 2013), whilst others have had mixed impact like First National Bank's "Help" campaign (Business Day, 2013).

1.3.3 The importance of these ideas to corporate performance

Whilst this topic has a national and societal scope, the question is relevant to leaders who remain working in large organisations and businesses where senior work involves a political component and power is dispersed. Beyond the need for improved leadership in cross-sector situations, leaders of large organisations are grappling themselves with how to leverage different business units, departments and teams. The challenge of leading across boundaries, often without authority or power, inside of organisations is increasingly critical for business success (Ernst and Chrobot-Mason, 2011). This study sheds some light on this organisational and business challenge.

1.4 Conclusions

Because the societal environment is so complex, many solutions to difficult tough and stuck social issues require working across sectors. No single actor or agency has the capacity to resolve them. There is also demand for active citizenship and broad public engagement with issues beyond liberal electoral democracy.

There is a call for the kinds of inspired leaders who are active in reaching across boundaries. Business leaders have the potential to play this role. This is different work to the important well established work involved in corporate citizenship and social responsibility. It is more individual in nature and stretches beyond the firm towards a bigger change. This does not mean that it is not important for business. The long term impact for the firm, of boundary crossing to advance the common good, can be significant. In addition, business leaders may gain insight from working on the common good, and can implement these insights directly inside their firms.

Chapter 2: Theory and literature review

2.1 Introduction

This literature review covered the material that relates to leading across boundaries to advance the common good. The mainstream literature on leadership was found to be inadequate in describing this phenomenon. Other divergent researchers and approaches were reviewed. They have tried to remedy this inadequacy. The recently developed concept of Public Integrative Leadership was found to be potentially useful in understanding the phenomenon studied and was assessed (Crosby and Bryson, 2010a; Ospina and Foldy, 2010).

2.2 The limits of mainstream leadership literature

Across multiple levels of society, power has become more decentralised. We are moving to a shared- power world (Crosby and Bryson, 2010a; Ospina and Foldy, 2010). This has emerged at a global level in the economic changes and the growth of economies in the 'east' and 'south'. The spread of democracy has continued in fits and spurts across the world. It also manifests in the organizational context as organisations change to flatter structures and more responsive local operations.

The work of authority and often associated power will continue to be an important dynamic in the world especially in organisations and firms. But the study of leadership without authority or role-power increasingly matters. This latter dynamic is sometimes known as heterarchy, as compared to hierarchy. It is important and interesting because there are more and more situations in which people relate substantively as equals and need to be led in such a way. This dynamic breaks the fundamental assumption of leader-follower and opens up leader-leader theoretical inquiry.

This situation of shared-power is common in public sector oriented multi-stakeholder initiatives that grapple with the complexities of public administration. And this is where studies have focused (Huxham and Vangen, 2000; Crosby and Bryson (2010). This context is somewhat formalised and although agencies and participants can withdraw, it does represent a firmer conceptualization than, for example, a volunteer committee in a local neighbourhood. This form of more civic collaboration has also been studied (Ospina and Foldy, 2010; Community and Civic Entrepreneurship; Selsky and Smith, 1994; Morse, 2010; Prangley 2011). Little work exists

in the area of business leaders working in these shared power settings and work in this area could potentially extend the theories developed in the government and civic sectors.

There has been some theorizing in business of more multi-stakeholder contexts. Freeman (1984) and others have explored changing the focus from shareholders and financiers towards communities, employees, suppliers and customers. This multi-stakeholder approach to business has been well described at the normative, instrumental and level of observed practice. Moss Kanter (1994), for example, makes this practical and explores the commercial implications of building relationships with stakeholders, arguing that successful partnerships involve managing the relationships and not just focusing on the deal.

Leadership research including work on trait theory, transformational leadership, contingency theory, leader-member exchange or visionary leadership has two fundamental problems for leadership in inter-organisational shared-power settings (Huxham and Vangen, 2000). Firstly it assumes that someone is formally or even informally acknowledged as the 'leader' and that there are in turn identifiable 'followers'. This is not the case in the more collaborative context because people involved are more appropriately termed 'participants' who come from their own contexts. There is frequently ambiguity around who is even involved and who should be influenced.

Secondly, there is a problem with the assumption that there are clear goals or even that clear goals can be identified. In the shared-power collaborative contexts agreeing on goals can itself be impossible and people need to move forward without a clear understanding of what the end point will look like (Huxham and Vangen, 2000).

Ospina and Foldy (2010) outline this more relational trend in leadership research from leaders and followers to the 'space in between' even though this research still maintains the leader-follower construct. Queen (2011) argues that whilst leadership in such contexts may in some senses be seen as an extension of contingency or situational leadership theory, there may be some different and specific insights from multi-stakeholder and more collaborative settings.

A further example of the distinctiveness of the context emerges from looking at Kotter's (1996) eight reasons why change efforts most often fail (and in turn what leads to success). His steps are (1) Create a sense of urgency, (2) Form a guiding coalition, (3) Create a vision, (4) Communicate the vision, (5) Empower others to act on the vision, (6) Create quick wins,(7)

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Build on the change and (8) Institutionalise the change. These steps are clearly articulated for an environment in which goals are clear and in which the leader has some clear authority to act on the issue (e.g. a company CEO). In the context of shared-power collaboration, this is not the case. For example, the work that goes into step (2) 'Form a guiding coalition' may be very different in a shared power world. Therefore it is argued that leading in shared-power collaborative contexts involves a very different form of leadership that may require a departure from the mainstream traditional literature.

2.3   Overview of frameworks for shared power contexts

Leadership in shared power settings needs to be studied and integrated into the research on what makes for successful boundary crossing work (Huxham and Vangen, 2000; Morse, 2010). In the last ten years an established interdisciplinary empirical and theoretical literature has started to develop, that focusses exclusively on leading collaborative change in a shared power world. This is from a variety of perspectives and uses differing vocabulary. Where can this search for a literature on leaders without followers begin?

Since the call by Huxham and Vangen (2000), some good work has been done more on collaborative leadership. This includes Integrative Leadership (Crosby and Bryson, 2010) Bridging Leadership (Ospina and Foldy, 2010), Boundary spanning (Palus *et al.*, 2012; Ernst and Chrobot-Mason, 2011), Adaptive Leadership (Heifetz, Grashaw., and Linksy, 2009); Community and Civic Entrepreneurship (Selsky and Smith, 1994; Morse, 2010) and Conflict Management (Gerzon, 2006).

2.3.1 Bridging and boundary spanning leadership

Since in a shared power world, each of the groups and individuals affected by issues have only partial ability to resolve them, collective action is essential. But this collective action "*cannot happen without first connecting across difference"* (Ospina and Foldy, 2010, p 292). Bridging divides and connecting across boundaries is not easy. Scholars have only recently focused their attention on the relational dimensions of leadership. Ospina and Foldy (2010) looked at how social sector leaders bridged divides and built the 'connectedness' needed for collaborative activity. This is further discussed under the section on Public Integrative Leadership.

Much of the reality that emerges in this context is due to the social and therefore negotiated nature of the context. The social or public sphere is a shared space inclusive of and beyond the

boundaries of the leader's institution. It is entered whenever leaders choose to engage on issues of a multi-stakeholder nature. It is potentially more conflictual and highly charged with unresolved differences of values and purposes (Prangley, 2011). Leaders enter this field in a more horizontal way, with significantly less formal power than they may have previously experienced. Work may be slower and progress harder to measure.

Palus *et al.* (2012) describe a model of interdependent leadership that covers societal change and looks at 'boundary spanning' as an integral activity in leading beyond boundaries. They propose a model of dialogue as imperative in the societal space. Ernst and Chrobot-Mason (2011) give their own six practices for solving problems between groups, divisions and communities based largely on Social Identity Theory (SIT) and their own experience at the Center for Creative Leadership. This SIT approach to shared power settings is a useful one. Hogg *et al.* (2012) focus on the role of leaders in developing intergroup cooperation also using SIT.

Another entry point to bridging divides is through the literature on social capital. Social capital is a concept used to describe the quantity and quality of relationships that exist in society. Social capital is seen as increasingly important in economic and social development (Putnam, 2000) as we can only prosper when we can trust and work together – "*Social capital is not just the sum of the institutions which underpin society – it is the glue that holds them together*" (World Bank, 2013).

2.3.2 Adaptive leadership

A distinction can be drawn between the work of leadership and the work of authority (Heifetz, 1994; Heifetz, Grashaw., and Linksy, 2009) and this has implications for boundary crossing. The work of authority in any social system, involves the capacity to create direction, safety and social order. It is most often connected with leadership through the concepts of power and influence. But leadership for Heifetz is distinct from authority. Leadership means "*mobilizing and engaging people over whom one has no authority whatsoever in order to mobilize collective effort to tackle a collective challenge*" (Heifetz, 2011, p 306). Human beings have always had established functional processes for managing the realities of shared power (e.g. in any inter-regional contract or relationship). But due to changes in the environment, the skills and knowledge about how to manage these relationships may no longer be sufficient to thrive, in which case we need adaptive change. Leadership is often articulated as "*influencing the community to follow the leader's vision*" rather than "*influencing the community to face its*

problems" (Heifetz, 1994, p14). Crucial in this context is the movement (out of Heifetz' proposition) towards seeing leaders as less all powerful, more facilitative where the creation of a holding environment for collective work is more important that providing answers and direction.

Keagan and Laskow Lahey (2001) take the vocabulary of technical and adaptive work (Heifetz, 1994) and apply it to the sphere of personal growth and learning. They conceptualise adaptive problems as those problems that "have you" and technical challenges as those that "you have". The work of learning shifts from taking on new knowledge to cognitive identity work as narratives that block learning need to be uncovered and their truth explored. This has some alignment with Argyris' (2001) idea of first order (technical) problems and second order (adaptive) problems. Adaptive problems cannot be resolved within the existing mindset or paradigm.

2.3.3 Collaborative public management

A significant amount of the work on boundary crossing inter-organisational leadership has emerged from researchers interested in public administration. Huxham and Vangen (2000) undertook action research in public and community inter-organizational collaborations. They focus on inter-organisational collaboration rather than individual collaboration. They identify three leadership media in this work; structures, processes and participants. Collaboration in public management inter-organisational contexts is often seen as extremely frustrating by participants. Participants do not know how to manage conflict, divergence, agreements, accountability and decision making. Examples of success to exist (thankfully) but it is more common to hear stories of initiatives that have gone nowhere. They tag this phenomenon 'collaborative inertia' and contrast it with the desired state of 'collaborative advantage' (Huxham and Vangen, 2000, p1160) to indicate something that was achieved that could not have been achieved without the collaboration.

Crosby and Bryson (2005) explore the nature and complexity of shared power cross-sector settings for public sector managers and the potential for improved social impact. They argue that considerable practitioner experience is developing in how to produce outcomes in collaborative settings. But that the leadership aspect is under-researched.

In the field of public management Moore has defined the useful concept of public value (Moore, 2000; Alford and O'Flynn, 2009) as something 'valuable for the public'. This framework can be applied in not-for-profit and public administration contexts. How does this differ from public

goods, public interest and public benefit? Public goods generally refer to tangible ways in which the public gains in some way, it is not normally thought to include improved institutions, governance arrangements etc. that public value will include. Public interest tends to refer to a political framing of what is in the public's interest.

Alford and O'Flynn (2009) look at the history of the concept of 'Public Value' that was articulated by Moore. This concept emerged from a large research project at the Harvard Kennedy School. It was essentially a grounded theory of best practice, based upon the experience of executives in government and the views of academics who studied and taught them. The central idea of public value was that the strategy of a public sector organization needed to meet three tests:

- A strategy must be aimed at creating something substantively valuable for the public.
- A strategy must be legitimate and politically sustainable. It must attract ongoing support and resources from the authorizing environment with due recognition of power
- A strategy must be operationally and administratively feasible. It must be doable with the available or acquired resources.

These three elements are rarely aligned but must be aligned to the degree possible. Public managers constantly fashion workable tradeoffs. Thus, for example if the most valuable thing is not in alignment with what key players in the authorizing environment will find acceptable then the manager can either seek to win over the senior authorities to change their position or revise the proposition so that it meets their needs – or some combination of the two.

2.3.4 Community and civic entrepreneurship

Selsky and Smith (1994) describe the experience of disempowered community leaders and their need to focus on issue-progress rather than organizational sustainability. They propose a concept of 'Community Entrepreneurs' who in addition to being leaders of institutions also develop the collective capacities of organisations sharing common cause. There are three qualities that they find are needed to do this work; an ability to envision and articulate a multi-frame perspective, an entrepreneurial orientation to broker commitments and manage events, and a reflectiveness on their practice that enables them to learn from, adapt to, and enact a changing social landscape. They extend the study of inter-organisational, community-based contexts where norms and structures are weaker (when compared to organizational contexts) and need to be constructed. These leaders must operate in the absence of or even rejection of bureaucracy and norms of organizational behaviour. Community entrepreneurship is a better

term than leadership because is more accurately captures the dynamics of mobilizing commitments and developing collective capacity for action in issue domains (Selsky and Smith, 1994).

The second dimension that Morse (2010) identified in his research was 'an entrepreneurial nature' which he sees as key in successful integrative leaders. In the three case studies he conducted, he looks at how leaders *"saw opportunity and mobilised others in the community to work toward their collective well-being"* (Morse, 2010, p243). He sees a practice of leadership similar to Henton, Melville and Walesh's (2004) idea of 'civic entrepreneurs' who are passionate energetic and not afraid of failure. An important differentiator towards hierarchal and traditional understandings of leadership is that the drive and passion is *not aimed* at getting people to follow – *it is aimed* at getting people to the table, and then helping them through an integrative process.

2.3.5 Convening leadership

Some authors have looked at the demise of the great man or heroic view of leadership. Frieze and Wheatley (2011) have made the case for the need for leaders who convene participants in an equal engagement to construct the future. These leaders convene other leaders and ordinary citizens, to collectively resolve the kinds of complex challenges that face humanity. They argue for more democratic spaces of leadership. Scharmer (2010) explores the systemic complexity of many social problems. He identifies three different levels of problem complexity; dynamic, social and generative complexity. It is especially the social complexity of the world that requires the kind of convening of people that Frieze and Wheatley propose. No single person has the wisdom or can even develop the wisdom to resolve the stuck social issue - the nature of the problem is that it is collective. Others have taken an approach of interdependence. Senge (2006) also makes the case for deeper systemic thinking and leadership competency to alleviate some of the complex challenges facing humanity and the world.

2.3.6 Conflict management

Gerzon (2006) has written about the leading across conflict and difference and recommends eight tools for the leader as mediator. He sees mediating leadership as an alternative to two historic leader forms – the demagogue and the manager. He seeks leaders who work from a wider perspective that is inclusive as opposed to exclusive of difference.

Other authors refer to lateral leadership (Kühl, Schnelle and Tillmann, 2005). Kühl *et al.* (2005) develop a model of leadership that can manage the conflicts that emerge between peers. They describe three practices of lateral leaders: creating shared understanding; changing power games; and generating trust for one's own purposes.

Hogg (2009) argues that the organisational and management sciences, where most of the leadership research is done, tend to focus on leader-member transactions, transformational leadership, the role of charisma and generally CEO type leadership. Apart from leadership studies in acquisitions, this body of literature ignores the reality that often, the work of leadership, requires managing conflict not just between individuals but also between groups.

A second underplayed dimension of leadership is the role of leaders as the builders of identity. Followers look to leaders to define the sense of who they are, how they should behave and how to interact with other groups. Leaders need to create a shared identity amongst differing social group identities. He draws from Social Identity Theory to suggest the need for a superordinate identity needs to be developed but that it needs to allow for the continued existence of the sub-group identity. Fiol, Pratt and O'Conner (2009) also explore the relationship between subgroup identity and superordinate group identity, although they propose their own model for shifting identities. Whatever strategy is used, leadership through conflict will remain extremely difficult.

2.4   Public Integrative Leadership

Bridging Leadership, Boundary Spanning, Adaptive Leadership, Public Management, Community and Civic Entrepreneurship and Convening Leadership all provide some insight into the work of business leaders working across boundaries to advance the common good.

Partly because of the diversity of concepts and frameworks in this field, a potential umbrella concept of Public Integrative Leadership was developed in a special issue of The Leadership Quarterly in 2010 on this concept.

Public Integrative Leadership is largely rooted in practice and emerges from Mary Follet's idea of integration as a social process (Morse, 2010). Follett, once described by Drucker as a 'prophet of management', wrote extensively outside academic circles on collaborative leadership and was years ahead of her time (Mendenhall and Marsh, 2010). Integration is the uniting of difference, points of view and ways of knowing. In this process the 'I' becomes a 'we' in a way that the identity of the individual is sustained whilst creating a 'collective idea' that is better than the sum of the parts. The "collective idea is more than just abstract, it is a common purpose, a common vision that unites those that created it and motivates them to act together to achieve it" (Morse, 2010, p 232). It is useful to note that Mary Follett's influence appears repeatedly in other research and literature. Mendenhall and Marsh (2010) argue that a collaborative leader means becoming a certain type of human being, who is committed to worldview shifting and the emotional embrace of difference. The process of becoming a collaborative leader is a process of fundamental personal transformation.

Crosby and Bryson (2010a) lay out the background to this recent concept which is focused on in this research report. They describe how, over the last, twenty five years, there has been extensive leadership research at the level of individual, team and organization. But less work has been done that explores the nature of leadership that spans levels, sectors and diverse groups. Public Integrative Leadership as a concept is approached by a variety of different authors in 'multiple turns of the kaleidoscope' (Crosby and Bryson, 2010a). The issue on Public Integrative Leadership is in many ways an attempt to find a language for a whole range of approaches to shared power, boundary spanning and work that bridges divides on behalf of the public good. In this context the term 'public' refers not to government as in 'public administration' but to the work of multiple sectors including business, civil society, communities, citizens and government. The nature of the problem being tackled is of complex and shared public nature.

In this special edition of Leadership Quarterly, Crosby and Bryson (2010b) provide a largely theoretical argument to present a set of hypothesis for leading collaboration across boundaries. Morse (2010) emphasises the role of what he calls 'relationship capital' as one of two key ingredients of public integrative leadership. It is not enough to have a strong vision and a commitment to getting results because integration often involves differing and contrasting perspectives, cultures and values. Relationship capital is accumulated over time and is absolutely critical during those times when people will need to be challenged and pushed to

change. Page (2010) outlines three tactics that Public Integrative Leaders can use to be effective. This includes framing the agenda, convening stakeholders and structuring deliberation. Redekop (2010) explores the life and work histories of two anti-nuclear activists in the 1980s. They were social movement leaders with contrasting styles. Sylvia and McGuire (2010) look at the differences between what it takes to lead a set of state agencies and the leadership of associated networks. They find that network leaders focus less on task oriented behaviours and more on people management.

In the same issue, Ospina and Foldy (2010, p 292) ask what a 'shared power world' means for the practice of leadership because *"in a shared-power world, each of the individuals, groups and organizations affected by complex, intractable public problems have only partial authority to act on them and lack the power to resolve them alone."*

They explore what public integrative leadership means for marginalised social change organisations. They look at how these organisations secure the connectedness needed for collaborative work to advance their mission. They uncover five leadership practices.

They are prompting cognitive shifts, naming and shaping identity, engaging dialogue about difference, creating equitable governance mechanisms, and weaving multiple worlds together through interpersonal relationships. Some of these practices operate at the intra-organizational level and some at the inter-organizational level. The practices help to bridge differences and divides without reducing them (Ospina and Foldy, 2010). The idea of cognitive shifts appears repeatedly in other research and literature. This is closely linked with the psychological concept of framing. Constructionist views of the world emphasise the shared ideas that shape reality as opposed to the material and historical forces at play. Idea entrepreneurs and political agents are key communicators and have the ability to frame certain ideas (Selsky and Smith 1994; Payne, 2001). Ideas are not transmitted in an 'ideational vacuum' but face 'highly contested' contexts. Framing often refers to the communications of mass media and political actors. A frame packages rhetoric to encourage a certain interpretation and discourage others.

In the penultimate article in the special edition of Leadership Quarterly, Fernandez, Cho and Perry (2010) turn the lens back to government and look at leader behaviours across all levels. And in closing, Bono, Shen and Snyder (2010) investigate what the effects of a community leadership training programme are on awareness and engagement in community work.

2.5 Conclusions

A comprehensive summary of the literature on leadership in general is provided in Figure 1 below.

Figure 1 Literature associated with boundary crossing to advance the common good
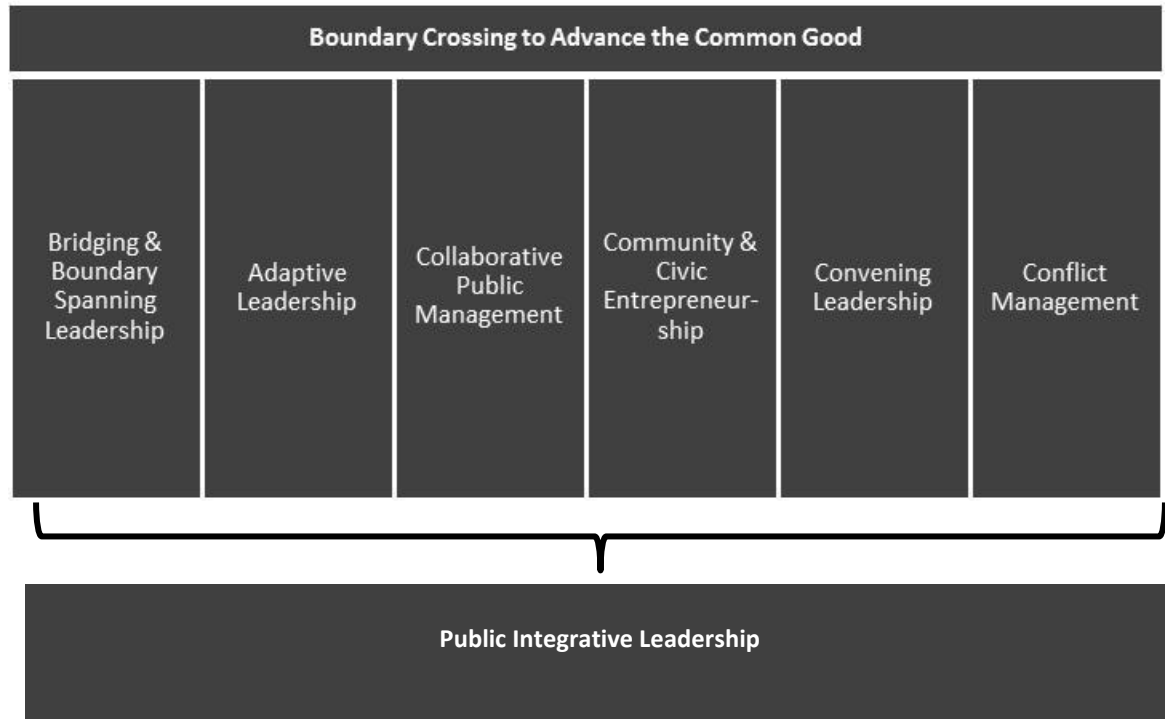
This was then followed by an overview of the frameworks for leading collaborative social change and especially bridging, boundary spanning and adaptive leadership. Collaborative public management was then covered and the work on community and civic entrepreneurship. Additional lenses of convening leadership and conflict management outline important ideas. Because of the complexity of this literature on boundary crossing leadership to advance the common good, the concept of 'Public Integrative Leadership' was introduced to try and provide an umbrella term around which other frameworks could organise. This research report further develops this concept of Public Integrative Leadership.

Public Integrative Leadership is developed to find a language for a whole range of approaches to shared power. Crosby and Bryson (2010) laid out the background to public integrative leadership in a special issue of The Leadership Quarterly in 2010.

How well does this concept describe the boundary spanning work of business leaders working to advance common good. 'Public Integrative Leadership' is approached by a variety of different authors in 'multiple turns of the kaleidoscope' (Crosby and Bryson, 2010a). This study provides another turn of this kaleidoscope.

Chapter 3: Research questions

The literature showed an emerging turn in leadership studies towards understanding leadership beyond self, teams and organisations towards understanding interorganisational arenas. The interorganisation arena is often one of 'shared power' (Crosby and Bryson, 2010a) where leaders operate laterally as opposed to vertically. Much of this new scholarly attention has been focused on developing frameworks for collaborative leadership and collaborative public management (Huxham and Vangen, 2000; Crosby and Bryson, 2005).

Morse (2010) identifies a range of catalytic activities that can span boundaries and create public value. He speaks of structural catalysts, process catalysts and individual catalysts. This research is focussed on individual catalysts; business leaders who initiative a change for the common good.

Understanding how business leaders can be effective in advancing the common good was highlighted in the literature as important. There is a burning need for new better forms of public engagement on the part of all citizens. Business leaders have a potentially very important role to play in this regard because of their access to resources and experience. There are calls for their greater involvement in public life in South Africa but little work to describe what it takes to be effective when operating in the public sphere.

For practitioners, concerned citizens and business leaders interested in the challenges of leading across boundaries the first question in this study was:

1. How can business leaders be effective in leading across boundaries to advance the common good.

This question had three sub-questions that that were explored:

- What is the context facing business leaders who lead across boundaries to advance the common good?
- What is required to navigate the context effectively?
- Are the capacities needed to run a company the same as those needed to navigate the context effectively?

These three sub-questions were focused on through a grounded inductive methodology that is explained in Chapter 4.

In a special edition of Leadership Quarterly, a group of scholars came together to further this field by developing the concept of Public Integrative Leadership (Bono, Shen and Snyder, 2010; Crosby and Bryson, 2010a; Crosby and Bryson, 2010b; Fernandez, Jik Cho and Perry, 2010; Morse, 2010; Page, 2010; Ospina and Foldy, 2010; Redekop, 2010; Silvia and McGuire, 2010). The second question (which is of interest to scholars of leadership) was.

2. Does Public Integrative Leadership adequately describe the boundary crossing leadership of business leaders working to advance the common good?

Public Integrative Leadership is still an emerging concept. It is a starting point for a scholarly conversation on issues of boundary crossing, leadership and the common good.

The three sub-questions for question two emerge out of the structure of question one. Question two essentially looks to compare the findings for question one to the Public Integrative Leadership concept. Question one is therefore answered in Chapter five whilst question two is answered in Chapter six through comparing the findigs of Chapter five with Public Integrative Leadership.

In this regard the sub-questions are:

- How does the context facing business leaders compare with the context of Public Integrative Leadership?
- How do the capacities needed to navigate the context compare the capacities described by Public Integrative Leadership?
- What does Public Integrative Leadership say about the difference between the capacities needed to run a company and the capacities needed to navigate the context (of boundary spanning)?

The findings from this study were expected to contain some similarities and some differences with Public Integrative Leadership. It was this expected combination of commonality and distinctiveness that makes the study useful.

In terms of potential difference, the study of businessleaders extends the context that most of the articles on Public Integrative Leadership focussed on (government and civil society). Public sector leaders and community leaders in collaborative social change settings have been more extensively studied than business leaders. This gives the study some unique value. Civil society and state actors have a legitimacy to engage in social change due to their location in society.

But business leaders may face different challenges due to their location in the for-profit realm. This study also extends the context of Public Integrative Leadership to an emerging market and nation in transition in South Africa.

The detail of how business leaders can be effective in crossing boundaries to advance the common good needs answering as does how this will exactly correlate or differe from the concept of Public Integrative Leadership.

There were two research questions in this study, the first was focussed on practioner concerns and the second was of more scholarly interest.

Chapter 4: Methodology

4.1   Research approach

Specific literature on business leaders working across boundaries to advance the common good was limited. Public Integrative Leadership was seen as concept that could prove useful but this would depend on the exact experience of business leaders concerned.

In order to determine (without pre-judging) what the context of leading would be (and before comparing it to Public Integrative Leadership, an exploratory approach was undertaken following a grounded theory approach. Grounded theory is often used in qualitative studies (Neuman, 1994). Grounded theory emerged as a response to deductive theorising and quantitative empiricism that characterised the social sciences in the 1960s (Locke, 2008). It proceeds from the bottom up, in an inductive manner, developing conceptual categories that are indications of patterned empirical observations. Although it should be noted that the development of codes, concepts and categories in grounded theory building can be difficult and open to interpretation (Silverman, 2011). Grounded theory is appropriate for situated social processes (Locke, 2008). Good grounded theory results in a hypothesis through the generation of codes, concepts, categories and then theory from the original data.

Two phases of research were undertaken. The first phase sought to test the assumptions of the researcher as to the direction being taken. Once this phase was complete the more substantive Phase II process was followed. Both these phases used semi-structured interviews as the method.

Once interviews were done, they were coded and categorised to develop a model of three relationships that exist when business leaders ' cross boundaries to advance the common good'. This model and some of its detailed findings was then compared to Public Integrative Leadership (Crosby and Bryson, 2010a) to determine whether it was an appropriate concept for describing the work of the business leaders concerned.

4.2 Research process

4.2.1 Phase I

The objective of Phase I was to identify a direction and a set of potential interviewees that were to be interviewed in Phase II.

4.2.1.1 Population and sampling

Sampling in grounded theory research proceeds on theoretical grounds (Locke, 2008) Interviews should continue until such times as 'theoretical saturation' is reached. This is when sufficient data has been collected to develop a 'core category' around which the researcher can integrate the analysis (Silverman, 2011).

During the first phase of the research, a group of five independent but experienced experts were interviewed to determine what they considered to be the most important business connected initiatives and individuals that have 'crossed boundaries to advance the common good'. Five interviews should not be considered representative of the sector. But since this study is exploratory, it was believed to be sufficient to test the thinking of the researcher and help reduce any blindspots in the research.

The group of experts was identified through non-probabilistic theoretical sampling. Theoretical sampling is a method of purposive sampling. They are often treated as synonyms. Theoretical sampling is done to extend theory by choosing a sample that is likely to be interesting in extending existing thinking on a topic. Non-probability sampling does not involve random selection. This does not mean that the sampling is not representative of the population and cannot be used to generalise (Silverman, 2011) but it does mean that the nonprobability sample cannot depend on the logic of statistical theory.

The researcher is well connected with the field of business-society relations through experience as the manager of the Centre for Leadership and Dialogue at a leading Business School, the Gordon Institute of Business Science.

4.2.1.2   Data collection method

Semi-structured short interviews were conducted. The main questions focused on what initiatives the interviewee knew of and what leaders they would recommend I speak to. There has been considerable concern about how to minimise the influence of the interviewer on the data. The potential for inaccurate data to emerge is ever present Interview data should therefore be seen as a product of a relationship between an interviewer and interviewee and not as a result of solely the interviewees' views (Sims, 2008).

4.2.1.3   Data analysis

A list of leaders and associated initiatives emerged from the Phase I expert interviews. These potential interviewees were compared against a set of criteria to determine whether they fit the scope of the research. This criteria included two main questions:

- Was the leader and associated initiative 'boundary crossing' or not (Did it involve inter-organisational dynamics or did it involve one organisation)
- Was the leader and associated initiative aimed at advancing the common good. (Was it about improving the country or society as a whole or was it aimed at industry or firm advantage.)

Once those criteria were met, a convenience sample was selected for longer interviews. Specifically, the larger list was then reduced to the 13 interviewees that were researched in Phase II. The data from the 13 interviewees was added to three of the more productive Phase I interviews so that 16 interviewees are analysed in the results.

4.2.2 Phase II

4.2.2.1   Population and sampling

Phase II sampling followed the pattern of Phase I except that it was more extensive (13 interviews verses 5). Sampling based on grounded theory research proceeds on theoretical grounds (Locke, 2008). As indicated, theoretical sampling is not a random method, but is a method in which the sites of study are deliberately chosen because of their potential to develop or extend theory (Eisenhardt, 1989).

Interviews should continue until such times as 'theoretical saturation' is reached. This is when sufficient data has been collected to develop a 'core category' around which the researcher can integrate the analysis (Silverman, 2011).

Phase II data was only collected following Phase I and once the criteria for interviewee selection had been met (Was the leader and associated initiative 'boundary crossing' or not *and* was the leader and associated initiative aimed at advancing the common good).

Of the leaders who met this criteria a convenience sample was selected for longer interviews. Leaders were contacted via e-mail or in person and interviews were set up. Convenience sampling was the selected method because senior business leaders are not always available. Those who were available were interviewed.

4.2.2.2   *Data collection method*

The approach of semi-structured interviewing was used for the main component of the research. This method helps scholars understand the nuanced context of the participants being interviewed (Saunders and Lewis, 2012; Saunders, Lewis and Thornhill, 2003). Interviews were more open ended for the first half of the interview before being more directed towards certain questions that surfaced information about the particular dynamics being studied.

The interview guide evolved continuously through the process as adjustments were made. The starting guide is attached in Appendix A. The interview generally focused on part A of the guide as this proved sufficient for opening up the conversation.

4.2.2.3   *Data analysis*

Interviews were recorded in the interview and with an audio recorder. The audio versions of the interviews were transcribed. In addition the researcher took detailed field notes. The transcribed interviews were coded to look for patterns and convergent and divergent data. Microsoft Excel was used to organise the coded quotes and sections of interviews. An example of a coded interview is given in Appendix B. The first round coding schema is attached in Appendix C.

The coding schema were organised in Excel to try and develop a single coherent picture. This was done by organising all of the codes into a logical relationship with one another. The initial picture that emerged is illustrated in Appendix D. This was later refined, simplified and further developed into the model of three relationships around which the results and discussion are presented.

The emergent pattern is described to determine the practical implications. And the model was then compared with the literature to determine key theoretical findings. This enabled a comparison with specific literature on Public Integrative Leadership.

4.2.2.4   Data validity and reliability

Research and especially qualitative research is open to the risk of bias on the part of the researcher where, right from the beginning, the qualitative researcher begins to draw conclusions and meaning (Miles and Huberman, 1984).

As indicated above the outcomes of the research should be seen as having emerged from the relationship between the interviewee and the interviewer rather than from the interviewee alone. Even though interviewees can still assume certain inferences in answering questions, open ended questions were used in this study (for the first half of the interviews). This helped to mitigate conscious interference with the results.

4.2.2.5   Potential limitations

Thirteen Phase II interviews were substantiated by reviewing three of the Phase I interviews. This brought the total number of interviews to sixteen.

The researcher is confident that 'theoretical saturation' on the broad findings and conclusions of the study where there was large consensus on the results. Small samples can still reveal significant insights (Silverman, 2011) especially when the data is analysed intensively. This is indicated in the report by the major headings and the concluding paragraphs of each section. Some care should be taken to extrapolate findings on more nuanced elements of the study when only one or two interviewees spoke about an issue.

Chapter 5: Results

5.1   Introduction

This chapter describes the experience of senior private sector leaders in South Africa who have led across boundaries to advance the common food. The question of interest is how business leaders can be effective in leading across boundaries to advance the common good.

This question had three sub-questions that that were explored:

- What is the context facing business leaders who lead across boundaries to advance the common good?
- What is required to navigate the context effectively?
- Are the capacities needed to run a company the same as those needed to navigate the context effectively?

Before answering these questions a description of the leaders interviewed is provided. Then, the first sub-question on the context of leadership is framed by mapping the high level shape of where interviewees sit on two continuum, their way of working (individual versus collective) and their posture towards government (collaborative versus conflictual). This was an emergent finding of the study.

A diagramme and supporting arguments are made for conceptualizing this work as involving three relationships within a historical context. There is a forward movement to working with government and a backwards movement towards aligning with the leader's own company or multi-company.

Next, the second sub-question on navigating the context is answered. The capacities for being effective in this work are described across the three relationships. There are a range of personal leadership capacities required to be successful. Business leaders also need to be motivated by this work. They are primarily motivated by personal reasons and the need to secure a productive working environment for their companies or by personal ideals around leaving a legacy and doing the 'right' thing.

Then thirdly, a comparison is made between running a company and navigating this context (boundary spanning to advance the common good). Business leaders can draw on some of their experience in the private sector. but need to learn some new capacities which are highlighted.

5.2   Describing the interviewees

The focus of this research was on understanding business leaders who cross boundaries to advance the common good with a focus on partnering with government.

The interviewees can be placed in three categories. Interviews were primarily conducted with senior business leaders who are engaged in this work. They are all highly active in boundary spanning to advance the common good when compared to their colleagues. This does not mean that they were necessarily always successful in having an impact. But they are seriously grappling with the challenge of making a difference. They are all prominent well known South African business leaders. They have made large contributions to business either in founding a large South African corporation, through their role as a senior executive (often CEO) or in a non-executive governance position such as company chairman.

Secondly, interviews were conducted with the directors of business associated intermediary entities that are tasked with making a societal impact. These entities were most often set up by a group of business leaders to take forward a particular initiative. The leaders of these entities become a bridge between the worlds of business and the worlds of government and the social sectors. Leaders of these entities come from business and are responsible to the respective boards (who are largely people from business). Then finally the opinions were sought from people who have significant experience of positive social change work in South Africa.

Table 1. List of interviewees

#	Details	Allocated Name
1	Late career leader and entrepreneur	Lewis
2	Late career leader and entrepreneur	Matthew
3	Late career senior executive	Simon
4	Late career senior executive and board member	Robert
5	Mid-late career senior executive	Watson
6	Semi-retired senior partner	Andrew
7	Late career senior executive	Rodney
8	Director of Institution	John
9	Late career senior executive	Jenny
10	Late career leader and entrepreneur	Richard
11	Director of high level social impact entity	Nancy
12	Director of high level social impact entity	Grant
13	Director of high level social impact entity	Tammy
14	Director of high level social impact entity	Reggie
15	Member of initiative to connect business leaders to a social purpose	James
16	Director of a media platform	Steven

The kinds of roles in business that were occupied by the sample include Board Chairman, Board Member, CEO, Intermediary Director and NGO Director.

Six of the leaders had experience in the finance industry, one had experience in retail, one had experience in the automotive sector, one had experience in mining, one in education, whilst six could not be defined by business industry.

Three of the sixteen interviewees were women, and three of interviewees were black. These low numbers of women and black leaders interviewed are indicative of the demographics of this level of leadership in large corporates in South Africa.

It is important to note that all of the leaders interviewed were firmly located in business (rather than having a secondary role in business and a primary role in government or civil society). Although they obviously have lots of experience working with government. This was essential to ensure that the 'boundary crossing' condition was met. Business leaders who are currently working in government may have differing views of the nature of leading across boundaries to advance the common good. The interviewees could be described as genuine business people who have spent most of their careers in the private sector. There is a strong sense in all of the interviews that there is a divide and a lack of trust between business and government. This makes bridging and connecting with government important. All of the interviewees have built strong relationships with key government leaders across this divide. All of the leaders are somewhat outside of existing political alignments. By this it is meant that they are not directly part of any elected political structure. Non-alignment (whether independent or oppositional) may determine the way in which leadership manifests. It is expected for example that a senior business leader, who is also an elected member of government, will have a different experience.

Three of the business leaders interviewed have worked for the same company. Their names all emerged as prominent in crossing boundaries to advance the common good (from the first phase of scoping research). It is interesting that this company has nurtured or created a group of business leaders who have played such prominent roles. This is not explored here but the question of what contexts shape leaders would make for interesting research going forward.

5.2.1 Phase I – Scoping

As indicated in the methodology section a first phase of interviews was undertaken to determine some of the dynamics of this context and the focus of the main set of interviews in Phase II. Five interviews were undertaken with the following people:

- John

- Nancy
- Tammy
- Reggie
- Steven

This phase determined who the more active leaders were and the most important business initiatives to study. This diverse balanced set of views ensured a more focused list of interviewees for Phase II.

The key findings from this phase are included in the main phase of the research as the issues often overlapped.

Beyond exploring the issues, the critical element of this phase was to develop a list of potential interviewees. Cross-checking between the different interviews helped develop a list of potential business leaders and initiatives that are more prominent and would be suitable to interview. From this list a convenience sample was selected that were interviewed in Phase II. These results together with insights from Phase I are presented below.

The main results are presented below. Nancy described the dynamics of senior business in South Africa in the quote below.

> *"So there are a whole lot of players … who are literally 100% and only interested in their business and how it does and making sure that they optimise the position for their business and the only reason to be embedded at all is as a lobby group is on behalf of that. Then there is another group of leaders … who either because they think the country is on their balance sheet in some substantial way or because they care about it or because they are just more visionary leaders or because they've reached a point of purpose in their own personal life or whatever the reason, take a bigger vision and when you find those people as a collective they can be quite powerful because they do hold executive levers but they want to put effort into other stuff. They've got the discretionary effort, time and they've got vision for looking up and looking out." (Nancy)*

This accurately describes the group of people that this research set out to understand. It is not concerned with leaders who seek only to optimise the position of their company and to 'lobby' for supportive measures for their company or sector. It is concerned with understanding the leaders for whom 'the country is on their balance sheet' or who have reached a 'point of

purpose in their personal life'. They are active in trying to make a difference and 'they've got discretionary effort, time and they've got vision'.

5.2.2 Leader experience

Most of these leaders were in their late career, often in the 60's in terms of age. They are no longer proving themselves in their business role. They have already made a significant business impact. A number of interviewees had significant historical experience of working for social impact. This mostly went back to the 1980's or before. They often positioned their current experiences within that context.

Big business and the leaders of large companies made a significant and positive contribution towards the democratic transition in South Africa. This era is often compared to the current era where business leaders feel like they are not able to make the same positive contribution that they did back then.

> "*I'm now an old toppie (man) and I sort of remember the 80's and 90's. Why was that a successful case of business intervention, where people acted not just in their own narrow self-interest, but in the interest of the country and with a much longer time horizon?" (*Rodney)

> "*There are always differences of opinion. Because they are natively competitive and ego driven and all the rest. It is difficult to get collective action, you know, there was this time and moment as I said in the 80s, when the structure and the needs and the leadership coincided nicely and you've got very effective productive action. It's much, much, much harder now, because we are a much more defuse business community, much more normalised in some senses, but also with abnormal overlays." (Rodney)*

There were a number of high level business initiatives at that time.

> "*… starting with Harry Oppenheimer's work and the Urban Foundation in 1978 which was started as a result of the 1976 protests" (John)*

> "*This period was born a crisis and crisis does focus your mind. And the, financial sanctions, the contraction of the economy, the domestic and regional conflict, the isolation of the country, all of that I think contributed … but there was a moral dimension" (Rodney)*

Despite the involvement of a few business leaders in the late phases of the anti-apartheid struggle and the democratic transition, business is still seen as not having done enough and certainly does not occupy the moral high ground politically. So despite the experience of the leaders above, the history of business shapes the context today.

5.3 The boundary crossing context facing business leaders

The first sub-question in understanding how business leaders be effective in leading across boundaries to advance the common good is:

- What is the context facing business leaders who lead across boundaries to advance the common good?

The interviews can be placed on a two by two framework which illuminates some of the different choices facing the leaders concerned. This picture is further developed into the three relationships that leaders need to manage. This all rests on the forces and dynamics of history.

5.3.1 Plotting the interviews on two dimensions

There were two major axes upon which the interviewees can be plotted. On the horizontal the degree of collaborative work is accounted for. Some leaders choose to act with others and build a coalition or team of people who then set out to achieve collective goals. Others acted in more of an individual capacity. On the vertical access, the form of engagement is described. There is a choice to be made about how to engage issues, especially the relationship with government. Does the resolution of the issue require fighting or being in conflict with government or elected political leaders, or can it be resolved in a more collaborative way with a joint engagement.

These are not mutually exclusive categories that define a leaders approach. It is more issue dependent. Some leaders may act alone in one moment but act together with others at a later moment. It also depends on the type of initiative with some initiatives lending themselves to more collective engagement and some being more naturally led alone. But leaders tended to speak about a specific experience and even a preferred style within the current South African dynamic.

> *"I can't give advice because I'm so frustrated that I don't want to work with government. I'd rather they take all the credit, I'd rather just be there and just get on with it. " (Richard)*

Conclusions drawn from this spread of interviewees should be tentative. It is interesting to note that only one respondent was acting with others and working in conflict with government. A tentative assumption from this is that business leaders working for social change are reluctant to build broader oppositional coalitions against a democratic government. If conflict is inevitable there is a preference for more individually based action (often taken through writing in the popular press). This is detailed below in Figure 2.

Figure 2. Plotting the interviewees on two key dimensions
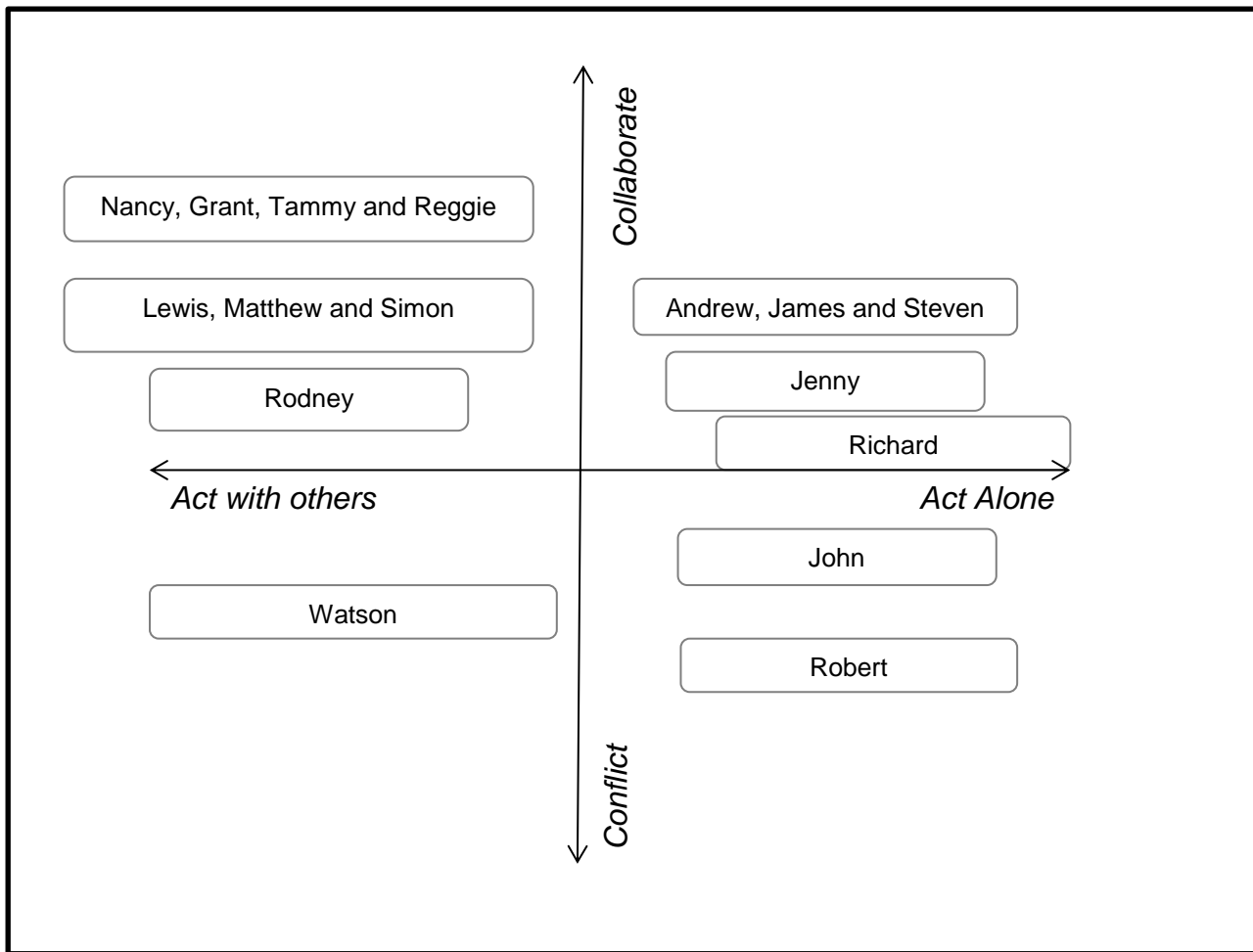
The key finding around the context of leadership is the three relationships that are crucial to boundary spanning to advance the common good.

5.3.2 Three relationships in boundary crossing

A relationship map in boundary crossing with government is illustrated with Figure 5.3 below. At the centre of the diagramme is the business leader who heads up or is deeply engaged in an initiative. To the right hand side of the diagramme is the outward oriented relationship with government. As indicated above, there is a choice over whether to collaborate or fight with government. These are most often mutually exclusive general categories. In other words, if a business leader chooses to fight with government it diminishes the possibility of collaboration. And if a leader chooses a more collaborative route to impact, this narrows the space for conflict.

Moving to the left of the diagramme and looking inward into the business leaders own context, there are two principle relationships that business leaders describe. The first is with the leader's own company. Boundary spanning to advance the common good has an impact on the 'home' company of the leader. This can be positive or negative. But it needs to be well managed. This relationship exists whether or not the business leader chooses to act alone or in collaboration (see Figure 3) since individual actions cannot be entirely dissociated from their own company.

Then, depending on the choice of the degree of multi-company buy in, the strategy may require collective work and a broader team of company actors. In this case the management of this third relationship dimension becomes crucial.

Three contextual relationship dynamics emerge:

1. Business leader in relationship with or against government
2. Business leader managing their own company dynamics
3. Business leader managing relationships with multiple partners

These relationships are presented in Figure 3 below.

Figure 3. Three relationships in boundary crossing
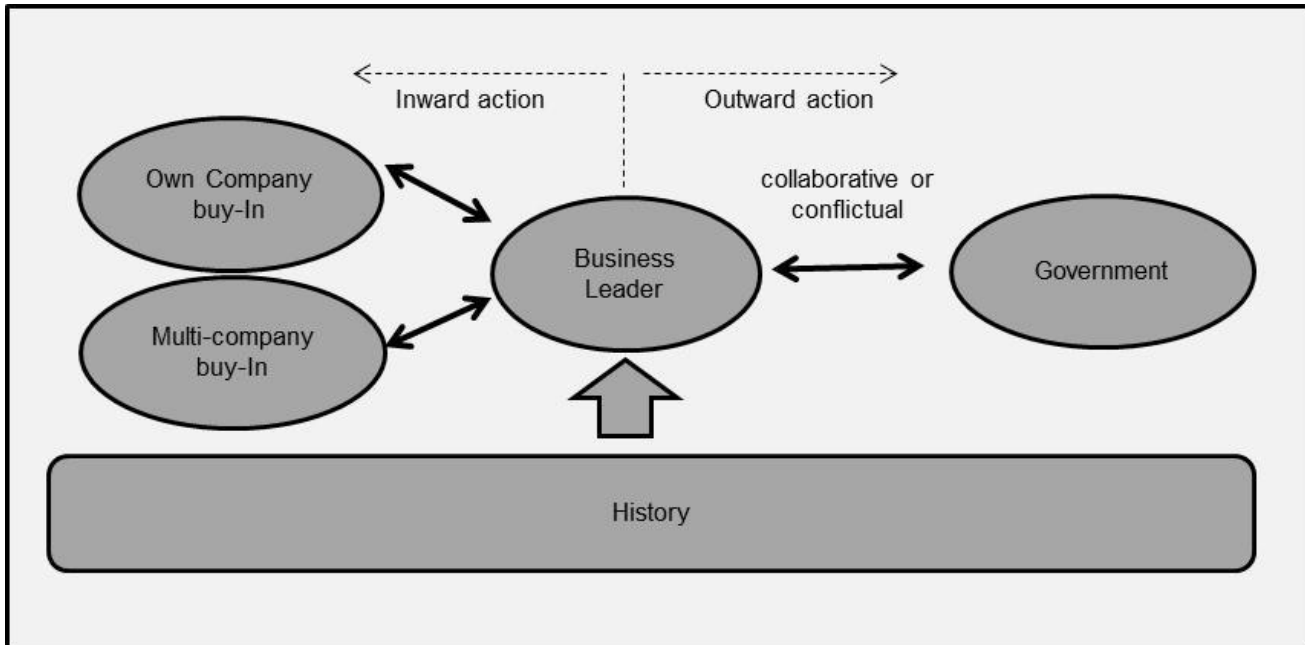
The fourth element of the contextual map is the element of history. The leaders' operate in a fast changing environment that shapes what is possible in terms of boundary crossing work. Business leaders need to understand this history and context as they begin to operate outside of the narrower company frame.

5.3.3 The relationship between business and government

There is a divide in the relationship between business and government. Interviewees spoke of a number of dynamics when describing the practical realities of working with government. There is a strong perception that there is a divide between business and government.

> *"it's common cause that one of the major problems in the country is that there is a gulf between business and government." (Rodney)*

> *"the relationship between business and government in this country is absolutely diabolical." (Grant)*

The divide is underpinned by different ideologies and negative assumptions about respective skills and ethics. The divide is perpetuated by the complexities of race and identity politics.

Government can be difficult to work with and the fluid political winds can blow good initiatives out of the door. There is no shared framework for how business and government should work together.

The difficult relationship between business and government is a product of a divided history. This sectoral divide is not perceived as common in other advanced democratic countries.

> *"I think that's one of the major dysfunctions of our democracy … But in democracies that are really working well, in places like Northern Europe, when you look at what is, what is the framework of that democracy, you will always find that there is a healthy relationship between four systems, the major systems of society; and that's business, that's government, that's civil society, and that's the academics." (Jenny)*

Interviewees spoke of the existence of the divide between business and government going back to 1994 and the first democratic elections.

> *I don't think that it's ever worked, in the last twenty years. I think there have been attempts on conversation, but I can't really honestly put my money and say it's actually worked." (Jenny)*

> *"As a country in the new dispensation since 1994 we have never really addressed the trust issue. We have never addressed what needs to occur to build the trust between business and government." (Simon)*

> *"I don't think we've advanced noticeably with regards to the trust, or the way business is viewed." (Lewis)*

One potential reason for the worsening of the divide is that there is less ideological alignment between the current Zuma government and the Mbeki government when it comes to the role of business. The Zuma administration includes a number of Ministers who come from a trade union and communist background which creates an ideological divide which is hard for business leaders to bridge.

> *"we have to accept that the ANC's ideology came from more from a socialist perspective than a capitalist perspective. You know, so they've always had some reservation about capitalism". (Jenny)*

The divide is built on assumptions that each party has of the other. Business leaders are open about business' own involvement in perpetuating these assumptions.

> *"And the problem is that you are caught between, to put it at the extreme: most business-people thinking that the government is incompetent, and most of the government thinking that business is dishonest." (Rodney)*

> *"So we think they're useless; they think we're crooks. Now that's the divide that you have to bridge". (Rodney)*

> *"It's a difficult one because the divide is caused by mistrust on both sides. You have government that feels business cannot be trusted and they are justified in certain respects because of many things that have happened. I just look at for example the recent findings around the construction industry." (Simon)*

> *"If I go back, I can see that there wasn't a real deep understanding about how black businesses works and I'm talking about the public and private sector. There was a scepticism that these newish business leaders knew what to do." (Andrew)*

> *"Make a contribution and if government is there, wherever you can, give them the glory, but don't rely on them because they will let you down." (Richard)*

The divide is perpetuated by the complex identities of people involved. Everyone is labeled and tied into the divide in some way.

> *"Who is the transcendental leader, who transcends all of that? There just, I can't think of any at the moment." (Rodney)*

One of the constraints on business making a positive contribution is that white business leaders may be perceived as coming from a certain other place, outside of the political system. This drives business and government further apart. At the same time black business leaders are positioned as disloyal and cow towing to white interests if they criticise the government. This makes it complicated for both groups to cross the boundary.

> *"… people like (Senior Black Business Leader) who is pretty effective guy, a real businessman. Can he, can he stand up to the ANC? The answer is no, so why can't he do it? Because enormous pressure is applied privately to say, this is, you know, you're*

letting down the side here. Don't cave in to whitey's interests, you mustn't become a coconut, you know, all that sort of stuff." (Rodney)

Government is perceived as difficult to work with.

"… the most difficult stakeholder is probably in this country; I must emphasise this country; is dealing with the government and being able to make a contribution." (Lewis)

"there is nothing where you can show me where government has been co-operative to business. They see business as – as a problem not the solution.". (Richard)

One issue here is that the new political winds force change. Good functioning partnerships started by the previous administration (the Mbeki government) were changed or dropped completely when the current administration came in (under Zuma).

"when Thabo Mbeki (the previous president) left, the relationship with government died one hundred percent." (Grant)

Finally, the perception is that South Africa has never really built an agreed framework for how business and government should interact.

"When you go to any country, it may be a capitalist or social country or anywhere in between, there's always a code of either written or unwritten conduct between government and business. This country hasn't really done that." (Simon)

5.3.4 The relationship between business leaders and their own company

Whether a business leader acts more individually or in a collective they need to manage the relationship with their own company to ensure buy-in. Some of the issues that exist are an emerging dual identity, time pressures and political pressures.

A business leader will develop a new identity as an activist for change outside of their business. This can become complicated for the company. Watson described how, even though he was acting in his individual capacity on something, the media press would often use pictures of him with a company shirt on.

"You have to have your limits of authority in business … you can't run off and be a maverick. You have to be so careful as to what you say. You have to do that with business as well as your brand as well." (Watson)

The interviewees spoke about two additional elements that need to be managed, time and political pressure. Whether the work is collaboration or conflict does not change the time dimension. Time working on social change activities is time that could have been spent working directly on the goals of the company. At this level of seniority, leaders have some discretion over how they use their time. One respondent resigned from their senior business role to pursue a particularly attractive opportunity for impact. Whilst others have negotiated time away from work when needed.

> *"we had a long discussion and I said … this is going to take a lot of my time and its only right that this is the role I am leading … I have to do this and it's going to take pressure and I am not asking to alleviate anything on my role but I am just asking for some understanding." (Watson)*

In this particular example the company was supportive of the leader's work.

The political pressure is often more intense in conflictual engagements than in more collaborative relationships. And it can be considerable.

> *"… the fight was on. I could sense there were pressures being put on and we were hauled, well not hauled, but asked to go see some influential people in Luthuli house (this is the head office of the governing party, the African National Congress)." (Watson)*

It is particularly important to manage the leaders own company relationship when the work is conflictual. There is the threat hanging over the associated company of losing business from government.

> *"… the one challenge is actually being able to participate and do these things, because all these people are linked to organisations, and so, to be able to do these things, the organisation needs to buy in too. I mean, (associated leader) could not be doing what he's doing now if the board didn't say, look, we back you on this." (Simon)*

There was mixed feedback as to whether government pressure was really an issue. Some interviewees spoke of empty government threats and minimal negative consequences for their respective companies.

> *"Negative impact; where? The previous year I was voted back as chairman, because you've got to be elected and endorsed by the AGM. I think the previous year it was*

ninety-nine percent. The year I made the statement, it was 98.8%. Where is the negative impact?" (Robert)

5.3.5 Business leaders relationship with multi-company partners

One of the challenges in boundary crossing work is the challenge of managing multi-company stakeholders and keeping them on the same page. Business leaders do not think alike nor do they have the same view of what should be done about a situation. This is especially important when acting with other people (and consequently less important when acting alone).

This work of building multi-stakeholder buy-in and commitment may be a challenge for business leaders used to having a clear mandate from the board. This challenge exists in any operating environment.

"So people who talk rather to really, about getting a business view. All countries struggle to get a business view." (Rodney)

"The initiative has been somewhat gratifying but I think the problem there has been in trying to mobilise, or should I say, find consensus among eighty business leaders who really have relatively disparate business interests". (Matthew)

"The fact that business is as fragmented as it is creates an even more complicated environment." (Simon)

There is transient participation in these initiatives especially from senior members of the initiative such as ministers.

"You can't do it with the odd person from business or government coming and going." (Reggie)

One of the challenges is that a business leader cannot require the participation of others nor can they demand certain results. This challenge is similar to the one of working with government.

"There are differences because when you come into that environment where you have diverse stakeholders that come from different backgrounds. For starters, the mandate that you have in a company you have very clearly defined. You are a CEO and you have certain responsibilities that are defined. You have a government structure and framework within which you operate and so on. That's very clear. When you are

involved in putting together different stakeholders, you start without any mandate."
(Simon)

5.3.6 Historical dynamics

Whilst Rodney is correct in that "all countries struggle to get a business view", in dynamic fluid emerging market environments there may be political complexity and engagement that is different to developed markets like the United States or Europe.

> *"And in the western definition of business, I think there is a largely truncated relationship between business politics not necessarily business in the state but certainly business in politics." (John)*

An example of this is the constructive role that business was able to play in the South African democratic transition, particularly between 1985 and 1994. The highlight of which was acting as the secretariat for CODESA, the negotiations process for a new South African constitution and, in many ways, a new country. It is quite extraordinary that business was asked to play this delicate and sensitive role.

From 1984 onwards, a number of business leaders engaged with the moment of history in the 1980's when they sought out the leadership of the African National Congress (a then banned organisation in exile) to begin to talk about a new South Africa (SA History Online, 2013). One such trip was to Lusaka.

> *"I mean the trip to Lusaka … cut the gordian knot. There was huge pressure not to do it, I mean PW Botha pulled every trick in the book to prevent those guys from going up to Lusaka … But they did go and had legitimised contract with the ANC. It also brought into the ANC sort of purview, I think again, they were amazed … these were not aliens from space, yes they were white businessmen, yes they were capitalist ogres but they were also South-Africans and they share the common South-African ancestry and they had common interest of a degree. That really opened a door to lots of things that happened later in the 80s." (Rodney)*

History drives what is possible. For example, by the 1980's the South African economy was concentrated amongst a handful of conglomerates (due to sanctions large companies could not invest globally so were forced to reinvest in sometimes unrelated local industries). The democratic era has broken up many of these conglomerates leading less concentrated power in

the economy. It was easier in the 1980s and early 1990s as the transition to democracy took place for business to act coherently.

> *"…you could put South-African business around a ten or twelve seated table. (Rodney)*

> *"… of course from today's perspective, that was terrible, there were all sorts of means you could criticise it.   But it had a huge bonus in the sense that you could get commonality of purpose." (Rodney)*

In addition, by the mid-late 1980's it was clear to most of business that apartheid was morally wrong and an economic tragedy. This focused everyone and brought people together.

> *"It's much, much, much harder now, because we are much more diffuse business community, much more normalised in some senses, but also with abnormal overlays". (Rodney)*

In the democratic era business is much more divided along sector interests, political orientation, personal values and race. This makes the moment a difficult one for collaborative action.

These are a few examples of the way in which history plays a dynamic part in boundary crossing leadership to advance the common good.

5.4 Effectively managing the boundary crossing context

The second sub-question that needs answering if we are are understand how business leaders can be effective in leading across boundaries to advance the common good, is what it takes to navigate the above context effectively.

Business leaders working across boundaries for the common good need to manage the three primary relationships and navigate the history of South Africa. In addition to this they need the personal (meaning making) motivation and long-term business (instrumental) orientation to drive them to do this.

Managing the first relationship, between business and government, requires bridging a divide. To bridge this divide business leaders need to speak up carefully, build relationships of trust, understand others, gain permission to contribute and set up the structures that can take action forward.

In terms of the second relationship and in order to maintain the buy-in of their own company, senior business leaders need to manage the emerging dual identities of senior executive and societal activist. Leaders need to manage their time-commitments carefully so that the company commitments are met. They must help their senior colleagues understand the issues and work with them to mitigate any negative political pressure on the business. They must be prepared to compromise as the limits of what is possible are encountered.

Then, on the third relationship and when working with other company partners, business leaders working across boundaries for the common good face the challenge of how to bring other company partners along if the initiative requires it. They need to learn to build coalitions and mandates across the diverse business constituencies in a diverse and historically contested operating environment.

Before getting to all of this work, business leaders need a deep motivation to see a better future. This stems from deeply personal beliefs around what is right and wrong, combined with an ability to think long term about the future interests of their company.

5.4.1 Effectively managing the relationship with government

5.4.1.1 Relationship building

Relationship building requires making the first move, using informal gatherings and focusing across factions that exist.

In speaking about how the divide should be bridged Jenny thought that it was business' responsibility to act first and make the first move.

> *"I think the effort should have been more on business' side to actually win the trust of the, of the politician. And I think they, I don't think that was explored because they probably were quite cynical about the capability of these black people who are going to run the country." (Jenny)*

> *"It was the failure of business to engage the ANC and convince them to see why perhaps not, not the kind of cold capitalist society, but some kind of a social capitalist, or a responsible capitalist system is actually a better system for, for the country". (Jenny)*

Informal gatherings were seen as more productive that formal events, pointing to the importance of getting to know people outside of their formal roles and forming personal relationships.

> *"… the ability to meet informally and in as one of the things we plugged away with Mbeki and we only, only did a little bit of it but it was immensely successful. What, what we said to him, let's, let's try and meet, not in these big set piece meetings. And play some golf together, drink something together, have late night sessions. One or two of those were really, really productive. Really productive. Far too little of that happening." (Rodney)*

> *"We had the first tentative meetings, (President) Zuma chose the plenary mode. Which, it just made me cry. It made my heart sink. It is guaranteed not to be productive. A hundred people plus no real agenda, people just talking to their own interest." (Rodney)*

> *"And so, I then led the process of breaking down that barrier. And we, we had a CEO dinner very shortly after we set up; we did one with the mayor, and one with the premiere, and it was, it was really fascinating that he had never met any of those CEOs." (Grant)*

Building connections and relationships of trust should be done across factions and levels in government.

> *"You can't do it with the odd person from business or government coming and going." (Reggie)*

> *"So you, you've gotta try and maintain your independence as much as you possibly can. And one of the ways you can do that is to maintain relationships across factions and provide all of them with positive input, positive feedback, have a positive relationship with all of them." (Grant)*

> *"The other thing from the government's perspective that's very important is that you have relationships with the politicians and the officials. Because the officials stay, the politicians change. In you know the most senior levels in national government, the officials tend to get turfed when the politician gets turfed, but generally speaking, the officials tend to stay in place. And whatever faction fight, or whatever happens, the officials are still gonna be there. And they're the ones that can help you create the relationships with the new, the new incumbents". (Grant)*

5.4.1.2   Understanding others

To be effective, business leaders need to realise that it is not about them. Understanding other people is crucial.

> *"It's not about you, it's about them. It's about, about helping them so they'll help you." (Grant)*

> *"… go right back to that first Steven Covey principle of 'seek first to understand'." (Matthew)*

Managing one's ego is particularly important.

> *"that's one of the things that sticks out for me is around egos. Some guys have just got such big egos and it's 'about them' as opposed to 'about us'. And about self-empowerment, self-importance, as opposed to the act." (Tammy)*

> *"And there's a tremendous arrogance on the part of corporate leadership. So, there's a lot of arrogance, and there's a total lack of understanding of what government peoples'*

strengths are, what their weaknesses are … how their world works. You've really got to get your head around that, if you want to start having relationships." (Grant)

Understanding the worldview and political realities of senior government officials is integral.

"But then the bigger thing is that, as much as any of us think we know about politics, we are not politicians, and politicians survive; not on the basis of what is necessarily right, or necessarily ideologically, even, true. They survive on the basis of being able to circumvent the obstacles to their progress. And so, you talk to a cabinet minister about a specific issue, and that person, if they're open, will put a whole bunch of things on the table that you haven't even begun to think about." (Matthew)

" … so in a society like South-Africa, the ability to talk to politicians and to get inside their heads, understand their drivers and imperatives, have the people and EQ abilities to sound like you're coming from their world, not from some alien world … most politicians … they don't understand business, they haven't been in business they're highly distrustful of business people and primed to all sorts of conspiracy theories ... How do you transcend that and seem to be speaking from their world?" (Rodney)

"I said that politicians know nothing about business. The converse is also true … I'm sure if I said to a politician and I said do this do that, he's going to explain why this is not possible … I never make a political appointment based on whether this person likes me or not. But I don't have to, I'm not elected by the staff." (Lewis)

Business leaders interviewed showed a willingness to be critical of business' part of the problem. As bridge builders they are aware of the ways in which each sectors actions and perceptions reinforced the divide.

5.4.1.3   Working to be allowed to help

To be successful an initiative must be owned and driven by government. Business leaders have little role power in this boundary crossing work. They must rely on their own ethics and reputations alone.

"I think that's where a lot of miscalculation lies. The CEO's think that because they run big companies, because they employ tens of thousands of people that they have a support base out there." (John)

"… unless an initiative is owned by government, it is an add-on, it is a 'nice to have', and it will almost certainly get lost or shafted when the minister changes…" (Rodney)

A few of the interviewees spoke about the art of working to be allowed to participate. This may be a frustrating reality for business people used to not needing permission to participate.

Because business leaders working for positive social change are often stepping into the context of other stakeholders, there is a need to build a receptive relationship with potential partners, especially government.

"In my position if you're dealing, trying to make a contribution … to the public service, you are only as good as you are allowed to be." (Lewis)

"So, I think if you want to, we are playing a very limited role, very limited, and our impact is very muted 'cause I don't think the environment is created for us to contribute …" (Lewis)

Not all of the interviewees were as frustrated with this dynamic. Many had found the environment receptive to their input.

"Initially I thought that I would be different and that my roles in other organisations would make it challenging for me to be heard and for my views to be, shall we say, respected but in truth that has never been the case." (Andrew)

A few of us came together and said: what could we do about this … we are all passionate about the need to improve (things) and government seems to be extending its hand and opening the avenue for citizens to get involved in working with government." (Simon)

Some interviewees had found a way to connect and be allowed to contribute.

"You have to try and remain politically independent, as much as you possibly can, and provide positive input; become known as somebody who provides positive input without political affiliation … to any kind of faction or party or anything like that." (Grant)

5.4.1.4   Setting up the right structures.

Relationship building is often done well by structured intermediary organisations. These are set up as a collective platform to catalyse new thinking and action. This places the complexity of

this political and social work in a body designed to do it and means the company or leader him or herself does not need that competency.

"Build the bridges and relationships. And then you know I'd often get calls … saying "Can you open the door here?" Because they just don't, it's not in their day-to-day life to have a relationship with politicians. Or with officials. So it's nice for them to have somebody that they can go to outside of their business. So we've developed stronger relationships for a whole bunch of them and can take advantage of those relationships. So you can create an environment where you can take some of that messiness outside of your organisation." (Grant)

But the senior executives need to buy in to these intermediary entities.

"then the CEO has to work also connect to it and actually believe in it … if it's going to make a difference. Because if the CEO thinks it's a thing you've just gotta tick a box for, it's gonna be very ineffective." (Grant)

It is useful to get together, not just informally, but also formally around specific projects. This can help to surface false assumptions and misunderstandings.

"so when you get politicians … they're highly suspicious. Then they come, for about a year they say look what these guys are debating. They spend more time on customer service, fairness to the customer, that type of thing. This is actually for real. It's all very rational, very rational and business-like. And obviously, it allays their fears." (Lewis)

"The perception was that we within the organisation were going about things in a particular way with a particular agenda but as soon as the new board members arrived and they were brought into the first meetings … Immediately there was a sense of, my goodness this is not what we expected. We did not realise that you had these agendas, A, B, C. We thought they were X, Y, Z". (Andrew)

Structure matters. It is not all about stakeholder buy-in and dialogue. Stakeholders need to come together around a formal process.

"… it doesn't necessarily require engagement from a whole range of different stakeholders, but all of it does require a process and a structure … to take effect, so whether you're looking at the (Initiative A and B); these wouldn't work if they were just concepts. They have to have a process and a system and a structure within which they

fall, otherwise they just become talk-shops, and become dialogues that don't result in anything, you know. So the dialogue is important as an initial step, but it's how you take that forward." (Tammy)

5.4.1.5   Speaking up (carefully)

Relationships with government can be excellent, built on shared assumptions and ideas about what is needed. But sometimes business leaders mentioned the art of raising difficult issues. Business leaders are aware that the private sector also has many of its own issues to resolve but this does not detract from raising some difficult issues. Leaders are advised to test their ideas with others in smaller settings before going public. It is important that the outspoken business leader gets their hands dirty in trying to improve things. This prevents them being seen as sniping. They must stay independent to ensure their views are trustworthy. It is important to realise how speaking up now may constrain action later so leaders need to remain strategic and impact oriented. Leaders speaking up need to take care and avoid sensitive terms. It also matters who speaks as much as what is said.

Although speaking out in opposition to some element of government may not at first glance be seen as an act of bridging, it is constituted as such in this research report. This is because it brings to the fore critical issues and opens the door to resolution of those issues. Many people may feel that speaking out against government may perpetuate the divide. But it is argued here that what perpetuates the divide is the absence of any form of conversation. A conflict oriented conversation is a better bridge than no conversation.

Robert defended the importance of speaking up, even from outside of the system and even though it may be heard differently by different stakeholders.

"… some have told me that, who has ever… changed any edifice by shouting from outside, and my response is I'm not shouting. I'm just articulating a point of view, and my other thought would be; who has ever changed the system from inside? "(Robert)

Interviewees believed more courage was needed on the part of business leadership. Ultimately there was a deep sense of the importance of standing up.

"Have the balls to do it." (Richard)

"… my head is still on my shoulders … if you go there, and suck up to them, because you want to have business, we feed this corrupt monster". (Robert)

There is contradictory evidence about the real risks to the company. Whilst all executives who act in conflict with government stated that they would do it again and that there is a moral imperative to act, all of those still in a senior business role, had only had one or two significant incidents of conflict. This would suggest that once they have put their heads above the parapet, they do not do it again, perhaps for fear of compromising their business responsibilities.

One positive benefit of standing up to government is that, when done right, employees and customers may see the company and the leadership as having moral integrity, especially if the position taken is broadly popular. Companies, being communities of people, can potentially be energised by believing more deeply in the place where they work. And customers may react positively to the actions taken, cementing their relationship with the brand.

Publically speaking out requires tact and nuance.

> *"Well when I'm on a platform, I try not to go out on a limb" (John)*

Business leaders may test their thoughts privately and in smaller more intimate settings before speaking publically.

> *"I think most leaders are rehearsing when they speak privately and they get confirmatory responses or not and then they might you know muscle up the idea of speaking out individually, although some of them speak to it anyway. Some are quite outspoken but certainly are looking for or often look for some kind of collective support." (John)*

It is hard before something is said or published to gauge the potential response. There is a feeling that business leaders tend to 'snipe' at government and are not productive and positive in their engagement.

> *"I think business tends to do in this country far too much is snipe, without actually getting stuck in. And it just plays into all the stereotypes. You know. Whites don't wanna to accept the things of change, etc. etc. You know, you're just greedy capitalists , and that kind of sniping doesn't actually help. "(Grant)*

Sometimes business leaders are pulled into the public domain by something they said or wrote.

> *"… it hit the headlines of The Star (a daily Johannesburg newspaper) on that day in June and wow suddenly I got sucked into this debate." (Watson)*

Positioning ones views as independent and broadly critical is a safer and potentially more productive strategy than focusing on one sector or an individual.

> *"And there we tackled some quite tough subjects that were politically seriously charged; I ended up getting into trouble with both COSATU and the ANC and the DA, so I knew I was doing the right thing." (Grant)*

> *"… instead of saying the union is really out to lunch I tried to balance it and I tried to make it a logical thing … I tried to do that because there is a danger in this thing if it becomes personal." (John)*

Intermediary entities, joint bodies of business and collective committees are unlikely to speak out on difficult issues.

> *"…that is one of the interesting things about business, is that collective bodies, institutions, representatives are all run by committees and all are democratic within reason and very seldom will say anything that's particularly hot unless they have a mandate." (John)*

CEO's may have more capacity to speak up in their individual capacity than on behalf of the company. This is an important reason why negative views are most often expressed by senior executives acting alone.

> *"CEO's always have to have a mandate whereas CEO's in their individual capacity sometimes say more which is a very interesting dynamic." (John)*

There are trade-offs in speaking up. This may constrain later action.

> *"If I look back at the eighties even though people like me … would have been called progressive leaders, we seldom took the risk of really going out on a limb and I suppose if I think back very personally … the calculus I made … is I don't want to shut myself out of on-going influence by having a moment of impact. I'd rather build a longer term sustainable impact." (John)*

You need to be strategic before raising issues. Will it actually have an impact?

> *"On the other hand; if you are going to be critical of players and matters. Or critical about issues then you've got to weigh up your likely responses and whether it can have impact. Because to raise it without having impact is, just to make noise, which is worth*

doing at one level just to conscientise people. But if you're really trying to be strategic …
then you've got to sit and weight up the pros and cons." (John)

"… I suppose all companies have to get to a point where they have to look to – can you
back a maverick CEO, maybe you can. Eventually you get to a point where you say look
we have to play it safe. We were seen as being seen as, having a go at government
unfairly. I think we were having a go at government fairly okay." (Richard)

After receiving some severely negative feedback from the President and the governing African
National Congress, one senior business leader reflected on the experience and the trade-offs
between raising consciousness (which was achieved) and eliciting a negative response from
senior politicians.

"Look if I had to have that again, I wouldn't have done it in that way. I mean, it
apparently wasn't the right way to do it, but did it create the consciousness?" (Richard,
implying that it did)

Whilst there are definitely cases of people being targeted for speaking up there are ways of
making a contribution that don't elicit a strong counter reaction.

"We've got an examples of that have been very unfortunate. On the other hand, certain
people have been able to speak out within certain boundaries and have been heard.
(Specific leader) would be one, for example, he's raised the question of CEO pay and I
don't know where it's gone to in amongst the top cats of the industry but he's not been
criticised for it. (John)

Conversing productively even in collaborative initiatives is difficult.

"You've got to be asking questions so that you can see it, and then when you do put
your point down, to be able to balance, being firm, but polite and contradictory without
being confrontational; I think that requires another whole range of emotional intelligence,
and it certainly requires you to bite your tongue a lot of the time." (Rodney)

Individuals in government can be very sensitive to the use of certain words. There has been a
harsh sometimes aggressive response to business leaders who hit a sore spot. The relationship
between these leaders and the corresponding government parties do not happen in isolation
and words mean differing things in different contexts. The history of race relations, political

tension and personal differences is a context that shapes every conversation between every business and government leader. Business leaders often discovered this by accident.

> *"… it remains something that I'm very careful about. It remains something that I approach with due care when I'm making statements that might be regarded as coming from a developed or corporate background and maybe over the years and it's been 12 years now, I've learnt to adapt my own way of thinking." (Andrew)*

On another occasion a few years ago, Tony Trahar, the then CEO of Anglo American used the term 'political risk' to describe the dynamics of operating in South Africa. This angered the then president who criticised and strongly defended the government in public. This incident was mentioned by interviewees.

> *"And then of course, one of the big things is that there has been outright attack on outspoken business people. I mean, it started with Tony Trahar and it has gotten worse, so, you know, we don't have a political order that's very open to criticism or feedback." (Matthew)*

> *"So, and then again this mindless reaction to that; I said to him in hindsight, I said if you'd used the word sovereign risk … it might have (been better)… okay, just one word. But it was a totally surprising, uncalled for reaction." (Lewis)*

In the work that business leaders Rodney did around crime, government was very sensitive to the word 'crisis' in describing the situation.

> *"I was at a meeting where there were probably, I think, four of five cabinet ministers and I happened to say; I happened to use the phrase that 'we have a crisis in crime in the country', and (a senior leader) got up and screamed across the room and said: "What are you talking about a crisis. There's no crisis. A crisis is when there's anarchy in the streets." (Rodney)*

In an advertising campaign a company got into difficult waters with the African National Congress because of some of the elements of the campaign that were experienced as critical of government.

> *"I think the actual ad and that, was great. But I do think the way… that there could have been more strategic thinking around the wording, and the reason why I say that, and I…*

I'm thinking particularly about… because there are different ways to achieve an objective so, and you don't necessarily have to rock the boat, to get a response." (Tammy)

At some point the conversation needs to become authentic and tackle more substantive issues. But interviewees were unsure how to do this without derailing a delicate process of reestablishing trust.

"So we haven't actually put our stake in the ground with any big issues. We kicked against some legislation last year; labour stuff and it buckled. I think that we need to do it again, but I don't think that we've, you know, we've tried to be perhaps more conciliatory, instead of saying; there's a time, when, as business … we should be saying 'no'." (Matthew)

"… we never ever, ever, in five years of going there, talked about the real issues, we never had pointed discussions. It was always too cozy." (Rodney)

Who speaks matters as much as what is said. This is hard for interviewees to accept. The history of the country means people get labeled and this constrains and enables action.

"I think with the legacies of apartheid…remember we are in the moral low-ground. One thing I've learnt in life; never get yourself into the moral low-ground. Now I didn't get, I suppose, being white and male, I suppose I didn't get myself into the moral low-ground; never agreed with apartheid but I got a label" (Lewis)

"Cutifani (the current CEO of Anglo American) now he's an Australian so I think there's a little bit of an advantage - he just doesn't have that big apartheid label hung around his neck every time he speaks. When I go along its, it's all white capital and apartheid …" (Rodney)

5.4.2 Effectively managing the relationship with the leader's own company

Whilst the interviews spent the largest amount of time discussing how to manage the relationship with government, two additional relationships emerged as important to manage. These were with the leader's own company and then with multi-company partners. Managing the relationship with one's own company is described briefly here.

As mentioned earlier, business leaders face the challenges of dual identities, political and time pressures. To resolve these challenges they spoke of the importance of having transparent conversations with their senior colleagues.

Because the CEO role carries such significant and pressing responsibility it may be easier to engage in social change leadership from a non-executive position. The chairman or a board member would have more discretionary time and space to undertake interesting social change work.

> *"It's interesting, the pressures of running a business or organisation like (this) absorbs a huge amount of your energy, your emotion, and your ideas, and that's what the chief executive's main job is, is to make sure that you are doing the right thing for the organisation. The Chairman often has much more freedom because they don't have the same binding daily grind so they are able to spread out a bit." (John)*

In saying that, many of the leaders interviewed are in the CEO role or have been in this position whilst being more engaged. Whilst there are clearly time management issues in this situation, they did not mention them as particularly important and above the other challenges of being successful at social change leadership.

This is particularly because they felt that time constraints were not a legitimate reason for lack of action. Senior business leaders are used to time pressures and have some discretion over when they need to be in the office.

> *"We're not talking here about people that are needy, (they have) more flexibility because of their division around time; if they are committed to it. So if you go and ask, you know, a CEO who's not in the least interested in this stuff; they will give you twenty reasons why they can't make it." (Tammy)*

Interviewees confirmed this need to talk openly with their own company.

> *"We had a long discussion and I said Keith this is going to take a lot of my time and its only right that this is the role I am leading" (Watson)*

> *"I've tried to make sure on the Exco that some of the philosophy I'm bringing into any public debates is at least shared in the Exco. I don't mean shared by commitment but understood that I'm airing them." (John)*

When business leaders act alone in collaboration with government, building more friendly partnerships, there are fewer risks to the company, especially in terms of government push back.

There are also potentially positive consequences for companies when senior business leaders involve themselves in boundary crossing social change work. Whilst most leaders spoke of the long term advantages of building a more productive business environment there are a few short term benefits that come through. There can be advantages to business when their leaders gain line of site into how government works and the real issues facing the country. This allows the senior team in the company, at Board and Exco level, to depend less on the newspapers for their sense of reality and depend more on directly visible dynamics. This can help shape company strategy.

5.4.3 Effectively managing the relationship with multi-company partners

5.4.3.1 Building coalitions

Business leaders may be used to leveraging the power of their position and their ability to reward and coerce followers. In this environment, where followers are not 'reporting' to a leader, leadership requires a different capacity. Respect and humility matter.

> *"if you say … it's all of our problem and I don't even know if I can fix it. You know humility was an important aspect of all of this." (Nancy)*

Credibility is essential in building multi-company buy-in.

> *"The only thing that you might have is some credibility that enables different people from different walks of life to want to come together, to want to listen to you, or to believe that you have good intentions, that you are well meaning and you are not driven by some agenda. In my case when we hosted this national education dialogue here, we were self-appointed." (Simon)*

> *"So even in the public domain you've got to keep earning credit. You can't just be at war all the time. You've got to be seen to do things that are constructive, effective and that's the way people build up credibility.". (John)*

> *"No one said you must go ahead and do this. The minister or government or the unions did not appoint us. We appointed ourselves and that therefore requires a certain level of*

credibility to be able to do that. We had consulted with a number of people before that. That's the major difference." (Simon)

Mandate building, as mentioned in the previous section, is crucial across the differing partners.

"There are differences because when you come into that environment where you have diverse stakeholders that come from different backgrounds. For starters, the mandate that you have in a company you have very clearly defined. You are a CEO and you have certain responsibilities that are defined. You have a government structure and framework within which you operate and so on. That's very clear. When you are involved in putting together different stakeholders, you start without any mandate." (Simon)

"… you have to have a clear mandate." (Watson)

The work of multi-company coalition building represents one of the key tasks and challenges of leading for social change. This is true for any moment of time but it is complicated by the current business landscape. Senior business leaders are not naturally strong in this area of work. Some struggle with this and become frustrated. Others are able to make the shift and act diplomatically to develop collective action.

Nancy suggests a number of things are required to develop collective action.

"there are several ingredients. The one was you had to be able to help them articulate problems that they were experiencing". (Nancy)

This is a form of framing and 'languaging' of action that helps the business leaders see the opportunities for impact in their own way. She also points to the importance of helping business leaders to develop practical action steps in a messy and complex field.

"successful leaders are not myopic in their focus and their measure of success for themselves or for their businesses". (Nancy)

5.4.3.1   Setting up intermediary entities

As was the case with structuring action across boundaries with government, interviewees spoke of the importance of intermediary bridging organisations. These are particularly important for structuring multi-company engagement.

Intermediary entities or collaborative platforms are crucial and mentioned by all of the respondents who spoke about multi-company buy in. They serve a few important goals. For one, they separate out the work of company leadership from the work of boundary crossing leadership. They also provide a different identity or 'hat' under which a business leader can work. This affiliation provides a limited degree of independence which can be used to engage government and other partners more productively.

It also allows for the financing and staffing of the work. And in this staffing, people can be hired who really understand the nature of bridging divides between business and government and achieving results through more diplomatic means.

There is a need to support the leaders who head up intermediary associations and initiatives. These initiatives need to be staffed by people with the courage to push for change. They in turn need the support of the companies that sign up.

> *Let me explain this from a (my institution) point of view if you put someone with courage into these associations they have to be backed up by the business that funded this association." (Watson)*

The act of building momentum amongst multiple stakeholders may decrease the ability of the initiative to raise difficult issues.

> *"… so to try and find issues around which that diverse group of people can coalesce, is difficult, and so we've tended to do some quite generic things, and we've avoided the hard conversations." (Matthew)*

> *"Okay so you end up with the lowest common denominator you have to keep everybody on board. Not everybody is motivated to stay on board. They – they've got different agendas." (Richard)*

Managing multi-company buy in is difficult and time consuming. It may also be new work for a senior executive. But there are upsides in terms of the momentum that can be built and the differing styles that each person or institution brings.

> *"Because there's a critical mass of people with their own influence bases, their own resources, their own political network, their own business network, their own saying we are doing this together and we think it needs to be done. If any of us had done it on our own, we would have absolutely failed and different people have led it at different times and in different ways." (Nancy)*

5.4.4 Motivation to lead across boundaries

Beyond the specific competencies that business leaders need to manage the relationship with government, their own company and with multi-company partners, there is one cross cutting element that emerged as crucial - motivation. It is important to understand what motivates these business leaders to become so involved because it is not part of the narrower mandate of business. Some leaders seem to have the right motivation for this work whilst others don't.

> *"I'm not surprised, maybe I'm disappointed that the perception particularly at that level, around … I do my bit. It's really government's responsibility, and they're messing up, and, and all of that. There's still very much that perception in… not all, but it's still out there …" (Tammy)*

> *"we need to understand what drives these individuals who do it. And even more importantly, what drives those who don't get involved. Then we will know what we have to shift." (Nancy)*

> *"Was it a question of being in the right place at the right time. Is it luck? Is it family history?" (Reggie)*

> *"If you have gone through this (social difficulties) yourself, does it make a difference?" (Reggie)*

The interviewees expressed both meaning making (personal) reasons and instrumental (or firm-level strategic) reasons based on Klandermans' (2008) typology for why people join social movements. It is interesting to note that the motivation of group identity did not emerge.

5.4.4.1 'Meaning making' motivations

In terms of what motivates the actions of senior leaders, the largest category of responses is grouped under 'meaning' making reasons. These related to issues of values and personal belief systems.

"if your values and your identity say you respond in a particular way, say you are particularly conservative or particularly enlightened you may have a little or lots of legal room but that's one of the starting points." (John)

"there's something there that, within your DNA, makes you want to do something like this … I think it probably boils down to a very, kind of like, deep values-based." (Tammy)

"they want to be part of something and linked to a deeper purpose." (James)

"there's a lot of different departure points. They may be cultural, they may be political, they may be otherwise, and they'd be purely, you know, a professional, such as lawyers do. But for me as a businessperson, I consider myself a conscientious citizen." (Robert)

Personal history and experience also played an important role in shaping these meaning making motivations.

"the critical mass of black people in the, in the private sector, probably started with my generation. So because I have been in that position, and because I have sort of been the bridge, I have felt some degree of responsibility." (Jenny)

"when you look back you look for the trigger point and I don't know where it is if it's in society but one thing that is clearer to me when I look back is that I have always been a questioning person right back when I was youngster questioning why." (Watson)

Andrew spoke of more personal reasons that emerged specifically towards the end of his career.

"I was very privileged in coming from a top corporate organisation, for my career, which meant that I could afford to spend some financially unproductive time in my retirement." (Andrew)

5.4.4.2 Instrumental motivations

The second largest category for reasons that interviewees mentioned for being involved was instrumental. This refers to their perspective on the role of a senior business leader in ensuring a functional operating environment for their company. It is practical rather than idealistic or values driven. Reasons in this category refer not the personal value system of the leader but to the responsibilities of their senior role in a company. These reasons are more strategic and outward looking than the meaning making reasons mentioned above. This category is akin to enlightened self- interest. It is also linked to thinking long term.

> *"if you're running a very big company one of the biggest, the top ten, you can quite easily justify to yourself and the board and your management team, a very large match because if you're a very big employer then the education is directly important to you." (John)*

> *"you need leaders who are not just focused on their own, who are not myopic in their focus and their measure of success for themselves or for their businesses." (Nancy)*

> *"So getting involved in what might not be 'sticking to the knitting', is for me not a deviation from the core. It may even be a way of enhancing the core." (Robert)*

An enabler of greater motivation was the ability to see impact. Business leaders are used to operating in a decisive and action oriented environment and to seeing results.

> *"we spend so much time trying to get the big picture right, which we haven't been able to do in almost anything. We spent all our energy and creativeness there and fail, rather than just getting on and lots of little seeds" (Richard).*

There are meaning making and instrumental motivations for involvement. But there are also counter-motivations, inhibitors or barriers to doing more. These are detailed below.

5.4.4.3   Counter-motivations or barriers

A number of interviewees spoke of the constraints on wanting to become involved in public work.

There is a lot of pressure on senior executives to perform more narrowly and focus on the day to day and short term strategy of the organisation. There is also the pressure and pleasure that comes from making money. Many black South African executives are building wealth as the first generation out of poverty. This is an important counter-focus to social impact work.

"a lot of black South Africans are first generation wealth, they spend a significant portion on family commitments." (James)

Senior executives may not be as commercially tied to the success of the country now when compared to the past. Companies are more mobile and global in their outlook. It is possible that they do not depend as much on the success or failure of the country as they did in the past. This may be particularly true of South Africa, where business activities were significantly constrained by sanctions and by Apartheid. This 'forced' senior executives to participate in national reform efforts, efforts they may be reluctant to engage in now because they can succeed without everything working in their environment.

"You know, I think a lot of people have mentally migrated from South Africa. They regard this as a legacy business …" (Rodney)

The reality of 'migration' also touched on family. With many of senior executives children potentially living and studying overseas, there is less that ties them to the success of the country.

"And you know, and you think about something like "All these kids are abroad!" Most of these people are here, they can operate here, but their stake for the country is limited." (Rodney)

An additional barrier to engagement is that senior executives are unsure of how to make a difference and are reluctant to engage in a sphere of work for which they are ill prepared. They are successful where they are and their social activities may not work out so well.

"… because, that I mean, there's no way in my late years I wanna go now and get involved in this messy game." (Grant)

5.5   Differences between business and boundary crossing leadership

Some traditional business competencies align well with the new context of leadership whilst new capacities are also needed.

"No, there's absolutely new skills" (Matthew).

Others spoke of overlapping elements across both leadership contexts such as vision, values, urgency and passion.

"Now as for the skills and expertise, I believe there is a great deal of actually overlap. You've got to be, I think, in both instances, you have to be beckoned by a vision." (Robert)

"You have to mobilise people to believe in your vision in business and to follow you down that road. You have to do exactly the same here in a way there are so many similarities." (Watson)

"And most of the values actually cut across. To a certain extent, that in running a (large company) I have to be a person of integrity." (Robert)

"I think we do need that burning platform. Without that, I think change is incredibly difficult to affect life." (Nancy)

"You need passion for the country, for the subject, and for the area. You have to have people who see solutions or want to see solutions as opposed to people who always see problems." (Simon)

Business leaders need higher levels of interpersonal and contextual insight, than in normal routine business, to be successful when crossing boundaries on behalf of the common good.

"you got to have CEO's who technically competent, high level management skills, but with this range of other extra skills, communication, people, political annuls, ability to put their selves in the shoes of government, understand what political drivers are, understand the dynamics of the labour market, this is quite a high order, set of demands, and it is greater in emerging markets because things are moving and developing faster and there's more flux." (Rodney)

"... because you are working within a circle where there's so many variables. One day the union is in, the next day it's out. One day the textbook scandal is sorted, the next day… you know, there are just so many things going on." (Tammy)

Business leaders are not prepared for this boundary crossing work by their experience inside the company.

"One of the CEO's I asked how much of your time is focused (on the broader operating environment)… And he said 80% … And I said how were you prepared and he said I

wasn't. So there's it. It's a big issue. The problem is, it comes suddenly. You go from being a mine manager, to being a director to running a business." (John)

They need to be more patient about the speed of change than they are accustomed.

"The pace is different. The pace is slower because it requires a lot more consultation both within the organisation and with stakeholders." (Andrew)

"You have to have the right people there. People that have got patience, that can put up with the frustration, that can play the political game horses for courses." (Richard)

"… when you are here, if you make a decision and you want it implemented ... You immediately…the ship's engine picks up and you can feel it under your feet. I think sometimes, you know, in the political arena, you don't even feel a shudder. So it's a very difficult environment." (Lewis)

"I have found that if we have a strategic session we have a lot more discussion about whether a particular strategy is likely to succeed and whether we are going to implement it and action it so our strategy session will therefore take more than one or two sessions … Yes, it does take longer to get things done but it looks to me as if you get more buy in earlier on in the process than coming up against brick walls later on in the process." (Andrew)

"For the most part, the experience has been desperately disappointing." (Matthew)

Business leaders are impact oriented and action focused. They may also be frustrated with the lack of progress around public issues. They want solutions.

"If you can't get the model right with the impact clear then money is not the problem - we are pissed off putting money down a hole." (James)

One interviewee believed it was not worth the effort to do all the high level work. Innovation and disruptive change comes from below, from new ideas outside of the mainstream.

"My philosophy is that for things to work there have to be to lots of small little seeds planted and we spend so much time trying to get the big picture right, which we haven't been able to do in almost anything. We spent all our energy and creativeness there and fail, rather than just getting on and lots of little seeds." (Richard)

Business leaders need to act in more democratic ways than they may be accustomed to. The interviewees mostly spoke of the frustrations associated with more diplomatic less action oriented work.

> *"business leaders are doers, business leaders generally get excited by seeing something that they think is going to work and deliver the results and they're very easily and instantly irritated and bored and alienated by things that that feel like a political conversation." (Nancy)*

> *"You need to operate in a certain framework of a democratic process, which by nature is very time consuming. It involves multiple consultations with multiple stakeholders. It takes time. You need to invest the time, evenings, and weekends consulting with various people. (Simon)*

> *"That's what Truman said about Eisenhower when he became the president. He said poor old Dwight. You know he's been a general. He'll issue, instruction and nothing will happen, he won't understand why …" (John)*

They need to leverage the media (carefully). Leveraging the media is important in terms of spreading the initiative. Executives who may have been shy of speaking regularly in the media may need to become more comfortable and leverage the media attention for sharing the initiative.

> *"We know the power of the media so we know we have to use every opportunity." (Watson)*

In working with the media, business leaders need to learn to be careful in expressing themselves.

> *"So coming back to your words and the way you articulate, the way you express yourself it's very important. If you get onto debates on radio and stuff then you have to make yourself clear. Vocabulary is very important and not one of my strengths." (Watson)*

5.6   Conclusions

This chapter focussed on how business leaders can be effective in leading across boundaries to advance the common good. Three sub-questions were explored:

- What is the context facing business leaders who lead across boundaries to advance the common good?
- What is required to navigate the context effectively?
- Are the capacities needed to run a company the same as those needed to navigate the context effectively?

The findings are summarised in the model in Figure 4 below.

Figure 4. Managing the three relationships of boundary crossing work to advance the common good

Business Leader ←→ Government

Working with government requires relationship building, understanding others, working to be allowed to help, setting up the right structures and speaking up (carefully).

Business Leader ←→ Own Company buy-In

Working with one's own company requires balancing dual roles together with time and political pressures. Transparent conversations with senior colleagues are essential.

Business Leader ←→ Multi-company buy-In

Working with multi-company partners requires the ability to build coalitions through building one's credibility and working with humility in a more democratic way. Intermediary organisations are important enablers.

History and Context

Motivation: Business leaders are motivated by deeply held values about the importance of making a broader contribution and also by the long term future of their companies.

Business leaders face a complex, new and challenging terrain in leading across boundaries to advance the common good. The terrain comprises of three relationships.

The three relationships are with government, with their own company and with other companies involved. Each relationship has its own nature and management demands.

There is a divide in the relationship between business and government. The difficult relationship between business and government is a product of a divided history with business and government often coming with different ideologies. The divide is strengthened by different negative assumptions about respective skills and ethics and the complexities of race and identity politics. Business leaders acknowledge their own responsibility to change this and believe they should make the first move. Government can be difficult to work with because the fluid political winds can blow good initiatives out of the door. There is no shared framework for how business and government should work together.

The second relationship that needs to be managed is the one with the leaders own company. This relationship involves emerging issues of dual identity, and time and political pressures. Transparent conversations with senior colleagues are essential.

The third relationship area is the multi-company relationship. The main issue here is that companies do not act together easily on behalf of the common good and have different perspectives on the issues. Working with multi-company partners requires the ability to build coalitions through building one's credibility and working with humility in a more democratic way. Intermediary organisations are important enablers.

Chapter 6: Discussion of results

6.1   Introduction

In this chapter the results of chapter five are compared, through looking at alignment and differences with the concept of Public Integrative Leadership as described by the special edition of Leadership Quarterly, Public Integrative Leadership: Multiple turns of the kaleidoscope (Crosby and Bryson, 2010a).

> *"As we see it, this is the basic challenge of integrative public leadership — defined as bringing diverse groups and organizations together in semi-permanent ways, and typically across sector boundaries, to remedy complex public problems and achieve the common good."* (Crosby and Bryson, 2010a, p 211)

This study has focused on the idea of 'boundary crossing to advance the common good' drawn from this literature.

The key question that is to be answered is:

- Does Public Integrative Leadership adequately describe the boundary crossing leadership of business leaders working to advance the common good?

This question has three sub-questions which define the structure of this chapter.

- How does the context facing business leaders compare with the context of Public Integrative Leadership?
- How do the capacities needed to navigate the context compare the capacities described by Public Integrative Leadership?
- What does Public Integrative Leadership say about the difference between the capacities needed to run a company and the capacities needed to navigate the context (of boundary spanning)?

A quick summary of the findings of each element is provided. Elements of the Public Integrative Leadership concept are then compared with these findings.

The comparison of Public Integrative Leadership is made at the level of sub-question rather than at a more detailed level of analysis of each part of what emerged under the sub-question. It is argued that going to an additional level of detail loses 'the wood from the trees'. Sub-question

is a more comparable starting point because trends and patterns start to emerge from the findings and these can then be compared to trends and patterns in the literature on Public Integrative Leadership.

For example, Public Integrative Leadership is compared with the general pattern of answers to the first sub-question (What is the context facing business leaders who lead across boundaries to advance the common good?) and not to every single issue that came up in the findings. Where Public Integrative Leadership aligns and where it differs from the sub-question answer in the findings is indicated.

6.2   The boundary crossing context facing business leaders

This first part of question two is concerned with how Public Integrative Leadership compares with what was found in mapping the context that faces the business leaders interviewed. Chapter five highlighted the finding that business leaders face a complex, new and challenging terrain in leading across boundaries to advance the common good. The context comprises of three relationships underpinned by a complex history.

The three relationships are with government, with their own company and with other companies involved. Each relationship has its own nature and management demands. There is a shared and unshared history that underpins this dynamic.

There is a divide in the relationship between business and government. The difficult relationship between business and government is a product of a divided history with business and government often coming with different ideologies. The divide is strengthened by different negative assumptions about respective skills and ethics and the complexities of race and identity politics. Government can be difficult to work with and the fluid political winds can blow good initiatives out of the door. There is no shared framework for how business and government should work together.

The second relationship that needs to be managed is the one with the leaders own company. When undertaking cross boundary work for the common good, the relationship between senior executives and their own company is generally better (than with government) with shared histories and mental models. This relationship can be compromised by the complexities of an emerging dual identity, and time and political pressures.

The third relationship area is the multi-company relationship. In terms of the terrain, these relationships are not described with the same complexity or texture as the first two relationships. The main issues that emerges is that companies are unaligned and that they used to be more aligned in the 1980s and early 1980s. Companies do not act together easily on behalf of the common good and have different perspectives on the issues and different risk appetites.

The leaders' experience of history and the present day forces of history were described by business leaders. South African leaders operate in an extremely fluid historical moment in which the forces of history manifest in everyday life.

When the context of the business leaders interviewed is compared with the context of Public Integrative Leadership, as defined by multiple authors (Bono, Shen and Snyder, 2010; Crosby and Bryson, 2010a; Crosby and Bryson, 2010b; Fernandez, Jik Cho and Perry, 2010; Morse, 2010; Page, 2010; Ospina and Foldy, 2010; Redekop, 2010; Silvia and McGuire, 2010), there are some elements that correspond well whilst other elements emerge that may extend theory. These similarities and differences are described below.

6.2.1 Alignment with Public Integrative Leadership

Public Integrative Leadership effectively describes the shared power and relational context facing the business leaders in this study. These two specific areas of 'shared power' and 'relationships across difference' are consistent with the results of this study.

6.2.1.1   Shared power

In this complex world there are shared power dynamics at play. The leaders interviewed have experiences that correspond well with the idea of a shared power (Crosby and Bryson, 2010a). John used a metaphor to describe this reality.

> *"That's what Truman said about Eisenhower when he became the president. He said poor old Dwight. You know he's been a general. He'll issue, instruction and nothing will happen, he won't understand why …" (John)*

> *"… when you are here, if you make a decision and you want it implemented ... You immediately…the ship's engine picks up and you can feel it under your feet. I think*

sometimes, you know, in the political arena, you don't even feel a shudder. So it's a very difficult environment." (Lewis)

All of the articles on Public Integrative Leadership explore this dynamic in some way. Two quotes to support this are provided below.

"a shared-power world, each of the individuals, groups and organizations affected by complex, intractable public problems have only partial authority to act on them and lack the power to resolve them alone". (Ospina and Foldy, 2010, p 292)

"In other words, the power to adopt and actually deliver effective solutions is shared among sectors and organizations within the sectors." (Crosby and Bryson, 2010, p 211)

Business leaders cannot achieve results through command and control, when crossing boundaries to advance the common good. Their normal powers to reward staff members and control resources or even their sense of legitimacy are significantly constrained. They are often acting without a mandate without a mandate. This shared power dynamic is most constrained when they work with government who have the mandate to resolve public issues. Some government officials are antagonistic to business leaders' involvement in public issues for historic and ideological reasons or because of misunderstandings and different assumptions.

6.2.1.2   Relationships across difference

Because there are shared power dynamics connecting across difference is important. The leaders interviewed spoke extensively about building relationships with other stakeholders. This was especially the case with government where a large divide exists. But it was also with multi-company partners and sometimes even their own company.

"I think that's one of the major dysfunctions of our democracy … But in democracies that are really working well, in places like Northern Europe, when you look at what is, what is the framework of that democracy, you will always find that there is a healthy relationship between four systems, the major systems of society; and that's business, that's government, that's civil society, and that's the academics." (Jenny)

Jenny's comments above indicate the need to build relationships across the different sectors. Many of the articles on Public Integrative Leadership grapple with how relationships can be built. Two quotes illustrate this.

> *"Collective action is, therefore, essential, but it cannot happen without first connecting across differences." (Ospina and Foldy, 2010, p 292)*

> *"Another notable aspect of integrative leadership enacted by individuals throughout the cases is the development and use of 'relationship capital" (Morse, 2010, p 243)*

Difference exists in the results here particularly with government. This is often due to differences of identity, ideology and assumptions about one another.

6.2.2 Differences with Public Integrative Leadership

There are two main areas of difference between the context experienced by business leaders in the study and the general pattern of findings in Public Integrative Leadership. Whilst the relationship dynamic with government and multi-company partners connects well with elements of Public Integrative Leadership, Public Integrative Leadership is less comprehensive in its discussion of the own-company relationship and the historical dynamics at play.

6.2.2.1 Own company buy-in

Public Integrative Leadership tended to focus more on 'outward' actions to connect across boundaries with others. The dynamics of 'inward' stakeholder management with a leader's own people received less focus despite its strong emergence through this study.

Ospina and Foldy (2010) for example are almost exclusively concerned with external bridging work. Crosby and Bryson (2010, p 223) touch on internal work in their 11th proposition, *"Leaders of cross-sector collaborations are more likely to succeed if they establish with both internal and external stakeholders the legitimacy of collaboration as a form of organizing, as a separate entity, and as a source of trusted interaction among members."* Redekop (2010) touches on this through describing the experience of Helen Caldicott, the anti-nuclear war activist of the 1980s, who through her passion and charisma, inspired countless people to join the anti-nuclear cause. But she was forced to resign from the main body that she led, Physicians for Social Responsibility. She insufficiently managed the dynamics of her own organisation. Managing the relationship with one's own company is essential to business leaders. They are employed by

large public corporations with boards and shareholders who will often have negative views of the leader's boundary crossing public work.

> *"… the one challenge is actually being able to participate and do these things, because all these people are linked to organisations, and so, to be able to do these things, the organisation needs to buy in too. I mean, (associated leader) could not be doing what he's doing now if the board didn't say, look, we back you on this." (Simon)*

The own-company dynamic is driven by the time pressures that working for the common good may add to a senior executives busy schedule. This could negatively impact the company's performance. In addition, if the actions being taken are seen as anti-government, there is the potential to lose business. It is possible that this dynamic is more important in business lead boundary crossing work than amongst other sectors and should be further considered.

6.2.2.2   Historical dynamics

The leaders' experience of history and the present forces of history were described by business leaders. South African leaders operate in an extremely fluid historical moment in which the forces of history manifest in everyday life. This is partly due to the relevantly recent democratic transition. Leaders in business and government, for example, may have been on the opposite (or same) sides of the anti-apartheid struggle (and potentially even military conflict) and this shapes the context of leadership.

Whilst none of the articles on Public Integrative Leadership directly focus on historical dynamics, Crosby and Bryson (2010, p 217) come closest to engaging this issue in their first proposition: "*Like all inter-organizational relationships, cross-sector collaborations are more likely to form in turbulent environments. Leaders will have more success at launching these collaborations when they take advantage of opportunities opened up by driving forces (including helping create or favorably altering them), while remaining attuned to constraining forces."* They describe studies of cross sector collaboration that emphasise 'system disturbances'. Business leaders in South Africa spoke of the relative success of business leadership when making a contribution to the negotiated peace settlement and transition from Apartheid to democracy in South Africa in 1994. This was perhaps the greatest crisis that the country has ever faced. Since this national crisis is linked to the moment of business greatest contribution, the proposition of the importance of turbulence to successful Public Integrative Leadership is confirmed by this study.

The crisis around education in South Africa today is also leading to significant engagement by senior business leaders and corresponds closely with Crosby and Bryson's (2010, p 217) second proposition, that "*Leaders are most likely to try cross-sector collaboration if they believe that separate efforts by several sectors to address a public problem have failed and the actual failures cannot be fixed by a separate sector alone.*"

Historical and contextual dynamics may be more important in transitioning societies and emerging markets. Public Integrative Leadership's current foundation on examples from the United States could be broadened.

6.3   Navigating the boundary crossing context effectively

The second sub-question of research question two was concerned with what it took to for business leaders to be effective and with what Public Integrative Leadership as a concept described.

Chapter five highlighted that business leaders working across boundaries for the common good need to manage the three primary relationships and navigate the history of South Africa. In addition to this they need the meaning making motivation and long-term business orientation to drive them to do this.

Managing the first relationship, between business and government, requires bridging a divide. To bridge this divide business leaders need to speak up carefully, build relationships of trust, gain permission to contribute and set up the structures that can take action forward.

In terms of the second relationship and in order to maintain the buy-in of their own company, senior business leaders need to manage the emerging dual identities of senior executive and societal activist. Leaders need to manage their time-commitments carefully so that the company commitments are met. They must help their senior colleagues understand the issues and work with them to mitigate any negative political pressure on the business. They must be prepared to compromise as the limits of what is possible are encountered.

Then, on the third relationship and when working with other company partners, business leaders working across boundaries for the common good must bring other company partners along if

the initiative requires it. They need to learn to build coalitions and mandates across the diverse business constituencies in a diverse and global operating environment.

At the heart of all this is the deep motivation to see a better future. This stems from deeply personal desires around what is right and wrong, combined with an ability to think long term about the future interests of their company.

6.3.1 Alignment with Public Integrative Leadership

As indicated when discussing 'relationships across difference' Public Integrative Leadership covers many of the human dynamics of leading in a shared power context. Two specific areas of convergence are discussed below. They are the people dynamics and the conflict with government.

6.3.1.1 People dynamics

When the leadership work of navigating this terrain and the three relationships is compared to the various descriptions of Public Integrative Leadership a number of issues emerge. The findings here align closely with the literature on Public Integrative Leadership that refers to the increasing importance of interpersonal and people management skills when comparing cross boundary leadership with organisational or team leadership. Silvia and McGuire (2010) compared the leadership actions of 417 public sector leaders. These were county level emergency managers who have dual roles as the directors of their respective government agency and as peer-leaders in interorganisational emergency response networks. They were able to compare the actions of these leaders across these two differing contexts. They found that whilst the frequency of organisation-oriented behaviours varies widely between agency and networks, leaders in the networks focus more on people –oriented behaviours and less on task-oriented behaviours when compared to leading their agency.

Ospina and Foldy (2010) also highlight people factors across four of their five practices especially prompting cognitive shifts, naming and shaping identity, engaging in dialogue about difference and weaving together multiple worlds through interpersonal relationships. The issue of identity has been well studied in leadership studies (Hogg, 2009; 2012). Naming and shaping identity seems like a useful competency for business leaders who mostly come from very different backgrounds and occupy different societal positions to government leaders.

Morse (2010) also mentions the role of relational capital in this regard. Another important finding of Morse is that integrative leaders act as catalysts and are entrepreneurial by nature. He sees them as civic, public or social entrepreneurs. It is interesting to note that more than half of the interviewees could be described as entrepreneurs and had either founded their company or been brought into an highly entrepreneurial organisation. Many of the companies in which business leaders worked had entrepreneurial founders still involved with the business. The question of whether business entrepreneurs are more likely to become civic or public entrepreneurs and integrative leaders is a proposition that emerges here and should be explored.

6.3.1.2   Tactics for leading

The second area of convergence when looking at how leaders can manage the context of boundary crossing to advance the common good is reflected in the tactics for leading. Page (2010) analyses the leadership tactics of Public Integrative Leadership through examples of civic engagement from Seattle Mayor, Norman Rice. He summarised the collaboration literature to develop three broad tactics for leading collaborative governance initiatives: framing the agenda, convening stakeholders and structuring deliberation. These three tactics align well with the findings from business leaders working across boundaries for the common good.

An example of this was in the framing of the agenda for a schools meeting where Page (2010, p 253) found that, "*In terms of contestation, Mayor Rice and the Summit organisers had to work hard to frame the community meetings as an opportunity to develop a vision for the future of public education, since many participants were apprehensive and frustrated by the busing debate.*"

Although the business leaders did not use the term 'framing' they spoke often of the difficulty of getting unaligned constituencies around the table and of building coalitions and developing mandates.

> *"(The initiative) has been somewhat gratifying but I think the problem there has been in trying to mobilise, or should I say, find consensus among eighty business leaders who really have relatively disparate business interests". (Matthew)*

> *"… you have to have a clear mandate." (Watson)*

Framing has been well studied and is strongly correlated with multi-stakeholder buy-in and movement building (Selsky and Smith 1994; Payne, 2001).

The second tactic of convening is also touched on in the quote from Simon below highlighting the importance of the capacity to bring stakeholders together. Page (2010) found that the convening skill of the Seattle Mayor was correlated with the way in which an initiative was seen as legitimate and therefore successful. The convening skill of business leaders can be more dependent on who they are rather than what they do.

> *"No one said you must go ahead and do this. The minister or government or the unions did not appoint us. We appointed ourselves and that therefore requires a certain level of credibility to be able to do that." (Simon)*

Page (2010) found that the third of his three tactics of structuring deliberation was essential in Public Integrative Leadership. This was also mentioned by business leaders.

> *"They have to have a process and a system and a structure within which they fall, otherwise they just become talk-shops, and become dialogues that don't result in anything, you know. So the dialogue is important as an initial step, but it's how you take that forward." (Tammy)*

Page (2010, p 249)) found that *"for stakeholders to govern effectively they must articulate their views on key issues, consider one another's views, and formulate a joint approach to the issues".* This enactment of structure is also seen as important in Public Integrative Leadership by Morse (2010) in his focus on people, processes and structure and by Ospina and Foldy (2010) in their fourth practices of 'creating equitable governance mechanisms'. Crosby and Bryson (2010) with a theoretical tack talk about 'structure and governance' as essential to success.

In summary, Page's three tactics are well reflected in the experience of business leaders interviewed.

6.3.2 Differences with Public Integrative Leadership

Two areas that Public Integrative Leadership does not cover well are the conflict area (with government) and the importance of motivation in leadership action.

6.3.2.1   Conflict with government

Engaging in work for the common good often brought business leaders into conflict with government. Public Integrative Leadership as described by the eight articles does not cover the dynamics of bridging divides through conflict in depth. None of the authors mentioned it except in the context of resolving differences of opinion across flat structures (through dialogue for example, (Ospina and Foldy, 2010). Crosby and Bryson, in their 8th proposition focus on the importance of conflict management within the collaborative structure, "*Because conflict is common in partnerships, cross-sector collaborations are more likely to succeed if leaders use resources and tactics to help equalise power, to avoid imposed solutions, and to manage conflict effectively.*" Boundary spanning work on behalf of the common good should not be constrained by the literature and research on collaboration. There seems to be a collapsing of all boundary spanning into the work of collaboration. One question emerging here is whether other forms of boundary spanning that are not obviously collaborative, should be considered 'integrative'. Direct action or movement building in opposition to another stakeholder could be considered 'integrative' and 'boundary spanning' or working towards the common good.

Some business leaders spoke of more activist oriented conflict that was one potential strategy to bridging the divides with government. This was sometimes enacted through using the media (mostly newspapers) to call a political leader to account but could involve other forms of outspoken public critique. In one case it involved building a movement to challenge government on the streets and in the courts.

> *"so we said look guys if you going to have this arrogant attitude and fog us off like this then we might need to possibly look at challenging this in court and the response was again, do what you like." (Watson)*

6.3.2.2   Motivation to be involved

Public Integrative Leadership has little to say about leadership motivations despite its importance in this study. The findings here suggests that business leaders see their reasons for participating in boundary crossing work, for the common good, as linked to two main motivations: meaning making and instrumental. Firstly they point to their personal values and care for others and the country. Then they also felt that it was the right thing to do if they cared about the long term future of their companies and respective shareholders. Bono *et al.* (2010)

look at motivation for involvement in community work and found evidence that more active members reported more altruistic motives and more social motives than less active members. They describe how community leadership programmes can lead to more aware and active community leaders.

But little attention is paid by the other articles towards issues of motivation. This could be because government and civil society leaders (from whom Public Integrative Leadership was largely drawn) have a natural home in public work. Business leaders do not. They know how to run companies and make money, not shift social issues and create public value, where public value is used in the same way as common good or public interest (Morse, 2010).

Business leaders need to find their motivation outside of the norms and immediate pressures to succeed in their industry. This work may sometimes act against success in their own business world. The represents a different starting point for action when compared to public and civil society leaders and should be born in mind in the further development of Public Integrative Leadership. A mayor may be tempted to take charge in managing social issues but a business leader will always be seen as a stakeholder rather than the authority on the issue. This may strengthen the importance of being catalytic (Luke, 1998) as opposed to 'take charge'.

6.4   Differences between business and boundary crossing leadership

The third part of the second research question was concerned with whether leading in the way described here is similar or different to running a company and how Public Integrative Leadership covered this issue.

Chapter five highlighted that some traditional business competencies align well with the new context of leadership whilst new capacities are also needed. This study found that both business leaders and boundary crossing leaders require the development of a common vision and personal values and ethics that inspire confidence and respect. Business leaders need higher levels of interpersonal and contextual insight to be successful when crossing boundaries on behalf of the common good. They also need to be more patient than they are accustomed about the speed of change. They need to act in more democratic ways with respect for partners. They need to leverage the media (carefully).

6.4.1 Alignment with Public Integrative Leadership

Public Integrative Leadership does mention the differences between business and boundary crossing work. Sylvia and McGuire's (2010) article looks at the difference between running a state agency and running a network. They find that increased interpersonal skills are important in shared power contexts. Agency leaders use more people oriented behaviours and less task oriented behaviours when leading networks when compared to their own organisations. This aligns strongly with the experience of business leaders in this study who spoke almost exclusively about relationships and people dynamics in describing their work.

6.4.2 Differences with Public Integrative Leadership

Public Integrative Leadership does not discuss the transition between a narrower more vertical (leader-follower) construct of leadership and the shared power world. Business leaders for example are frustrated by the slow speed of this new work area and the lack of tangible outcomes that come with this new domain.

> *"business leaders are doers, business leaders generally get excited by seeing something that they think is going to work and deliver the results and they're very easily and instantly irritated and bored and alienated by things that that feel like a political conversation." (Nancy)*

> *"But, you know they're not a lot of examples, where I can say things were really successful." (Rodney)*

Public Integrative Leadership could be strengthened by exploring some of the literature on leadership transitions. This would help to understand what it takes to move from running an organisation to running a boundary crossing initiative to advance the common good. A large amount of good work has been done in on leadership and identity transitions (Ibarra and Petriglieri, 2010; Petriglieri and Petriglieri, 2010). The literature would be helpful in understanding how multiple selves are managed.

6.5   Conclusions

Research question two was concerned with whether Public Integrative Leadership adequately describes the boundary spanning leadership of business leaders working on behalf of the common good.

Sixteen business leaders in South Africa were interviewed to determine the context of leading for the common good and to determine what it takes to navigate that context. This was done to determine on a practical level, how this important leadership work can be more effective. For leadership scholars it has the potential to extend the concept of Public Integrative Leadership through directly studying business leaders as compared with government or civil society leaders. The empirical inductive findings of chapter five were compared with the special edition of Leadership Quarterly (2010) on Public Integrative Leadership. In this special edition, eight articles explored 'multiple turns of the kaleidoscope' to develop the concept of Public Integrative Leadership. (Bono *et al.* 2010; Crosby and Bryson, 2010b; Fernandez *et al.* 2010; Morse, 2010; Page, 2010; Ospina and Foldy, 2010; Redekop, 2010; Silvia and McGuire, 2010).

In a general sense it does seem like Public Integrative Leadership is a useful concept for further exploring business leaders' engagement in boundary spanning and work on the common good. It adequately describes some of the 'shared-power' dynamics and the in-between nature of the public issues that business leaders act upon. Further work could strengthen some of the conclusions drawn here.

Bono *et al.* and Fernandez *et al.* are the least connected with the practice of boundary spanning on behalf of the common good as described by senior business leaders in South Africa. Although they do raise important questions around leadership effectiveness in large organisations and the motivations for participation in community activity these articles are less cross sectoral in nature.

A number of the propositions of Crosby and Bryson seem to be valuable even in this differing context. In addition all five practices of Ospina and Foldy have some connection with the leadership work. All three of Page's tactics for effective integrative leadership are mentioned at some point by the business leaders as crucial. Sylvia and McGuire's empirical finding that network leaders focus more on people factors and less on task factors is supported by the findings here. Business leaders consistently mentioned the importance of people, relationships and interpersonal skills such as communication as crucial.

Based on this study of boundary crossing by business leaders, a different context to all of the eight articles mentioned, additional issues could be raised for Public Integrative Leadership. It is suggested that:

1. *Public Integrative Leadership could be strengthened by looking at the management of an integrative leader's own constituency. The work of Heifetz and colleagues on 'adaptive leadership' could be useful in this regard (Heifetz, 1994; Heifetz, 2011; Heifetz *el al.* 2009) as it is directly concerned with the limits of authority (or mandate) and the management of loyalties and commitments across different stakeholder groups.*

2. Public Integrative Leadership could be strengthened by looking in more depth at historical issues that constrain or enable collaboration. This is especially the case in transitioning societies and emerging markets where broader social and historical forces may shape what is possible. Public Integrative Leadership's current focus on the United States would be strengthened with more international research.

3. Public Integrative Leadership could strengthen its engagement with the conflict management and negotiation literature. This is especially if Public Integrative Leadership is moved away from the collaboration and public collaboration literature which has been so formative in the development of the concept. Morse (2010) asks the question of whether Public Integrative Leadership is the same as collaborative leadership. Does this constrain the ability to fully describe the variety of activities of boundary crossing on behalf of the common good? Morse suggests that perhaps integrative leadership can become the umbrella term for a range of concepts in boundary crossing leadership.

4. Public Integrative Leadership could connect more clearly with the literature on motivation and social movements especially when discussing sectors of society who rarely engage in public work. This could include apathetic citizens and business leaders. These leaders have no formal requirement to engage in boundary spanning 'integrative' work so must find the internal fire to inspire action. Findings here indicate the importance of identifying and inspiring more business leaders to undertake this challenging but rewarding work.

Chapter 7. Conclusion

Business leaders can be effective in crossing divides to advance the common good, despite this being complex and patient work. They can draw on some of their experience running a company but must learn a number of new competencies in order to be successful. Making money is somewhat similar and somewhat different to making a difference. Conclusions can be drawn for business leader practitioners and for scholars of leadership.

In terms of practice, boundary crossing work requires higher levels of interpersonal skill and the increased ability to better read a fluid historical and political context. In this complexity, three relationships are particularly important to manage: the relationship with government, with one's own company and with multi-company partners.

Working with government requires speaking up (carefully), relationship building, understanding others, working to be allowed to help and setting up the right structures. Working with one's own company requires balancing dual roles together with time and political pressures. Transparent conversations with senior colleagues are essential. Working with multi-company partners requires the ability to build coalitions through building one's credibility and working with humility in a more democratic way. Intermediary organisations can help and are important enablers of effective multi-company participation.

Business leaders who undertake this crucial and sometimes courageous work are motivated by deeply held values about the importance of making a broader contribution and also by the long term future of their companies.

For scholars of leadership, this study confirms the value of Public Integrative Leadership (Crosby and Bryson, 2010a) as a useful concept for exploring leadership in contexts of shared power and divided stakeholders.

The boundary crossing leadership work described in this study most closely aligns with:

- the work by Ospina and Foldy (2010) on five practices to build connectedness.
- The findings of Silvia and McGuire (2010) on the differences between leading an agency and a leading a network.
- The three tactics of integrative leadership (Page, 2010): framing the agenda; convening stakeholders and structuring deliberation.

In addition some alignment is found with Crosby and Bryson (2010b), Morse (2010) and Redekop (2010). Little alignment is found with Bono *et al.* (2010) and Fernandez *et al.* (2010).

Public Integrative Leadership could be strengthened by looking:

- at the management of an integrative leader's own constituency. The work of Heifetz and colleagues on 'adaptive leadership' could be useful in this regard (Heifetz, 1994; Heifetz, 2011; Heifetz *el al.* 2009).
- at historical issues that constrain or enable collaboration. This is especially the case in transitioning societies and emerging markets where broader social and historical forces may shape what is possible.
- at the conflict management and negotiation literature. This is especially if Public Integrative Leadership is positioned differently from the public collaboration literature which has been so formative in the development of the concept.
- at the literature on motivation and social movements because this is important for business leaders who are not necessarily inclined towards complex public work.

A final suggestion for further research, it is proposed here that entrepreneurial business leaders are more likely, than managers, to take the risks involved with boundary crossing to advance the common good. This could be looked at in subsequent studies.

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Appendix A: Main Interview Guide (Phase II)

A. General Experience Questions

Understanding the interviewees general experience

- I would like to talk about 'ABC' initiative. Could you tell me about how it started and what it is about?
- Collaboration can be frustrating but also achieve great results. Could you tell me about the greatest success you have achieved. Something that could not have been achieved without the collaboration.
- What in your opinion makes for effective social change work across sectors?
- How have you experienced differences of opinion or different cultures across participants involved?

B. Relationships

How do the private sector leaders secure connectedness needed for collaborative social change?

- Could you tell me something about the relationships across the different organisations involved?
- What is your relationship with the people you partner with?
- Do friendships across divides matter?
- How do you resolve differences of view and conflict amongst partners/participants? Could you give me an example?

C. Learning

What do the leaders need to learn to manage the transition to catalyzing collaborative social change?

- Tell me a bit about what have you learned from your involvement?
- How have you personally grown?
- What have other people and organisations involved learned?
- Could you tell me about the most difficult moment for you personally in this collaborative initiative.
- What is different about leading in collaborative multi-sector environment as compared with how you have experienced leadership in narrower business settings?

Appendix B: Typical Example of Coded Interview

Appendix C: Codes and Categories from First Round of Coding

The following are the codes and code families that emerged in the study. These were later organised into the three relationships (See Appendix D) and resultant themes. All were substantiated by multiple comments and quotes from interviewees.

1. Leadership Capacity

   - Motivation (and strategy)

   - Mindset

   - Competency

2. Landscape

   - Government

   - History

3. Effectiveness

   - Allowed

   - Effect or Ineffective actions

   - Trust and relationships

4. Global experience

5. Way of Operating

   - Rational vs Emotional

   - Tactics and Methods

   - Conversing (Ways of)

6. Government is Brutal

7. Ethics of Business

8. Gaining legitimacy with others

9. Getting buy in from own company/exco

Appendix D: Three Relationships Model in Development