

RESEARCH

REPORT

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Postgraduate Research Philosophy at The DaVinci Institute

Outside of the contribution towards knowledge, postgraduate research at The DaVinci Institute primarily aims at resolving work-based challenges and contributing to the professional development of managers and leaders who will be able to conduct transdisciplinary research that will produce innovative and cutting-edge management solutions to business-related challenges faced at national and/or international levels that offer a return on investment at both a social and economic level. In essence, the research development agenda at DaVinci serves to enable management and leadership professionals to realise their true potential by:

- Developing research acumen that would enable students to contribute applicable knowledge in their field of study and derive practicable solutions to the challenges they face;
- Acquiring expertise and critical knowledge in an area at the forefront of the field, discipline or practice and the ability to conceptualise new research initiatives, and create new knowledge or practice;
- Developing new methods, techniques, processes, systems, or technologies in original, creative and innovative ways appropriate to specialised and complex contexts;
- Identifying, addressing, and managing emerging ethical issues and to advance processes of ethical decision making, including monitoring and evaluation of the consequences of these decisions where appropriate;
- Producing substantial, independent, in-depth, and publishable work which meets international standards, is considered new or innovative by peers, and makes a significant contribution to the discipline, field, or practice; and
- Acquiring competence to design systems and develop technology and innovation-related activities to meet transformational imperatives and targets.

Message from the Executive Chairperson and CEO of the DaVinci Board

I am honoured to present the DaVinci Institute 2023 Research Report. The creation of this document is a testament to the innovation and tenacity of our students, faculty, and the wider community of professionals that makes up the fabric of our DaVinci community. It provides examples from many projects that have been diverse in content and impactful, pointing towards our commitment to finding solutions that matter through work-related transdisciplinary research.

At DaVinci, we dedicate ourselves to producing experts in the field of management and leadership who are capable of researching and addressing problems at national and international levels. It is through the research outputs of this year that we display and pronounce our commitment to contributing meaningfully to the social and economic landscapes by providing workable solutions that spur innovation and transformation.

We have seen excellent work in areas as diverse as the performance of infrastructure projects, the sustainable development of communities, the adaptive intelligence of organisations, and enhancing financial inclusion. These are not just academic milestones; they are the building blocks of a more promising future for South Africa and beyond.

Our approach is guided by, amongst others, the principles of Mode 2 knowledge production, emphasising practical, impactful research. As you read this document, you will experience our commitment to the fostering of an environment where ethical decision-making,



Mr Frik Landman
Executive Chairperson and CEO

innovation, and collaboration thrive. We remain focused to keep driving the path toward a more inclusive, sustainable, and prosperous future.

Specifically, we take pride in the progress made toward the establishment of the Societal Regenerative Research Centre, filling the gap that exists currently in academia in relation to community needs, fostering sustainable development and regeneration in our societies. The SRRC will become a beacon of hope for addressing the pressing challenges of our time through evidence-based research and transdisciplinary collaboration.

All these many successes are because of the hard work of students, staff, and faculty. We have been able to achieve this because of the commitment and focus on striving for excellence. Looking forward, we remain steadfast in our mission to advance research that links theory and practice, tackling the multi-faceted challenges and 'wicked problems' of our world with creativity and determination. Our shared values guide us as we dedicate ourselves to shaping a brighter future for all. Thank you for being part of our journey and for your meaningful contribution.

Message from the Chairperson of Senate

I am pleased to present the DaVinci Business School's latest Annual Research Report, showcasing our students', faculty's and broader network's practice and leadership in the fields of leadership and management. At its essence, the story is a jubilant journey, with research seeking an innovative quest while simultaneously contributing to the national transformation agenda, echoing through diverse cultures and the shared desire for a brighter future. The research output in the past year is a testament to the transformative power of knowledge, urging scholars and visionaries to compose a new dawn - a canvas painted with the hues of shared heritage and collective destiny.

This year's research achievements exemplify our commitment to research with impact. Our scholars have engaged in projects that directly address the needs of businesses and communities, ensuring that their findings are not only confined to academic journals but are implemented to drive tangible change. The success of our research endeavours is measured not just by publication metrics but by the positive transformations they inspire in the world.

Our journey has been one of relentless pursuit of excellence, driven by a vision to create leaders and managers who are equipped with the knowledge and skills to navigate the complexities of a rapidly changing world. The research conducted at DaVinci Business School is a beacon of innovation, embodying the principles of Mode 2 knowledge production, transdisciplinary collaboration, and impactful research.



Professor HB Klopper
Chairperson of Senate

Looking back at these achievements over the past year, I must warmly thank our people, without whom none of this would have been possible and who consistently go the extra mile to anticipate and respond to the needs of societies.

As we look to the future, we remain committed to advancing research that bridges the gap between theory and practice, addressing the pressing challenges of our time with creativity and determination. Together, we will continue to pave the way for a brighter, more inclusive, and sustainable future, guided by the shared values of integrity, excellence, and community.

The integration of Mode 2 knowledge production will continue to be at the forefront of our agenda, ensuring that our research is not only relevant but transformative. We will continue to prioritise transdisciplinary research that breaks down silos, encouraging collaboration across diverse fields to address the multifaceted challenges facing our world. By fostering research with impact, we will ensure that our work not only contributes to academic discourse but also provides practical solutions that benefit businesses, communities, and society at large.

Message from the Chairperson of Senate

Till date, good progress has been made with the establishment of the Societal Regenerative Research Centre (SRRC). The SRRC aims to foster community-based research, sustainable development, societal regeneration, holistic education, and integral research in Africa, with a strong emphasis on transdisciplinary leadership aligned with the Sustainable Development Goals (SDGs) and the South African National Development Plan (NDP). Aligned with DaVinci Business School's vision and mission, the SRRC will serve as a bridge between academia and community, mobilising stakeholders to take action towards societal transformation. The SRRC will contribute to leadership that prioritises social and environmental justice by advancing theory through evidence-based research, cultivating a generation of leaders who demonstrate integrity, transparency, and accountability in all their actions. The establishment of the SRRC is just the beginning.

In conclusion, the journey ahead is filled with promise and potential. With the dedication of our talented researchers, the support of our partners, and the shared vision of our community, we are confident that DaVinci Business School will remain a beacon of excellence in research, driving meaningful change and fostering a better, more sustainable future for all.



Message from Programme Manager: Postgraduate Research

It is my pleasure to humbly salute all who may read this report on mainly student research outputs at DaVinci. It also highlights the research outputs and related activities of alumni as well as staff/associates of DaVinci. The report covers the period 1 April 2023 to 31 March 2024. I trust that in future it will consistently cover such an annual output of research related activities.

I briefly describe the current approaches to research at DaVinci. The approach is mainly informed by systems thinking, and transdisciplinarity against a backdrop of the humility that 'we do not know what we do not know' and an openness to life-long learning and improvement. This is aptly captured in the Japanese philosophy of Kaizen. This is found appropriate through continued research and practices that are essential in a world that some describe with acronyms such as VUCA, others as BANI, yet others as RUPT, and still others as TUNA. These acronyms signify the exponential rate at which knowledge is multiplying and becoming accessible to society. They should also indicate to us that uncertainty at present and in the future is a given.

The Research Office takes pride and places a premium on supporting all students, staff and associates undertaking research. Our appreciation is conveyed to our programme learning coordinators, Mr Future Ngwenya and Dr Raymond Toga. We provide several opportunities for our stakeholders to prepare themselves in matters of research, through research proposal workshops, research seminars, capacity development workshops,



Professor Paul Singh

Head of Programme: Postgraduate Research

deepening the discourse, supervisor and examiner's fora. The broader network of researchers and business sector are invited to participate in Masterminds, and the Doctoral Showcase events held online. We ensure that we are engaged with our research communities and aligned to current and future phenomena and trends that can be studied through the lenses of our TIPS® Managerial Leadership Framework, amongst others.

It is encouraging to witness a growth in our postgraduate candidates pursuing either a Post Graduate Diploma in Business Leadership, a Master's Degree in Business Leadership or the Management of Technology and Innovation, or a Doctoral Degree in Business Leadership or Management of Technology and Innovation. In the near future we will be commencing with a Post Doctoral Programme that will enable us to appoint post-doctoral research candidates or alumni to conduct much needed business or community-based research projects and initiatives. I trust that we are on the path to making major contributions to and through our research initiatives at DaVinci.

RESEARCH AND POSTGRADUATE OFFICE



Prof Paul Singh

Head of Programme: Postgraduate Research



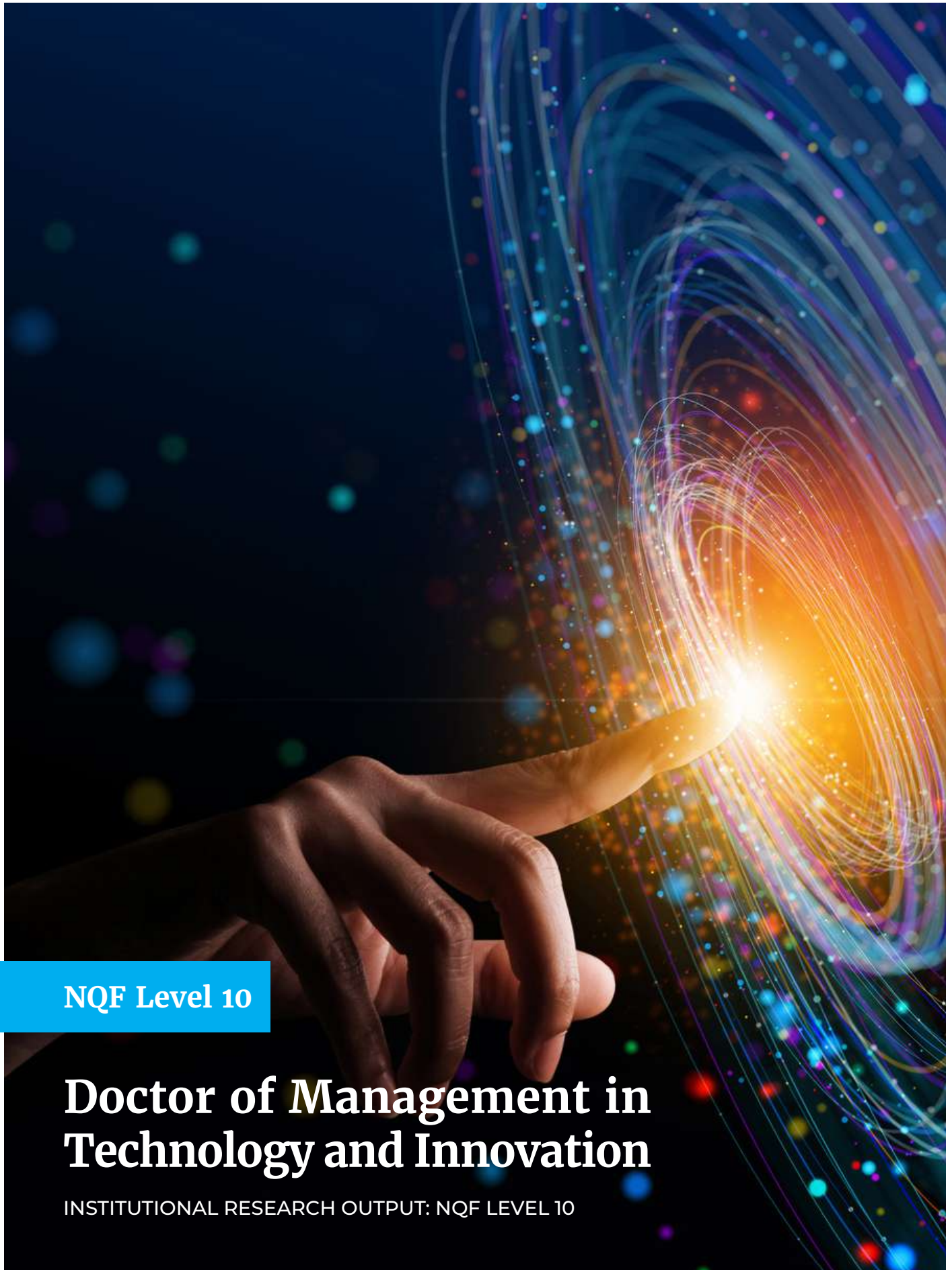
Dr Raymond Toga

Learning Coordinator (Doctoral)



Mr Future Ngwenya

Learning Coordinator (Master's & PGDip)



NQF Level 10

Doctor of Management in Technology and Innovation

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 10



BRUNETTE, Clifford

Thesis

Adaptive-Intelligence Learning Architecture: Utilising an African Aphorism to increase organisational adaptive quotient.

Abstract

This study investigated the challenges that organisations face within an exponentially disrupted environment. The research problem studied is the incapacity of organisational learning systems to increase their adaptive quotient. The problem encases the growing possibility of the dehumanisation of organisations through vast technological disruptions. The study aimed to describe a novel learning architecture utilising an African aphorism that could increase organisational adaptive quotient.

The qualitative study was based on post-positivism and metamodernism within conceptual relativism and a social constructivism research philosophy. A blended research methodology using hermeneutic phenomenology and grounded theory was applied to distil the phenomenon, telling the story of the life experience of the research participants in their current and foreseeable future work. The study's findings indicate that most learning efforts lack an intentional focus on Organisational Adaptive Quotient.

Most Organisational Learning Systems (OLSs) show low connectedness and collectiveness, indicative of a slow reaction to problem ecologies. There is a general ignorance of the Coherence-CorrelationDynamic required within learning efforts. Most OLSs do not actively promote the Adaptive Intelligence of their people system. Finally, Requirements for a learning architecture that can oscillate between enabling the OLS and energising the OLS were identified.

The study conceptualised an Adaptive-Intelligence Learning Architecture (AiLA) framework. The AiLA framework advocates an organisational learning system that weaves adaptive intelligence into its learning efforts beyond competency improvement. Through its focus on organisational adaptive quotient, the AiLA places African Humanness at the centre of the learning system to provide energy to the architecture in combating system entropy.

Supervisor

Dr R Viljoen

Link to thesis

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MAKHURA, Nare

Thesis

Shorter-term international mobility as an instrument for career advancement of next generation, emerging and established researchers in South Africa.

Abstract

The mobility of researchers constitutes a critical aspect of the internationalisation of higher education, with current literature focusing predominantly on the benefits associated with long- and short-term visits abroad. The study made a significant contribution to the body of knowledge in the field by examining the value of Shorter-Term Mobility (STiM) (less than one month) in advancing academic and research capacity of researchers at South African universities. Utilising a series of quantitative research methodologies, the study conducted a critical analysis of the impact of mobility programmes of the National Research Foundation (NRF).

The results clearly demonstrated that STiM contributes directly to research career development of researchers, beyond only advancing inter-personal and intercultural skills – specifically the number and quality of research outputs produced in collaboration with international partners; the ease with which established researchers use STiM for international exposure of postgraduate students; the rate at which researchers attract additional sources of funding; the recognition emerging researchers receive exemplified by NRF rating; and the manner in which researchers sustain international partnerships post the STiM funding period.

Comprehensive recommendations were conceptualised for effective coordination and management of STiM, with direct bearing on the future planning, management and resourcing of NRF mobility programmes, and on the higher education sector in South Africa. The study confirmed that efficiently coordinated and properly managed STiM advances long-term sustainable collaboration for transformative internationalisation of higher education, with immediate implications for government and funding agencies as enablers of the internationalisation practice.

Supervisor

Dr A Stroebel

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**MHONDIWA, Tonny****Thesis****A framework for measuring the performance of infrastructure project delivery for a state-owned company in South Africa.****Abstract**

The study focused on the measurement of performance of infrastructure projects across project life cycle. The research demonstrated that critical success factors, performance indicators and success metrics in infrastructure projects can be tailored to predict performance. Infrastructure projects are complex and require extensive capital budgets, and often fail to meet their intended objectives. The research culminated in developing a framework that mapped key success factors, performance indicators and metrics to measure and monitor the performance of infrastructure projects for State Owned Enterprises.

The framework fosters integrated prompt decision making; systematic tracking of performance; probe self and others in problem solving, stimulate desired engagements in project teams and stakeholders. The framework will assist project practitioners to select and tailor project success factors to deliver infrastructure projects successfully. The study found that agile interaction in a systematically infused environment in the management of technology, innovation, and people in the workplace fosters best practices and competences required for a successful infrastructure project delivery.

Successful implementation of infrastructure projects naturally co-creates value and benefit through fostering integrated multicultural diversities cutting through the entire global world. By closing the gap on project failures, the framework contributes significantly to project infrastructure development for state-owned entities.

Supervisor

Prof M Tshehla

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MOODLEY, Charlene

Thesis

Spiral Dynamics Integral and Value-Driven Behaviours: an inquiry into how change manifests at Krost Shelving (Pty) Ltd.

Abstract

This study entails an inquiry into a change process at Krost Shelving, in respect of Spiral Dynamics Integral (Human Niches) and Value Driven Behaviours. The researcher adopted a qualitative research approach and applied Grounded Theory methodology. The primary purpose of this study was to consider Value-Driven Behaviours during vicissitude. A social-constructivist ontology and interpretivist epistemology were adapted.

Twenty-one semi-structured interviews were conducted. A Spiral Dynamics questionnaire was used to provide insight into the way people adjust to change. Open ended coding, axial coding and selective coding were conducted. Categories that emerged were triangulated with literature. An Inclusivity of Change Framework was derived. It was found that anxiety, depression, stress, worthlessness, and a loss of confidence are Value Driven Behavioural factors contributing to the success, or failure of organisational change initiatives. For organisations to remain competitive it is necessary to constantly adopt to changing life conditions and therefore to frequently anticipate planning for, implementing and living with change.

Human reactions to change are underpinned by the Beige Human Niches – a system preoccupied with survival. In Beige, humans cannot execute organisational tasks or even relate to others. It was recommended that insights gained from Human Niches and how change impacts value systems, are critical for effective change processes. Communication, leadership development, reasons for implementing new systems and the segregation of duties, are pre-requisites for changes processes. This thesis places the human element and individuals at the centre. Without employee co-operation, vicissitude and change become highly improbable.

Supervisor

Dr R Viljoen

Link to thesis

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NTOBA, Elias

Thesis

Towards responsive governance: mapping a framework for enhanced service delivery in urbanised municipalities – insights from the Northern Cape Province.

Abstract

The thesis was based on discussing the influence of governance on service delivery in five urbanised municipalities in the Northern Cape Province, South Africa. The study was inspired by the fact that there are numerous service delivery and governance challenges, such as aged infrastructure; inadequate provision of water, sanitation and electricity; and maladministration in these urbanised municipalities.

The study utilised a qualitative research design in the form of a case study, and employed semi-structured interviews to gather and analyse primary data from senior officials and public representatives, as well as data from the literature review. The study observed that the municipalities are closed-minded organisations that focus on operations, and there was poor participation and cooperation amongst stakeholders. Other major findings were a lack of capacity amongst the stakeholders, and poor strategic orientation. Services are viewed as prescribed material services and a directive leadership approach is followed. These findings formed the foundation of the Sustainable Municipal Governance Framework developed by the researcher to help the municipalities under to address the shortcomings of a poor governance framework and the service delivery challenges they face.

This will improve their organisational resilience through application of the TIPS Framework. Furthermore, the study recommends that urbanised municipalities should be adaptive and transformative to meet the needs of communities, and that they should take a holistic and systems-based approach to strengthen the role of all stakeholders in participating in the Integrated Development Plan and ensuring alignment between the priorities, activities, and impact on visible service delivery.

Supervisor

Dr B Nyamkure

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SWARTZ, Mthuthuzeli

Thesis

Institutional dislocation of morality in governance: a diagnostic study of Buffalo City Metropolitan Municipality (2014–2019).

Abstract

The study accounted for the prevalence of ethical and moral dislocation at the Buffalo City Metro (BCM). It investigated why in close to three decades, poverty, unemployment, inequality, and corruption are still being stigmatised in Africa, especially in the black community. The study is based on the Motlanthe High Level Public Hearings Panel and the Auditor General South Africa (AGSA)'s reports which have released various statements that confirm the state of moral and ethical dislocation at the BCM.

The study followed the interpretive research method using a variety of techniques. The data was collected using structured interviews that were informed by the qualitative research design. Despite in some cases where the responses were delayed by the virulent COVID-19 pandemic, the structured interviews proved to be effective. They focused on the acts of corruption that were committed by officials and politicians. Secondary sources were also used to complement or validate the obtained empirical data. The data was cross-analysed using a thematic approach which proved to be valuable for this study. The empirical data paints a depressing picture of the BCM. The data exposes the attempts by the executive to mislead the BCM Council and the AGSA.

The data also points to the conscious attempts by the unethical leadership to undermine the governance structures to achieve their own ambitions. Furthermore, the data shows that this picture is not limited to the BCM. Rather, it is a microcosm of the state of the local government nationwide. It shows that the ruling party is at war with itself as the local elections are marked by mafia style intraparty executions and deadly branch meetings where there is fighting for positions which often results in the 'political killings' of councillors and officials.

The grassroots are the victims of these circumstances as the interests of the poor play a second fiddle to self-interest. In this study, the researcher proposes a Local Government Performance Matrix (LGPM) to attempt to resolve the problems in governance, as well as in the leadership, and to check the oversight in BCM from a multi-layered intervention approach.

Supervisor

Prof M Kanyane

Link to thesis

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VAN RENSBURG, Henk

Thesis

Programme Management of Enterprise Transformation Programmes as experienced in the public sector in South Africa.

Abstract

The study “Programme Management of Enterprise Transformation Programmes as experienced in the public sector in South Africa” investigated the life experiences of programme managers of IT-enabled enterprise transformation programmes in the South African public sector. The study followed a qualitative research design approach and used grounded theory as its mode of enquiry. The findings led to a systemic understanding of programme managers and their unique contexts and challenges, the role of the public-sector organisation, as well as the influence of departmental stakeholders on the broader delivery of IT-enabled enterprise transformation programmes.

The study illuminated challenges and factors that inform the lived experiences of public-sector programme managers. Several institutional factors exert negatively on the performance of programme managers, especially the bureaucratic demands of stringent legislative and regulatory regimes in respect of finances, procurement, and human resources. The study established that programme managers generally experience difficult relationships with programme stakeholders, with departmental line manager relationships being the most complex and possibly the most disruptive. The study also determined that the impact of strategic assumptions and decisions concerning organisational change and the adoption of a programme approach for enterprise transformation initiatives are significant.

The study concluded that public sector entities embarking on the programme management journey have control over key institutional management and administrative policies, procedures, and conventions to positively influence programme delivery. It proposes an institutional framework with recommendations which, when applied by public sector institutions, should contribute to an improvement in the lived experiences of programme managers. It should also improve success rates of public sector programmes, and be beneficial to programme managers in the private sector.

Supervisor

Dr A Maneschijn

Link to thesis

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VAN ZYL, Jacqueline (Posthumous)

Thesis

Uplifting of the working poor in South Africa.

Abstract

African females in the cleaning industry form a large part of the working poor category in South Africa. Elevated levels of unemployment and low level of education required enable employers to recruit new employees effortlessly, actively negating the need for skills development and impeding the ability of this demographic societal group to break the poverty cycle. A relativist-subjectivist ontology and constructivist-interpretivist epistemology were adopted. Grounded Theory methodology was applied.

Twenty-two in-depth interviews were conducted with 22 African females working in the contract cleaning industry between 12 March 2021 and 13 May 2021. Rich stories and data were rendered. The theoretical underpinning was provided by Spiral Dynamics, Karpman's drama triangle and theory on personal authority. Open, axial and theoretical coding were applied as data analysis methods. Triangulating data from the primary research with constructs from the literature review added rigour and congruence to the grounded theory research. Findings indicated that African females could acquire better life and work conditions and more lucrative jobs by empowerment through training programmes and competency building. Conditions are that cleaners accept personal authority for their advancement, seek and apply for training and show their availability and willingness once opportunities arise.

Finally, the research output presents a competency-building framework as a proposal for application in the contract cleaning company, which also served as the research site. It is recommended that the competency-framework developed is implemented on the various levels indicated to provide hope for this segment of society that can also be called "the silent industry."

Supervisor

Dr R Viljoen

Link to thesis

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**VARDHAN, Desiree****Thesis****Sports coaching realities in South Africa: an exploratory study.****Abstract**

The researcher was interested in understanding why athletes continue to subject themselves to non-professional sports coaches who are often unqualified and inexperienced. The purpose of this research was therefore to explore the sports coaching realities in South Africa by engaging national athletes, national sports coaches, and national sports coaching leaders as research participants. The researcher gathered data by means of a qualitative methodology, supported by a grounded theory mode of enquiry.

The primary and secondary data was collected by means of three cohorts during the period 2014 – 2019. The data was analysed by means of the Atlas.ti software. The contribution of this research can be summarized with the emergence of five themes relating to the sports coaching experiences of individuals and groups within the sports fraternity in South Africa. These themes subsequently formed the core structure of a proposed draft conceptual framework for the development of a sports coaching system in South Africa.

Resulting from the study, stakeholders within the South African sports coaching fraternity formalized three communities of practice: an academic community of practice (involved in a Bachelors degree in sports coaching as well as a Master's programme specializing in sports coaching), a professional community of practice (involved in the establishment of South African Sports Coaching Association (SASCA)) and a development community of practice (involved in the establishment of the Sports Coaching Lab (SCL)). The intent of all the above is to support the advancement of a robust and professionally formalized sports coaching system, reflecting an identity and mindset relevant to its surrounding ecosystem.

Supervisor

Prof B Anderson

Link to thesis

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FANI, Molefe Isaac

Thesis

Business models for business strategy implementation: A Gauteng provincial treasury framework.

Abstract

Although the South African Government adopted the National development Plan 2030 (NDP) as a guide for implementing strategies at national, provincial and local levels, it seemed that the NDP was not structured and was insufficient to ensure the implementation of strategies reaches the set goals and achieve required outcomes. Correspondingly, there was little scholarly information and understanding about a business model for strategy implementation in the Government Department.

Thus, this study considered the contribution towards empirical research on strategic implementation and a business model framework utilisation for implementation of strategies in the Gauteng Provincial Treasury (GPT). Consequently, the research problem was “despite the importance of the Gauteng Provincial Treasury in ensuring strategic direction on provincial and local levels, there was no indication of implementing an agile and effective business model framework”. The theoretical proposition was that due to no evidence of strategy innovation and agile business model implementation in the GPT, strategy implementation lacks structure, is not integrated, and does not provide the opportunity for sustainable performance and delivery. The aim of the study was to derive a business model framework for agile strategy implementation in public sector organisations.

The study, using the mixed methods approach, concluded on a business model framework that can be used by the government departments for agile strategy implementation. The GPT was used as the research environment for collecting the information. The proposed framework would be generalised for broader application within national, provincial and local government spheres.

Supervisor

Dr R Viljoen

Link to thesis

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FULLER, Mark George

Thesis

Developing a self-empowerment conceptual framework to enhance alignment, engagement and agility using quantum skills.

Abstract

This thesis contributes to organisational psychology and leadership development, focusing on employee empowerment and self-empowerment in modern businesses. The research addresses a critical need for a comprehensive framework for employee self-empowerment. The motivation behind this study emerged from extensive consultations with businesses, revealing a common challenge: employees feeling powerless to contribute significantly due to the misconception that empowerment comes solely from higher-up.

The researcher conducted a qualitative phenomenological study to fill this research gap, interviewing mid-level managers. The Repertory Grid technique was applied to identify seven fundamental themes: purpose, assurance, intentionality, decision-making, alignment, engagement, and agility. These themes were woven into a self-empowerment framework. This framework was closely connected to seven quantum skills designed to influence employee thinking, promoting intentionality and adaptability. The ultimate aim was to foster alignment, engagement, and agility as crucial elements in managerial leadership.

The implications of this research are profound. It provides employees with a structured path to cultivate a positive mindset and purpose through quantum thinking, leading to enhanced individual and organisational performance. Moreover, the framework's adoption can create a ripple effect, positively influencing colleagues throughout the organisation and ultimately improving company performance and profitability. In summary, this thesis is a remarkable contribution to organisational psychology. It offers a practical roadmap for employee empowerment and leadership development, with the potential to transform workplace cultures and boost performance.

Supervisor

Dr D Scholtz

Link to thesis

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GERTENBACH, Sandra Jean

Thesis

Imperatives for the advancement of freight intermodalism in South Africa: A systems thinking approach.

Abstract

The overall high cost of logistics, freight system imbalances and inefficiencies detract from South Africa's competitiveness. Improved freight intermodalism has the potential to advance logistics system performance. The study explored why collective interactions amongst willing freight system actors, at a meso industry or supply chain level, adopting a win-win mindset, could contribute to the development of freight intermodalism and improve national outcomes.

A novel contribution originated in conducting focus groups, as a proxy representation of prominent actors in South Africa's freight intermodal system, to illustrate the benefits of applying collaborative approaches for systemic performance. The advancement of freight intermodalism is a national development priority for RSA and would manifest over the long term. The candidate continues to promote intermodal development that would ideally result in a shift of traffic from road to rail over time.

During the study period she has made a contribution in areas related to intermodalism including the delivery of lecture modules on rail system strategy, written contribution to the SAICE publication on the state of rail infrastructure in South Africa, served on a panel at the SAPICS spring conference 2022, and is currently working with macro-logistics experts on a paper, Africa Supply Chain Resilience, which she delivered at the International Symposium on Logistics 2023 held in Enschede, Netherlands. She has been accepted to present her topic at a logistics conference in Cambridge, UK.

In addition, she has been proposed as a team member to develop institutional frameworks for rail reform and for the Rail Master Plan.

Supervisor

Prof P Singh

Link to thesis

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**JORDAN, Glen Perry Dandridge****Thesis****A leadership framework to re-configure the project management office in Eskom to embrace project management for the fourth industrial revolution.****Abstract**

Contemporary evidence suggests an increase in the establishment of Project Management Office (PMO) across industries has occurred. The thesis explored the linkages between the Eskom Distribution project management community and the Eskom PMO as the custodian and implementer of project management processes, procedures, guidelines, and best practices.

The primary findings reveal poorly adopted standardised project management methodology by the Distribution Business and tensions in the working relationships between the Eskom PMO and Distribution Business. The study revealed the misunderstanding from the Distribution Project Offices (DX Pos) that the focus for implementing the standardised project management methodology was on the Group Capital project. It further established that the EPMO had not started any initiatives to prepare Eskom for project management for the fourth industrial revolution.

This research concluded that the future success of the Eskom PMOs lies in fostering effective working relationships from within the EPMO and its clients. This study contributes to the re-configuring of the traditional PMO into modern PMO befitting the project management in the Fourth Industrial Revolution. It further contributes to the elevation of the mandate of the Enterprise Project Management Office in a State-Owned Entity to that of a truly Strategic Project Management Office. Additionally, the study can be used as a starting point for several related future studies in other state-owned entities.

Supervisor

Dr MA Monareng

Link to thesis

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Glen-Perry-Dandridge-Jordan-084f4ca2746e55ccf396be39a45b8e78.pdf>



MAGODO, Patience

Thesis

An integral ecosystem: A case study to holistically establish sustainable socio-economic development for smallholder farmers in Zimbabwe.

Abstract

Through the evolution, and indeed transformation, of her Tafadzwa Ne Chiedza Development Trust in Zimbabwe, Patience Magodo was driven by a passion to change the circumstances of a community of small-scale farmers, culminating in the integral development of such a social enterprise.

She engaged other stakeholders through innovative social collaborations, all bent on inclusively co-creating solutions to long-standing challenges and gaps. The challenge addressed was the alleviation of poverty among smallholder farmers at the bottom of the pyramid. The thesis analysed why foreign support only categorised poverty and delivered short-term assistance, delivering hand-outs to the communities in ways removed from the reality and gravity of poverty. This study used integral approaches such as the GENE model complemented by the 4Cs (Call, Context, Co-Creation and Contribution) and CARE to activate the farming community, and awakening consciousness by holistically applying the relational approach.

This entailed using descriptive and feministic phenomenology, culminating in a participatory action approach, also embracing Da Vinci's TIPS framework, which centres on Technology, Innovation, People and Systems, thereby using an open-source platform to produce and maintain a small scale, appropriate technology-based tractor. A Heritage Communiversity was established, primarily at the University of Zimbabwe Schools of Engineering and Business, to enhance inclusion through social learning, whereby knowledge exchanged, led to transforming farming into viable businesses (integral enterprises) that take account of the size and needs of the smallholder farmer.

Supervisor Prof R Lessem

Co-supervisor Prof A Schieffer

Link to thesis <https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Patience-Magodo-44d787f7e4ad5c5b8a11f30d8e22e5cb.pdf>

**MAHLAULE, Rhulani Ernest****Thesis****Intra-Africa trade integration and continental economic prosperity.****Abstract**

The developed world has long demonstrated that there is collective leverage to be obtained in countries of the same continent, putting aside any differences they may have and optimising those opportunities that can be achieved through working together as a united economic and socio-political force. The question that remained unanswered is why Africa, with all its natural endowments, continues to lag?

The research aimed to identify what needs to be done for Africa to realise its full potential, by identifying the constraints faced in the sub-optimal intra-Africa trade activities and seeking solutions to address them. The key findings indicate that even though the AfCTA is not a quick solution, due consideration should be given to the fact that for its implementation to be scalable the adoption and customisation of identified catalytic digital solutions together with academic institutions producing fit for purpose skills, will play a central role in enabling the process.

The findings point to a conceptual framework for a continental socio-economic compact where all key stake holders put their trust-deficit, pre-occupations aside and work collaboratively. The study recommends that in achieving the lofty ambitions of growing the continent's economy, the key stakeholders comprising business, government, academia, social partners and labour should embrace the digital era, which in this context, is underpinned by the Fourth Industrial Revolution technologies, such as blockchain, as a platform to enable the chosen digital solutions.

Supervisor Dr J Dickinson**Co-supervisor** Dr T Ngobeni**Link to thesis** <https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Rhulani-Ernest-Mahlaule-db327bdc9a3f629869b3f5630743a2fe.pdf>



MOASA, Pheaga Jacob

Thesis

Monitoring and evaluation as a governance tool for enhancing accountability in the sector education and training authorities.

Abstract

The study investigated how plans and processes for monitoring and evaluation could bring meaningful changes across projects and programmes in three selected Sector Education and Training Authorities (SETAs). The study followed a qualitative research design, and used a literature review, interviews and questionnaires to gather data which was then tri-angulated.

The findings revealed that monitoring and evaluation are not yet fully implemented in SETAs, with a view to improve the effectiveness of implementing programmes and projects and eliminate poor performance, malfeasance, and corruption. The unique contribution was that the researcher developed a framework, underpinned by the TIPS® Framework that sought to resolve the bottlenecks, corruption, inefficiency, poor planning, and implementation of high-value projects and programmes funded by SETAs. The TIPS® Framework was designed to be relevant to any organisation that has projects in which financial management together with monitoring and evaluation are essential components.

In this study, monitoring and evaluation included the evaluation process, cost-benefit, return on investment, and social return on investment, to gain more insight into developing a future-fit framework. The study findings highlight a set of challenges that have generally contributed to the poor implementation of monitoring and evaluation and weakened accountability and good governance in recent times. Through the application of a monitoring and evaluation framework SETAs can improve on project implementation, outcomes, and eventual outputs to enhance skills development towards a skilled and capable workforce.

Supervisor

Dr S Lloyd

Link to thesis

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Pheaga-Jacob-Moasa-3b6a34c984dde52e9ecbea922f1833a1.pdf>



NGWENYA, Kwanele Batshele

Thesis

An effect analysis of financial inclusion in Malawi: A case study of the NBS Pafupi savings and agent banking.

Abstract

We are reminded of Nelson Mandela's words: "Education is the most powerful weapon which you can use to change the world. It is through education that a daughter of a peasant can become a doctor, that a son of a mine worker can become the head of the mine." Kwanele's dedication to education demonstrates how academic pursuit can drive societal change.

This study confirms his understanding of challenges faced by marginalised communities and his commitment to meaningful change. Kwanele's journey showcases the transformative power of education for the underprivileged. An outstanding contribution of Kwanele's research is the National Identification Digital Financial Inclusion Interoperability Model for Malawi, integrating Identification Cards into financial institutions.

This model offers a practical solution to address the financial inclusion gap. This research shapes inclusive financial systems in Malawi and beyond for generations to come. The study does not only serve as a model for Malawi, but it can also be applied in other countries across Africa and the world at large. Maya Angelou once said, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel." Kwanele's research goes beyond academia, showcasing his compassion and empathy to the society. His proposed Model serves as a beacon of hope while uplifting the impoverished.

Supervisor

Dr P Muchineripi

Link to thesis

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Kwanele-Batshele-Ngwenya-8f62fac8a62d216b2eb6ff186cb31c48.pdf>



SMUTS, Ilse

Thesis

The role of marketing leadership in directing key internal stakeholder alignment to evolving customer centricity in a South African retail bank.

Abstract

A case study design conducted in a major bank with a national footprint and international subsidiaries in broader Africa and beyond, explored the broadening of the role of marketing leadership. The qualitative research employed an interpretivist philosophical stance and a deductive research approach, providing a rich and meaningful understanding of the main phenomena and their interdependence.

A mono-method was used with a longitudinal time horizon of five years. Data was collected using semi-structured discussion guides in two rounds of individual interviews in 2018/9 and 2022/3. Purposive sampling was used to select marketing leaders and key internal stakeholder (such as CEOs and CFOs) participants. Findings, recommendations, and implications were based on an extensive literature review with practical applications and thematic analysis of primary data, revealing emerging themes, to achieve the primary and secondary research objectives. Findings included that marketing leadership could broaden their role to include the direction of key internal stakeholders' alignment to evolving customer centricity.

Marketing leaders must be able to formulate and articulate a customer centric vision, as well as stakeholders' role in achieving it and measure the impact of customer centricity initiatives. The study concludes that by broadening the role of marketing leadership as proposed, marketing leadership can play a critical role in improving overall customer centricity. A conceptual framework created to depict this broader role the bank's marketing leadership could play was a an added contribution to the body of knowledge.

Supervisor Prof HB Klopper

Co-supervisor Dr AA Brough

Link to thesis <https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Ilse-SmutS-1ff13d67155ab13536b92582c7bb1391.pdf>



TOGA, Raymond

Thesis

Private higher education institutions and the new world of work: A strategic framework for resilient and agile business management.

Abstract

In an era marked by disruptive forces, Raymond has undertaken original doctoral research that addresses the transformative challenges encountered by Private Higher Education Institutions (PHEIs) within the ever-evolving business landscape. This study deepens our understanding of the hurdles PHEIs face and offers insights into enhancing their resilience and adaptability.

Employing an interpretivist approach and a phenomenological case study methodology within a qualitative framework, Raymond interviewed participants from diverse PHEIs and contemporary businesses. Through rigorous analysis, he identified six common themes that shed light on the formidable challenges confronting PHEIs in navigating a dynamic environment. He created a Resilience and Agility-Building Framework, that provides a practical roadmap for PHEIs seeking to bolster their resilience and enhance agility in the face of disruptions. The study underscores the critical importance of embracing innovative business practices to promote agility and resilience.

This involves harnessing digital technologies and tools to streamline operations, acquiring new skills and competencies, and embracing modern working methods. These insights have implications for PHEIs striving to thrive in today's rapidly changing business landscape. This scholarly contribution highlights the pivotal role of innovation, adaptability, and the proactive utilisation of opportunities presented by the Fourth and Fifth Industrial Revolutions in achieving success within an evolving business ecosystem.

Supervisor

Dr M Landman

Link to thesis

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Raymond-Toga-0863c369a987ecd962b3a2f8ce40e965.pdf>



TOSEN, Gregory Robert

Thesis

A conceptual framework for technology roadmapping: An electricity utility perspective.

Abstract

This study provides new insights on technology roadmapping processes, design, and practices within electricity utilities. It made an important theoretical contribution to current roadmapping methods and aimed to enhance the practices and approaches of the earlier generation technology roadmaps.

The sample comprised research and development participants from the global electricity sector using focus groups and surveys to collect data. The focus was on a fast-changing technology roadmapping ecosystem where the rate of technological adaptation and changes outpace business processes. A key finding was that under COVID-19 conditions, technology resilience emerged as a critical element in defining future technology applications for roadmapping methodologies.

A lack of an ecosystemic understanding, and a general perception that short-term technology requirements dominated current technology roadmapping practices emerged. A conceptual framework that adds significant long-term value in the area of technology sustainability for the electricity sector was developed. The theoretical contribution was the development of a 'third' generation technology roadmapping approach which simultaneously integrates technology resilience with complex systems theory at all levels of the ecosystem. It is multi-dimensional, both in the vertical and horizontal planes, and interacts in a non-linear manner.

This approach complements the current roadmapping approaches enhancing the methodologies and practices of earlier generation roadmaps. Integrating system analysis and technology resilience into a technology roadmapping framework is an advancement in the development of roadmapping practice. From this research, a paper titled 'The Geo-political changes over the last decade resulting in systemic consequences for Electricity Utilities' was presented at the International Systems Dynamic Conference 2022 and published in the conference proceeding.

Supervisor

Dr R Blom

Link to thesis

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Gregory-Robert-Tosen-2e252b0e15a7607838b275868ae939e1.pdf>



TSHWANA, Modise Philemon

Thesis

The role of colleges of agriculture towards sustainable community development: A case study of Tompi Seleka college of agriculture.

Abstract

Modise chose a topic that is pertinent to the issues around rural development in South Africa, and also the role that colleges of agriculture can play in skilling, re-skilling, and up-skilling of rural communities and commercial farmers aimed at sustainability.

The aim of this study was to identify factors and conditions at both institutional and national levels that facilitate or inhibit colleges of agriculture from making contributions to sustainable agriculture and the socioeconomic development of the surrounding rural communities. Agriculture has to meet the demands of the growing population for food and other agricultural commodities by increasing production on land already in use. Having determined the context of the colleges of agriculture in South Africa, the need to improve the operating model is imperative.

The study therefore set out to examine the role of agricultural colleges in South Africa towards sustainable agricultural development. The researcher was interested in exploring the contributions and possible maximisation of the colleges of agriculture's efforts towards the socio-economic development of the communities they serve. The significance of the thesis has already come to light as the researcher has begun applying some of the recommendations from his study. In true Mode 2 fashion, the researcher is already engaging in consultancy work in the Limpopo Province which is evidence that his area of study was relevant.

Supervisor

Dr L Chipunza

Link to thesis

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Modise-Philemon-Tshwana-0e5d25ecd6ba98ccc6681a7fc3ba039f.pdf>

2023 Message from the Alumni Representative: Business Perspective

We all experience personal pride in becoming a member of the DaVinci Alumni. Membership means that we are honoured to continue our association, connection and sense of belonging to the respected, innovative and future-oriented DaVinci Institute. With this honour, comes the great responsibility to apply our knowledge, experience and learnings to our business organisations, institutions, industries and society in South Africa and on the African continent.

We embarked on this journey with the goal of building knowledge, addressing societal challenges and unlocking business opportunities. Whilst there is certainly cause for congratulations and fraternal pride of our achievements in reaching high levels of academic qualification, we must keep in mind our obligation to harness our knowledge in developing innovative contributions for new ways of working to uplift the country and the continent, both in formal and informal business sectors and in society.

South Africa and the African continent are on the verge of transformation, development and revitalisation. The realisation of this vision requires innovative contributions for new ways of doing business. Creative local, continental and global partnerships must be fostered between business and academia for the development of investment and funding models to build infrastructure, technologies and information systems. Beyond profitability, improved business practices and policies are required to ensure greater productivity, job creation and cost effectiveness and to assure



Dr Sandra Gertenbach

assure strengthened governance and environmental sustainability. A key challenge remains in the implementation of innovation and actions for change, and alumni have a key role to play in leading these efforts in business and the workplace reality.

Our hard-earned insights in our studies, viewed through the lens of systemic understanding, can be utilised to tap into the potential of the technology and people of South Africa and Africa as a whole. Africa is a land rich in resources, resilient peoples and valuable opportunities for the perceptive investor, but it is our duty to facilitate unique relationships between actors at a business, academic, community and legislative level in way that maximises positive growth to the economy and the societies that it impacts.

We must realise that this is both an ongoing and difficult task, but in leveraging our community of diverse graduates and their subsequent networks, we can make a contribution to empowering the collaboration, cooperation and coordination necessary for this growth. We have powerful tools at our disposal in the form of The DaVinci TIPS® leadership framework to realise these outcomes.

We have powerful tools at our disposal in the form of The DaVinci TIPS® leadership framework to realise these outcomes. We ought to be diligent in building the competencies and applying processes to leverage relationships between the business of industry, the business of government, the business of academia.

Keep thinking, learning and inspiring. Lead to make a difference in your area of expertise. Uphold the honour, obligation and collective responsibility of the DaVinci Alumni.

[Stay connected.](#)

2023 Message from the Alumni Representative: Community Perspective

I am a proud DaVincian encouraging us all to keep up with research even after our PhD studies as the journey will just have begun. Research is core to the well-being of our communities, especially for Africa, as we face many challenges. During my PhD studies, I was well supported by a well-balanced Da Vinci Research Ecosystem, which made it possible to venture into integral research, tapping into the potential of all stakeholders as multiple research perspectives are crucial within the integral research process.

The DaVinci Research Ecosystem approach enabled my research findings to institute diverse reforms in ways farming communities are engaged and even initiate change in perspectives on how to engage the bottom of the pyramid using an integral ecosystem approach to tackle poverty, which has worn a stubborn rural face not only in my country but in Sub Saharan Africa.

The uniqueness of integral research methods sparked adequate curiosity in the previously researched farming community as they were transformed into co-researchers of their issues and challenges and encouraged to proffer solutions to challenges as daily felt.



Dr Patience Magodo

TIPS® and the Southern Relational Research Approaches obliged my team and supervisors, Profs Lessem and Schieffer, to help me unearth systemic issues and challenges taken for granted and rank them for solutions. Systemic Thinking forced us to respond purposefully and was integrated through the co-creative open-source architecture. The innovative collaborations became valuable for the research as integral research calls for collaborative engagements with like-minded networks to use technology and innovation to sustainably resolve challenges with solutions that carry the voice of the affected.

This was made possible by tackling issues in ways that sought social transformation as an antidote to poverty alleviation. Integral research resulted in the employment of open-source architecture as a foundational response

architecture as a foundational response to systemic mechanisation issues, challenging the process that always dictated prescriptive solutions by external stakeholders to farmers in Zimbabwe and Africa as a whole.

With the premium already paid through the hard work which the DaVinci Research Ecosystem put in, intermediate technology speaking to the daily-felt challenges has been prototyped in Zimbabwe and a regional body looking at how mechanisation of eighty per cent of food production produced through manual labour in Africa can be mechanised for sustainable poverty alleviation, sustainable food security and systems.

The research has called for farmers' social transformation through sustainable integral knowledge exchange and transdisciplinary learning, where local manufacturing can be transformed through open-source architecture and policymaking. The possibilities will impact all sectors and actors in the farmers' lives. African governments are now challenged to adopt open-source architecture and locally manufacture their own researched technologies befitting their local context. This development helps in self-sufficiency, climate change and other geo-political challenges.

It was a remarkable achievement that the holistic ecosystem approach embraced all critical stakeholders well. Universities in Africa are challenged to become enterprise development centres for their local industries. Even policymakers, Governments and funders are responding in ways that are promising to transform not only the farmers' life but other spheres which were traditionally dealt with in silos, making the piecemeal approach to poverty alleviation start to lose its stubborn stunt in rural areas.

It all started with the sense of belonging that DaVinci exudes at its campus and extends to every student.

This was strengthened in ways that permeate practically in well-chosen and lived values to do remarkable things through learning and research.



NQF Level 9

Master of Science in Management of Technology and Innovation

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 9

Master of Science in Management of Technology and Innovation



KASE, Siviwe

Project title

The role of the private sector in the promotion of ICT skills development for youth employment in South Africa.

Supervisor: Dr T Taylor

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Siviwe-Kase-d71ad5282f95a80cfd4df84ba3a355fd.pdf>



MADISENG, Makololo Agnes

Project title

Evaluation of Water Service Delivery Challenges Faced by Sekhukhune District Municipality in Limpopo Province, South Africa.

Supervisor: Prof R Thakhathi

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Makololo-Agnes-Madiseng-60cf3b394c023cca9701f7ec78ba43c3.pdf>



TLAKULA, Millicent Shertina (Dr)

Project title

A systems approach for using human factor management standards to prevent rail accidents in South Africa.

Supervisor: Dr L Chipunza

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Millicent-Tlakula-6f44d60d8f4812c671a165804802576f.pdf>



MDLALOSE, Welcome Sibusiso Njabulo

Project title

The relationship between staff turnover and organisational performance at the Camden power station.

Supervisor: Dr M de Klerk

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Welcome-Sibusiso-Njabulo-Mdlalose-098332158cc590f741805822efd3f4a3.pdf>



TONYANE, Matshidiso Nancy

Project title

Factors Contributing to the Cost and Time Overrun of a Construction Project at a South African Electricity Utility – An Eskom Case Study.

Supervisor: Mr A Dalvit

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Matshidiso-Nancy-Tonyane-57acb72cfd08fdb7c798863e2f9aa62f.pdf>



GAGJEE, Jayesh Pravin

Project title

Diversity in leadership and the influence on employee's productivity in the workplace.

Supervisor: Dr S Grobler

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Jayesh-Pravin-Gagjee-fed2d0e773993f22ef41be854656e032.pdf>



WHITE, Christopher James

Project title

Early Sport Specialisation and Olympic Athlete Performance.

Supervisor: Prof P Singh

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Christopher-White-62c7b86bd6923517b96252069513c023.pdf>

Master of Management in Technology and Innovation



MABENA, Themba Richard

Project title

The integration of cash management systems to improve customer service: a First National Bank (FNB) case study.

Supervisor: Prof J Chigada

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Themba-Richard-Mabena-e87f4dfc3ce0f50bfd2d9524192cefb.pdf>



AARON, Theodore Silvanus

Project title

An investigation into the role of reskilling programmes on the digital transformation at a large financial services organisation.

Supervisor: Dr T Mahohoma

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Theodore-Silvanus-Aaron-498df4915a7fad78d40b4eb0af79c841.pdf>



GOVENDER, Loshini

Project title

Understanding BankSETA initiatives to support skills development in a large South African financial services organisation.

Supervisor: Prof HB Klopper

Link to thesis: <https://dvincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Loshini-Govender-95f3a90e5232b8006907966f80643331.pdf>



MAKWELA, Stafies John

Project title

The effectiveness of implementing change management projects of business transformation in the Government Pensions Administration Agency (GPAA).

Supervisor: Dr SB Khumalo

Link to thesis: <https://dvincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Stafies-John-Makwela-42494a3a2795c0165e6d308081fa32b3.pdf>



RAMNATH, Jeniffer

Project title

Implications of the Cybersecurity Skills Shortage in the South African Banking Sector.

Supervisor: Dr N Jospheh

Link to thesis: <https://dvincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Jeniffer-Ramnath-cb04e75c44fecac008f90fc7f6c010b0.pdf>



MASHININI, Tshangasi Ezekiel

Project title

The Role of Knowledge Management Processes in Project Implementation: A Case Study of Construction Projects at Eskom.

Supervisor: Dr J Mahachi

Link to thesis: <https://dvincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Shakes-Mashinini-a8fcad34ed10cb1c261999f3fd53aeaa.pdf>



KHUMALO, Muzikayise Petrus

Project title

A review of the performance management framework for junior employees at the Steve Tshwete Local Municipality.

Supervisor: Prof P Singh

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Muzikayise-Petrus-Khumalo-2eb822d16e1c4557c6178220006661d5.pdf>



MACKRILL, John Hilton George

Project title

A review of the effectiveness of personal development plans of millennial managers at Nestlé, South African region.

Supervisor: Dr J Mgwenya

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/John-Hilton-George-Mackrill-dd9d90e814c719116b0a409831460d64.pdf>



PILLAY, Errol Arthur

CUM LAUDE

Project title

Influencing youth employability in South Africa: Towards development of a skills development framework.

Supervisor: Prof P Singh

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Errol-Arthur-Pillay-c2d7ac27d9348e860adcbf715a9f2719.pdf>



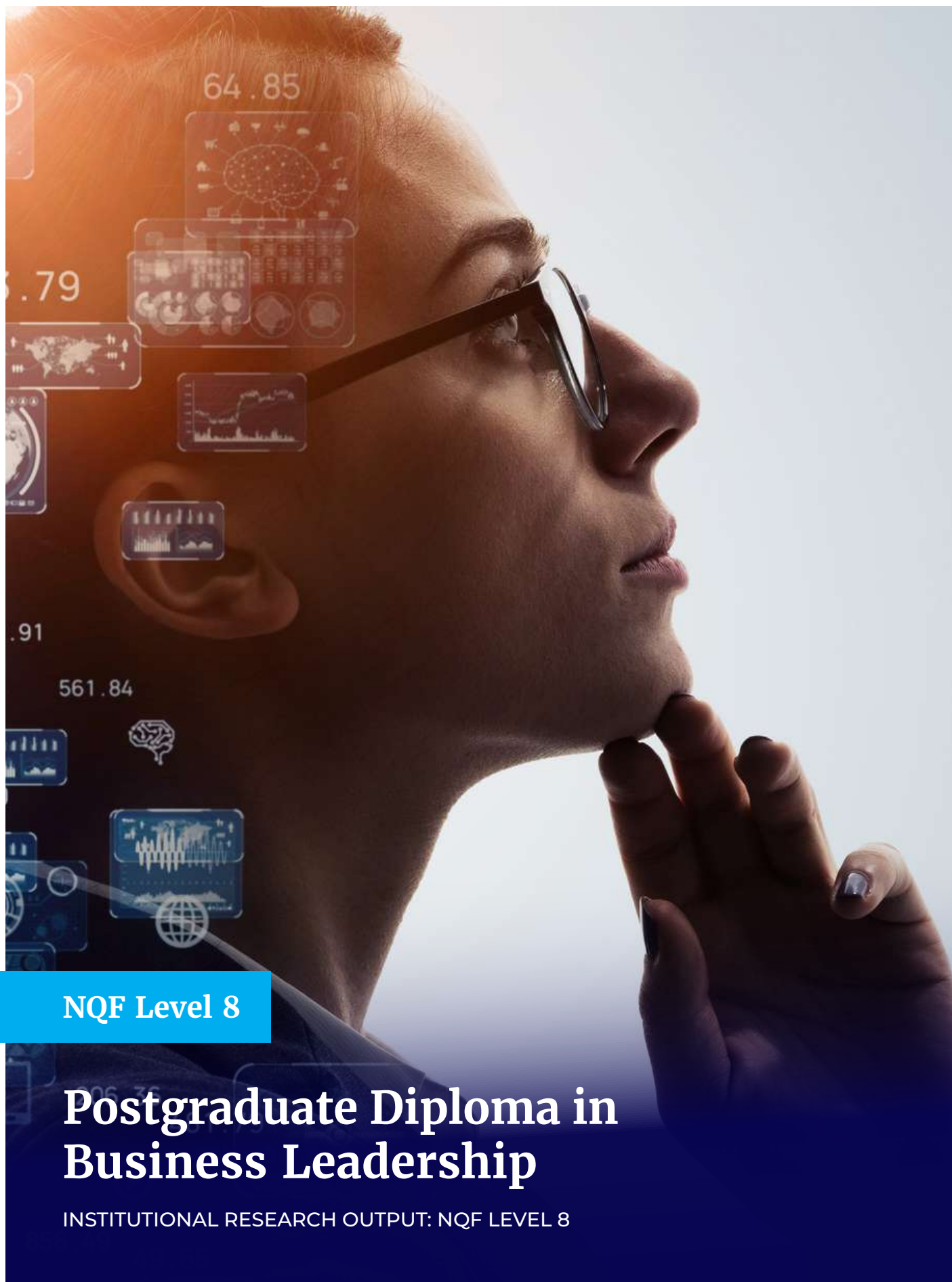
SEBATANA, Dineo Philadelphia

Project title

Dynamics of working in a dispersed environment in a South African retail and commercial bank.

Supervisor: Dr D Magadlela

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Dineo-Sebatana-070797dbdab4abc007f5095a51695cb1.pdf>



NQF Level 8

Postgraduate Diploma in Business Leadership

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 8



RADEBE, Lucia Zinhle

Project title

An investigation into the relationship between employee mental health and performance in a South African bank.



TURNER, Edward George

Project title

The effect of leadership styles on improving collaboration between the Customer Service (POP) and Commercial Divisions in banking.



ROBERTS, Orpa

Project title

Investigating sensemaking as a competency to improve employee engagement in a Business School.



PILLAY, Lee-Ann

CUM LAUDE

Project title

Aligning the recruitment model to branch strategy: An African Bank Case Study.



TSHABALALA, Matlhodi

Project title

Exploring the relevance of First National Bank's (FNB) core banking products for the youth in Gauteng to increase market share.



MOOSA, Muhammed Alyasa

Project title

Investigating Wesbank’s capacity to deliver contracted service level agreements (SLA’s) on government contracts.



LESHABA, Maditabeng Betty

Project title

Exploring the factors that contribute to the effectiveness of the hybrid office space: a study on the effect of using the office as a tool rather than a destination.



LETSOALO, Matome Anthony

Project title

The interplay of higher education institutions clients’ learning and development plans in shaping and implementing institutional business development strategies.



PENTA, Yugendhri

CUM LAUDE

Project title

The effect of leadership decisions on product performance in a selected bank.



PHILLIS, Monique Catherine

Project title

Exploring the factors enabling South African female leaders to break through the “glass ceiling” in male-dominated executive workplaces.



NGWENYA, Future

Project title

Exploring the causes of student dropout on a funded new venture creation programme for unemployed youth at a business school.



CHIKOMBINGO, Edmore Chido

Project title

The importance of stakeholder involvement in community-based projects in Gauteng: A case study of an African construction and property development organisation.



GOPAL, Nagine Chhagan

CUM LAUDE

Project title

Understanding the effect of leadership engagement on employee performance in a retail bank.



MASHALE-SIKHOTHE, Jeanette Aggregate

Project title

An exploratory study of the importance of education versus experience in gaining employment in South Africa.



SCOTT-BRIGGS, Keneuwe Mpho Jessie

Project title

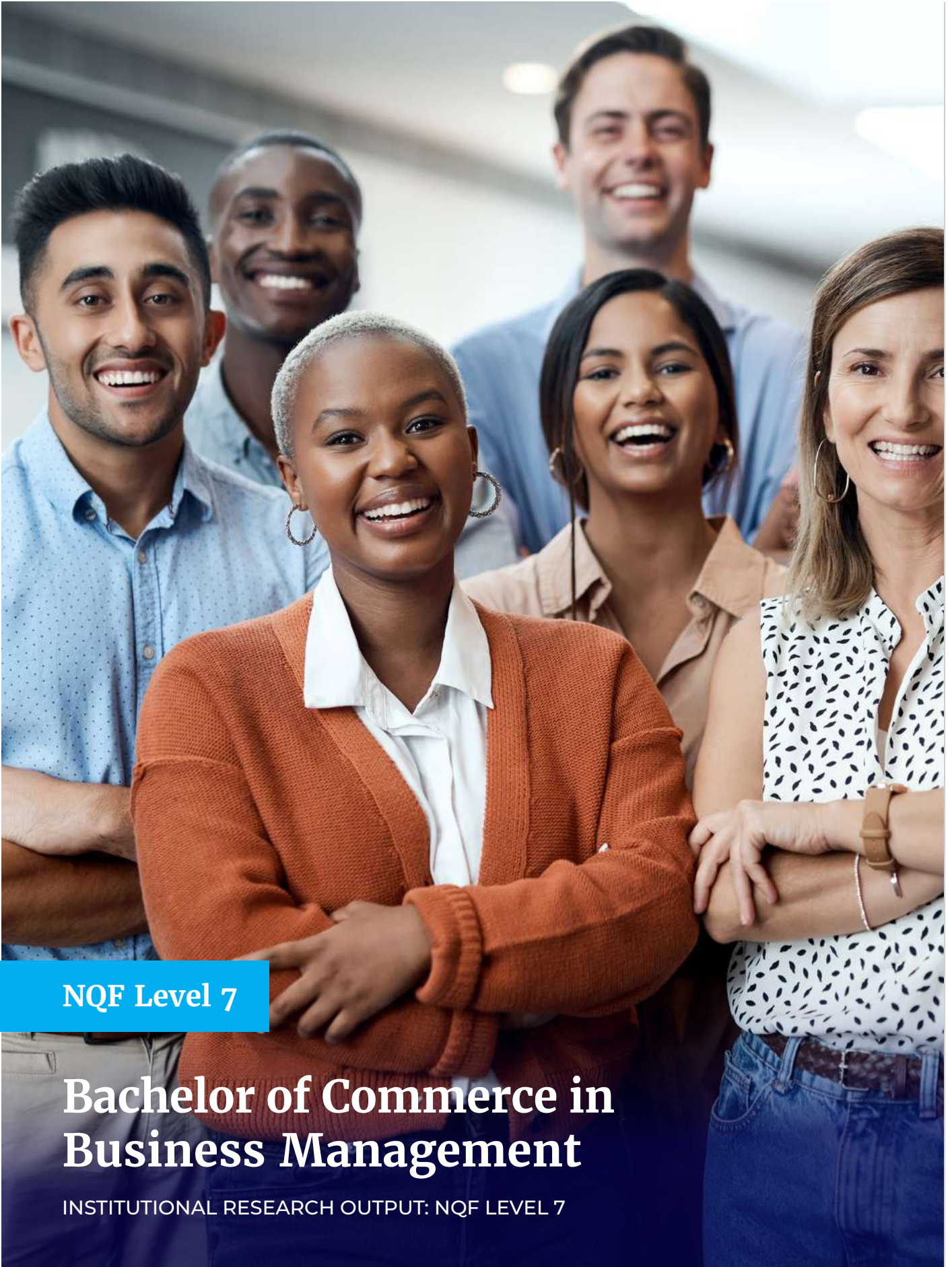
Exploring the effect of communication on performance in the project office of a multinational mobile telecommunications company.



HLAOLI, Kgalalelo Thelma

Project title

Analysing the role of a project management framework in efficiently managing learning programmes in a private higher education institution.



NQF Level 7

Bachelor of Commerce in Business Management

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 7

CHALMERS, Matthew Michael

Project title

Changes required to the design of the onboarding process at iPulse systems to improve the customer experience.

MARIMUTHU, Thamarie

Project title

An exploratory study on the effect of implementing new technology at reception on improving customer service.

SHIKWAMBANA, Candidly Alan

Project title

Exploring how to improve the management of a smart metering system to increase revenue collection.

MALEBYE, Morongwe Maria

Project title

How to improve customer centricity at African Bank.

MAMABOLO, Lekau Isaac

Project title

Challenges in the recruitment, selection, and induction process at African Bank.

MORGAN, Rowen Andrew Christopher

Project title

How absenteeism impacts on the morale of employees and the delivery of Customer Centricity at African Bank.

SKOSANA, Sibusiso Sylevester

Project title

How to improve diversity and inclusion to promote equality at African Bank.

GOMES, Sergiõ Carlos Goncalves

Project title

A study on what South African airlines can do to retain their pilots in a market that is attempting to lure them away.

VERWEY, Jenny

CUM LAUDE

Project title

Exploring the causes of conflict in diverse aircraft cabin crews.

ADONIS, Bronwyn Christine

Project title

A study to determine how teamwork in the Foreign Exchange outward bound team can be improved.

ASARAM, Natasha

Project title

Minimising banking risk and creating efficiencies through the automation of procurement compliance documents.

BALOYI, Miyelani Justice

Project title

Exploring the challenges of creating manual alerts while working remotely.

BOPP, Shivani

CUM LAUDE

Project title

Investigating and understanding customer complaints to improve client retention.

BOUZAGOU, Sokayna

Project title

An exploration of the inefficiencies within the compliance referral process in relation to international swift payments.

BREWER, Kimberly Simonne

Project title

An exploration of the influence of recognition versus reward on motivation.

CEBEKHULU, Brenda

Project title

The impact of digitisation on effective stockroom management.

CHILIZA, Thabile Mirriam

Project title

An exploration of the overall wellbeing of FirstRand employees while working remotely.

DE KOCK, John Alexander

Project title

The effect of the COVID-19 pandemic on the mental and physical wellbeing of the workforce.

DE NOBREGA, Elaine Elizabeth

CUM LAUDE

Project title

The impact of digitising operational processes on improving client service in private banking.

DHLAMINI, Xolisile Faith

Project title

The impact of improving the disputes and fraud reporting procedures on client satisfaction.

DU PONT, Raquel Shantel

Project title

The impact of undocumented processes on workflow in exchange control.

GQOKOMA, Yandiswa

Project title

Improving customer satisfaction through refining the fraud and dispute process.

GREAVER, Barclay Tyrone

Project title

The Fintech and 4IR impact on the bank's increasing need for agility.

HAMLYN, Shirley Violet Francis

Project title

An exploration of the challenges experienced by employees working remotely.

HENDRICKS, Carmen Shereen

Project title

Improving device custodian competency through blended learning.

HILZEBECKER, Talia Faith

Project title

An evaluation of the business intelligence environment to streamline current processes.

JOOSTE, Shovagne Lüsher

Project title

An investigative study of the work readiness of new employees in the branch banking environment.

LOUW, Drickus

Project title

A comparative study between Cloud and On-Premise Solutions.

MACHIZE, Sthembiso

Project title

A study on the reasons for operational employee resistance to embracing financial technology (Robotics).

MANGWEDI, Refentse Glodina Johannah

Project title

The role of non-financial incentives in enhancing employee motivation: A CCB case study.

MASILELA, Sibongile Elizabeth

Project title

An exploration of the impact of abandoned calls on customer complaints.

MDAKI, Brandon Mbongeni Nkosinathi

Project title

An analysis of the preferred external sales consultant profile in banking.

MHLANA, Pakama Rose

Project title

The role of Bankassurance in growing First National Bank Ghana's financial footprint.

MKHONTO, Miehleketo Terry

Project title

The effects of training and development on improving banking employee performance.

MOKOENA, Thandeka Grace

Project title

An exploration of alternative remote working solutions to mitigate the impact of loadshedding.

MOLOTSI, Florah Maki

Project title

The influence of customer relationship management on client migration and retention.

MOSEKI, Jacqueline Banyana

Project title

An exploration of the reasons for regulatory non-compliance within the Financial Banking Services (FBS).

NAICKER, Naushaad

Project title

The influence of incorrect information on the measurement of productivity in the client switching team.

NAIDOO, Kanigee

Project title

An exploratory study of the benefits of staff retention in the Forex product house.

NKOSI, Lucia Ntombenhle

Project title

An investigation into the relationship between ethical sales and reward management in regional banking.

PETRAKIS, Harry

CUM LAUDE

Project title

Enhanced operational efficiencies and productivity through outcomes-based remuneration in bulk cash processing.

PRETORIUS, Zacharias Christiaan

Project title

The influence of effective time management on performance in the 'new normal' .

REDDY, Paroshnee

Project title

The factors that motivate staff in the service suite environment.

RUSSELL, Rosslyne

Project title

Exploring transforming frontline support to improve workflow.

SALIE, Ebrahiem

Project title

An investigation into improving staff performance within the 'new normal'.

SHIPALANA, Yaisa Xiribyana

Project title

The impact of risk assessment and reporting on the infrastructure and security services reports.

SINGH, Melissa

Project title

The impact of technology on work-life balance among women.

THOMAS, Lee-Roy Franklin

Project title

The impact of customer centricity training on the client experience.

TOYO, Khangelani Thembalethu Siyabonga

Project title

Factors that affect the retention of skilled employees at the FNB Private Wealth Service Suite.

UREN, Kelsey Bernadette

Project title

The impact of undocumented processes on workflow in exchange control.

VAN DER LINDE, Lilanie

Project title

The impact of virtual training on employee engagement.

VAN JAARVELD, Leonie

CUM LAUDE

Project title

The impact of Personal Development Plans on Private Banker Analysts' retention and growth at FIRST NATIONAL BANK HOMELOANS.

LEE, Kerwin Chesley

Project title

The viability of implementing an incentive awards program in the Home Loans Sales staff environment.

SEKABATE, Refilwe

Project title

The effectiveness of credit qualified employees on customer service in the Home Loans Credit Department.

VAN BOOMEN, Daniell Nelia

Project title

The impact of quicksell training on reducing mortgage loan arrears in the FNB nonperforming loan book of WESBANK.

ADAMS, Eloise Theresa

Project title

Reasons for increased absenteeism in Client Operations –
A Wesbank case study.

BOK, Jeffrey Amos

Project title

The effect of an ineffective follow-up process on approved applications at a financial institution.

LEE, Kerwin Chesley

Project title

The viability of implementing an incentive awards program in the Home Loans Sales staff environment.

BRINK, Jermaine Vernon

Project title

An investigation into the reasons for an unsatisfactory conversion rate on approved business at a financial institution.

BROWN, Jerodean Zezinia Mary

Project title

The influence of key person dependency on process breakdown and business continuity in WesBank Corporate.

CASSIM, Imtiaz Haroon

CUM LAUDE

Project title

A study on how to increase WesBank's Penetration in the FirstRand Retail Customer Base.

DAVIDSON, Lorenzo Lionel

Project title

An investigation into the integration status of Wesbank's Risk Management Levels .

DU PLESSIS, Jeremia Josua

CUM LAUDE

Project title

The impact of WesBank Motor system's unavailability on customer centricity.

GREEN, Paula Celeste

Project title

How to enhance an Outstanding Debt Protection Policy at a Financial Institution.

MAFADA, Hawkins

Project title

An investigation into inefficiencies in the NaTIS handover process at a Financial Institution.

MAHARAJ, Aatish

Project title

Exploring the effect of ineffective portfolio management on customer retention in a Financial Services Institution.

MOODLEY, Delen

CUM LAUDE

Project title

The effect of poor employee retention on the First National Bank Branch Network.

NTHITE, Tshepo Moses Molefe

Project title

Investigating the ineffectiveness of a manual system process at a Financial Institution.

OOSTHUIZEN, Arista

Project title

A study into the lack of skills in the fleet management and leasing division at a Financial Services Institution.

PRINSLOO, Riaan

CUM LAUDE

Project title

A study into how the operational effectiveness of the WesBank Early- Stage Collections department can be improved.

SAMAMOUE, Neusa Agira

Project title

An investigation into the inefficiencies within the nightshift call centre of a Financial Services Institution.

SINGH, Orisha

Project title

Risk Management: An investigation into inaccurate reporting of Key Risk Indicators at a Financial Institution.

STRYDOM, Willem Andries Daniel

CUM LAUDE

Project title

How to address inefficiencies within software delivery in a Financial Institution's Information Technology, with a specific focus on secure software development.

TERBLANCHE, Estelle Vanessa

CUM LAUDE

Project title

The impact of misaligned data between WesBank Corporate and First National Bank (FNB) on client service.

VAN DER WESTHUIZEN, Stacey-Lee

Project title

Examining the value of the follow-up process on applications not taken up at a Financial Institution.

HLUNGWANI, Mafemani Morris

Project title

The effectiveness of the implementation of health and safety protocols to mitigate the spread of Covid-19 at Moab Khotsong mine.

LOVEDALE, Maph-Joy Lebohang

Project title

An investigative study into the factors that contribute to unsafe acts in the construction industry in South Africa.

RADEBE, Rose Raisibe

Project title

The effect of 100% medical surveillance on a healthy, productive and profitable Transnet engineering.

STONE, Salmon Loram

CUM LAUDE

Project title

The effect of promoting prudent service provider selection and management in the WBHO pipelines division to enhance operational performance.

TLHAOLAKGOMO, Sabata Judge

Project title

The impact of at-risk behaviour on unsafe acts at the Kolomela Mine.

DE WET, Anna-Marie

Project title

The impact of leadership engagement on employee morale.

MOHABAR, Niresh

CUM LAUDE

Project title

The impact of digitalisation in enabling business continuity amid a pandemic. A DHL Express case study.

VAN ZYL, James John

Project title

A causal study on the high volume of stock losses in the James Park warehouse.

ADAMS, Anastaycia Cindy

Project title

The impact of effective time management on customer service in the settlements department of a bank.

ADAMS, Shaheemah

Project title

An integrated banking system that connects parent and minor banking accounts .

DANISO, Nozipho Meachelle

Project title

An exploration of gender inequality with regard to promotion into leadership positions.

HANUMAN, Nashitha Naleen

Project title

The effect of extended patient application processes on the customer experience.

JAMES, Stephan Jonathan

Project title

An exploration of improvements required to client feedback processes regarding prepaid airtime and electricity disputes to enhance customer centricity.

KHUMALO, Duduzile

Project title

The impact of the recruitment and selection processes on the retention of insurance sales staff.

MAHAYE, Linda Lungile

Project title

An exploration of the importance of mental well-being on work performance.

MANTYI, Zodwa

Project title

An exploration of the potential benefits of constructing a railway line at Matimba Power Station.

MOKOENA, Rose Lerato

Project title

An evaluation of the effectiveness of the performance evaluation system used within the Gautrain management agency context.

MOKONE, Leonora Catherine

Project title

The effect of the implementation of an electronic document and records management system on cost reduction.

MULDER, Juan

Project title

Establishing a roadmap for Huhtamaki Fibre Foodservice to become carbon neutral by 2030.

OBERHOLZER, Daniël Frederick

Project title

An exploration of strategies that can be used to reduce staff turnover.

PUTTER, Franco Julian

Project title

An evaluation of the unified user experience of the MTN Play 2.0's corporate identity convergence.

SCOTT-BRIGGS, Keneuwe Mpho Jessie

Project title

The impact of leadership communication on performance in the MTN call centre.

THOMAS, Shameeha

CUM LAUDE

Project title

The impact of training and development on unskilled, underprivileged youth on a learnership programme at the TAG Group AFRICAN BANK.

JACOBS, Elna

Project title

Staff behaviour that leads to the creation of a positive working environment at MTN SOUTH AFRICA.

BROODRYK, Christiaan Willem

CUM LAUDE

Project title

The effect of implementing an electronic document and records management system on cost management.

HEATH, Lloyd Charles Gunter

CUM LAUDE

Project title

The effect of redesigning Business Account Manager Key Performance Indicators on the customer experience, sales performance and strategic growth.

BEECROFT, Keelan Wade

Project title

An exploration of the impact and involvement of human factors in runway incursions.

BURGER, Ruan Johann

Project title

An exploration of the effectiveness of current rules, regulations, and systems in fatigue management in South African airline pilots.

MABASO, Tlhaele Joyce

Project title

Staff behaviour that leads to the creation of a positive working environment at MTN SOUTH AFRICA.

RADEBE, Siphamandla Gift

Project title

An exploration of how technology can improve South African border security.

VAN WYK, Armand

Project title

An exploration of the predispositions within the South African Air Force towards recognising technological deficiencies.

WHITE, Andrew David

Project title

A descriptive study of suitable aircraft and geographies for the global expansion of Aerocare Flying Ambulances.

FORTUIN, Danielle Caela

Project title

The influence of communication within the contact centre environment and culture in creating job sustainability.

SINGH, Kashilla

Project title

The effect of improved performance management in the workplace on employee engagement and overall productivity.

NXUMALO, Lydia Lindiwe

Project title

An exploration of employees' lack of sufficient knowledge in using digital channels optimally.

SPARKS, Lester Nico

CUM LAUDE

Project title

Impact of inefficient processes on CRO/IT CDRM operations.

TLHOAELE, Kagiso

Project title

The impact of automation on the First National Bank debt review inbound call centre's services.

MKHWANAZI, Agnes

Project title

The impact of the Pyramid system on customer service in FNB Home Loans.

MABASO, Tlhaele Joyce

Project title

Staff behaviour that leads to the creation of a positive working environment at MTN SOUTH AFRICA.

WHITTING, Noleen Crystal

Project title

The perceived importance of training needs analysis at First National Bank's fulfilment department.

ABRAHAMS, Cindy Roumie

Project title

An exploration of the impact of getting call centre staff to thrive on morale, productivity and service levels.

ADAMS, Antone Melissa

Project title

The impact of inefficient processes on employees and workflows.

ALBERTYN, Rahiem

Project title

An exploration of the effect of an employee service culture on the customer experience.

DE LA REY, Renaldo Rouche Stanley

Project title

An exploration of the effect of remote working on productivity.

EAGLESTONE, Melissa

Project title

An exploration of the impact of additions to a banking application on the customer experience of customers with home loans.

GOVENDER, Govindsamy

Project title

An exploration of the influence of providing the inclusion of insurance sales to deliver a one-call home loan solution to customers on the customer experience.

HAMMOND, Roberta Anthia

Project title

An exploration of the effect of automation on back-office operations and efficiency.

HART, Candice Lola

Project title

An exploration of the effectiveness of the implementation of QR code processes and communication in Merchant Services.

JACKSON, Janine Jeanette

Project title

The impact of hybrid working on employee well-being.

JAIRAM, Shonal

Project title

The impact of an employee development programme on employee retention within a banking branch.

LEKHOOE, Motlalepula

Project title

The impact of the refund process on productivity and customer service.

LUND, René Jeannet

Project title

An exploration of improvements required to the Peer/Buddy training process within First National Bank Homeloans.

MOLOANTOA, Salmina

Project title

An exploration of customer relationship management factors that enhance performance.

MOODLEY, Devan Moonasamy

Project title

The impact of digitised legal letters on improved capacity and risk mitigation.

MOODLEY, Faheem

Project title

The effectiveness of digital enablement on customer contact and interaction points.

MOROPA, Jito

Project title

The impact of remote working on productivity in a banking call centre.

NAICKER, Kaveshnee

Project title

An exploration of how top talent can be retained through succession planning.

NAIDOO, Keshnee

Project title

The effect of digitising building progress draws on the enhancement of customer centricity.

NEL, Leonard

Project title

An exploration of the reasons behind customer complaints in a banking division dealing with home loans.

PHUKUBJE, Thembi Maron

Project title

The impact of pricing on mortgage loan uptake at a South African bank.

REYNECKE, Vanessa

CUM LAUDE

Project title

The impact of working at home on employee productivity.

SHAKOANE, Matshowa Jafta Mogau

Project title

An exploration of improvements required to the Peer/Buddy training An exploration of how to improve the home loans cancellation process turn-around-times through digitisation within First National Bank Homeloans.

TSHABALALA, Thabang

Project title

The perceived importance of process automation on business performance in banking.

VAN DEVENTER, Sindy

Project title

An exploration on how robotic process automation can be used to improve turn-around times for progress draw quests.

WILLIAMS, Frank Theodore

Project title

An exploration of how to keep employees engaged in a remote working environment.

WILLIAMS, Ilana

Project title

The impact of digitising the debit order process on customer service at FNB Homeloans.

WINNAAR, Charleen Whitney Wendoleen

Project title

An exploration of the relationship between productivity and customer complaints in the FNB deceased department.

BALIRAM, Himawathie

Project title

The impact of values, attitude and safety beliefs on establishing a safety culture.

HLATSHWAYO, Jeremia Moses

Project title

The impact of an employee safety culture on the reporting of incidents and near misses.

JOUBERT, Marthinus

CUM LAUDE

Project title

Constructing a health and safety management system for PG Glass.

DRY, Sonja Elizabeth

Project title

An exploration of the factors that contribute toward employees acting in an unsafe manner in the workplace.

VON BENECKE, Godfried Daniël

Project title

The impact of polymer trends on generating sustainable growth and a circular economy in South Africa.

LEPHOTHE, Shimane Michael

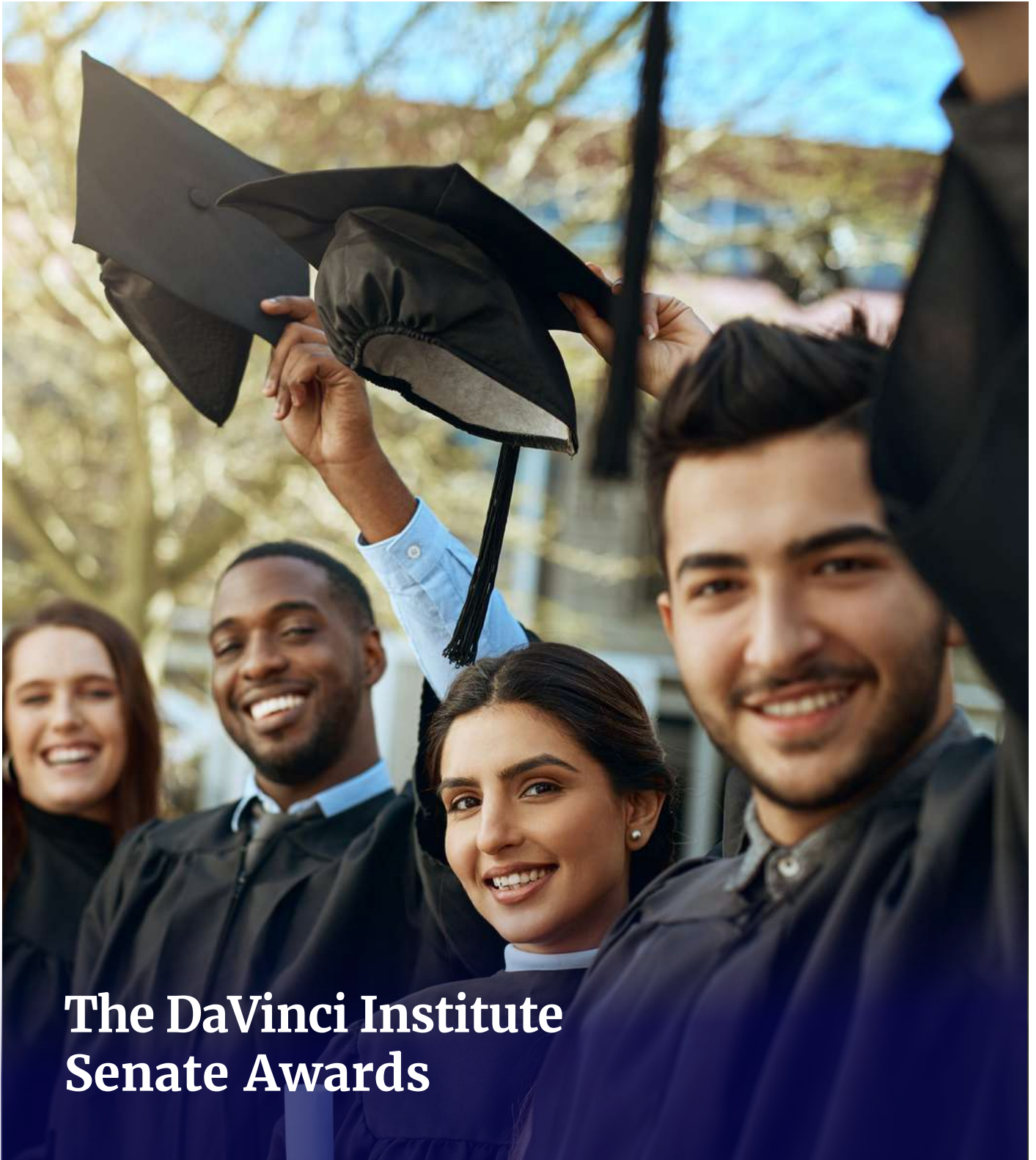
Project title

An exploration of the pace of transformation in the management of leadership diversity in SG Agility.

MUNORU, Joseph Muthinja

Project title

The effect of a lack of racial and gender transformation of project managers on leadership: A Khalili Homes Builder LLC Case Study.



The DaVinci Institute Senate Awards

These awards are conferred on graduates who, over and above their scholarly contributions, have demonstrated remarkable accomplishments. These awards are bestowed retrospectively at the annual graduation ceremony.



students' contribution to valuable research. While all Doctoral research programmes should demonstrate a remarkable contribution to new knowledge creation, the nominated candidate will be considered as exceptional.

Recipient: Dr Tadi Daniel Rampai (Posthumous)

THE DAVINCI COMMUNITY ENGAGEMENT AWARD

The DaVinci Institute has incorporated community engagement and a commitment to a sustainable society as key components in all its programme offerings. This award recognises students who demonstrate a commitment towards community involvement, and who have included community activities into their learning and research. The Institute defines community as a group of people living in the same place, or having a particular characteristic in common, including being unified by an organisation or unifying interests.

Recipient: Dr Mayyada Haider Hanna Abu Jaber



THE DAVINCI DOCTORAL ACADEMIC EXCELLENCE AWARD

The aim of the DaVinci Doctoral Academic Excellence Award is to acknowledge academic excellence demonstrated by a DaVinci Doctoral graduate; serve as an example of remarkability for fellow DaVinci students; and lastly, promote the DaVinci Institute through the quality of its



THE DAVINCI MANDALA RESEARCH AWARD

The Mandala is a symbol of integrating different parts into a synthesised construct of subjective truth; the more we become integrated, or the more a piece of work is integrated, the more authentic it becomes in striving towards wholeness. This award distinguishes the level of integration (collecting as opposed to connecting ideas, theories, experiences, etc.) as advanced in the relevant research study. The study is transdisciplinary in nature and demonstrates heterogeneity.

Recipient: Ms Janet Ann du Preez

THE BENJAMIN ANDERSON AWARD

The Benjamin Anderson Award is aimed at recognising outstanding performance in the Bachelor of Commerce (Business Management) qualification. A critical feature of this qualification is the applied research component that focuses on allowing the student to address a burning issue/s or challenges identified in the workplace or community – an approach unique to The DaVinci Institute. Within this context, research should have a purpose and positive impact on the community or organisation. The award will be presented to a student who has passed the programme Cum Laude, and who has achieved a minimum of 75% in their work-based challenge or research modules.

Recipient: Mr Imtiaz Haroon Cassim



The DaVinci Laureate Award: Social Architecture

2023

A DaVinci Laureate is expected to provide insights into complex systems and to make contributions to society at large. They are also considered for honourable service to their country through applied engagements. Laureates distinguish themselves by engaging in specific domains within society and thereby contribute to the re-configuration of the social system at large.

Publication and Conferences

INDEXED JOURNALS

1. Masindi, N. & Singh, P. 2023. Navigating the shifts required in the future of work and business. *International Journal of Business and Management Invention (IJBMI)*, ISSN (Online): 2319-8028, www.ijbmi.org. Volume 12, Issue 6, June 2023, pp. 247-252.
2. Sigamoney, C. & Singh, P. 2023. Innovations in healthcare service delivery to poor peri-urban townships in Johannesburg. *African Journal of Inter/Multidisciplinary Studies (AJIMS)*.
3. Sigamoney, C. & Singh, P. 2023. Factors hindering access to healthcare services in peri-urban communities in Johannesburg, South Africa. *IJBMR*-849.
4. Goni Saar & Rabelani Dagada 2023: Enhancing Cybersecurity Resilience in Zambian SMEs: A Strategic Approach; *Research in Southern African Digital Business*, Vol II, pp. 152-187.
5. Cameron, R., Ambagtsheer, R.C., Martinez-Pacheco, S., Klopper, H.B., Rogers, C. and Baker, S., 2023. A constructive crisis: complex system adaptability during the COVID-19 pandemic. *International Journal of Organizational Analysis*, 31(7), pp.3603-3616.
2. Gertenbach, Sandra: Imperatives for the advancement of freight intermodalism in South Africa: A systems thinking approach, 10th International Workshop on Sustainable Road Freight Transport, Cambridge, UK. December, 2023.
3. Gertenbach Sandra, Havenga Jan, Neethling H., Simpson Z., Swarts S.: Supply chain resilience in Africa, 10th International Workshop on Sustainable Road Freight Transport, Cambridge, UK., December, 2023.
4. Goode, Heather & Potter, Mary Anne: Who authors learning? Teaching design with intelligent technology, 17th DEFSA conference – September 2023.
5. Tosen, Greg: Geo-political and environmental fluctuations over the last decades resulting in significant systemic moments for electricity utilities, The 23rd General Meeting and Singapore Forum, November 21–24, 2023.
6. Regan Berry: Feeling Silenced: A New Uncomfortable experience, Online presentation at the International Symposium on Autoethnography and Narrative (ISAN), 4 January 2023, in category, Autoethnographies of/against otherness.

NON- INDEXED JOURNALS

1. Sigamoney, C. 2023. Matters Concerning Citing in Academic Discourses, *African Journal of Inter/Multidisciplinary Studies*, Durban University of Technology, Vol. 5, No.1, July 2023.

PEER REVIEWED CONFERENCE PAPERS

1. Gertenbach Sandra, Aritua Bernard, Havenga Jan: Proceedings of the 27th International Symposium on Logistics, Managing Supply Chains during Geopolitical Turbulence, Enschede, Netherlands, 09-12th July 2023.
7. Regan Berry: The impact of unconscious group dynamics on the transformation journey of a South African township primary school: A beacon of hope and light amidst despondency and darkness, The International Society for the Psychoanalytical Study of Organisations (ISPSO) Annual Meeting, Muldersdrift, South Africa, Saturday 1st July 2023.

8. Regan Berry & Mike Thobejane: Framework for holistic transformation of township primary schools: A beacon of hope amidst despondency and despair, The South African Education Research Association (SAERA) Conference, "Education(al) Foundations, Education(al) Futures".
9. Regan Berry: Transformative change(s); temporalitie(s), movement(s) and transgression(s) in contemporary educational research – engaged and regenerative educational research for new social contracts that are inclusive, socially just, decolonially inspired and transgressive theory and praxis, 30 October – 3 November 2023. East London.
10. Prof. Paul Singh represented Da Vinci on the conference organising committee that was responsible for planning and executing the delivery of the SAPHE conference for all Private Higher Education Institutions on 7 November 2023. He also served on the Scientific Committee that assessed abstracts and paper presentations for this conference. On the day of the conference, he also moderated one parallel session. He has also been elected to serve on the organising committee for the 2024 SAPHE conference that will be held over two days on 5-6 November in Johannesburg.
11. Prof. HB. Klopper, Prof, Paul Singh & Dr. Raymond Toga: Moderated sessions at 8th World conference on qualitative Research, Johannesburg, 23-25 January 2024.
12. Prof. Paul Singh: The DaVinci approach to postgraduate research, 8th World conference on qualitative Research, Johannesburg, 23-25 January 2024.
13. Rampai, D. & Singh, P. 2023: Establishing and Upholding Standards of Professional Ethics and Integrity, Research Paper from the Local Government Professionalisation Indaba: Towards Restoring Trust in a Capable & Developmental Local Government, Chapter 7, pp.193-216.

CONFERENCE ABSTRACTS

1. Singh, P. 2024: Depolarising Charged Conversations and Dealing with Some Uncomfortable Truths, SA Board for People Practices, Ethics and Governance Conference, Sandton, 14 March 2024.
2. Toga, R. 2024: Ethical Decision-Making Skills, SA Board for People Practices, Ethics and Governance Conference, Sandton, 14 March 2024.

PUBLICATION OF BOOKS/ CHAPTERS IN BOOKS

1. Masindi, N. & Singh, P. 2023: Regulation and Supervision of Banks in Africa: What influences banks' profitability in Africa. Cape Town: Quickfox Publishing.
2. Singh, P. 2023: Chapter 12: Volunteerism in Sport. (in Hollander, W. & Nolte, L. eds.) The Management of Sport in South Africa, pp.158-176. Randburg: Knowledge Resources.
3. Lewies, A. 2023: Chapter 15: Technical Officiating in Sport. (in Hollander, W. & Nolte, L. eds.) The Management of Sport in South Africa, pp.191-206. Randburg: Knowledge Resources.
4. Bartlett, R. 2023: Chapter 19: Mentorship in Sport. (in Hollander, W. & Nolte, L. eds.) The Management of Sport in South Africa, pp.243-258. Randburg: Knowledge Resources.
5. Lewies, A. & Smith, E. 2023: Chapter 28: Safeguarding and Protection: The Management of Safe and Inclusive Sport. (in Hollander, W. & Nolte, L. eds.) The Management of Sport in South Africa, pp.363-386. Randburg: Knowledge Resources.
6. Singh, P. 2024. Chapter 1: The History and B. 2024. Chapter 2: Examining Sports Coaching within the South African context. Schaik.

(in Kubayi, NA, ed.) Sports coaching in South Africa: A status quo), pp.35-54. Pretoria: Van Schaik.

7. Vardhan, D; Morris-Eyton, H; Anderson, B. 2024. Chapter 2: Examining Sports Coaching within the South African context. (in Kubayi, NA, ed.) Sports coaching in South Africa: A status quo), pp.27-34. Pretoria: Van Schaik.
8. Singh, P. 2024. Chapter 3: The Legal Responsibilities of Sports Coaches. (in Kubayi, NA, ed.) Sports coaching in South Africa: A status quo), pp.35-54. Pretoria: Van Schaik.
9. Singh, P. 2024. Chapter 5: Safety Issues and Interventions in Sports Coaching. (in Kubayi, NA, ed.) Sports coaching in South Africa: A status quo), pp. 61-77. Pretoria: Van Schaik.

REVIEW OF SCHOLARLY JOURNAL ARTICLES

The following personnel reviewed articles for the scientific journal listed hereunder

1. Prof. P Singh: International Journal of Business Management (IJBM).
2. Prof. P. Singh: African Journal for Physical Activity and Health Sciences (AJPHES)
3. Prof. P Singh; Journal of Sustainable Tourism and Entrepreneurship (JoSTE) Prof. HB Klopper:
4. Dr. Heather Goode: International Journal of Teaching and Learning (IJTL)
5. Dr. Claudia Sigamoney (associate faculty): Africa Journal of Inter/Multidisciplinary Studies (AJIMS).
6. Dr. Claudia Sigamoney (associate faculty): Journal of Law, Society and Development (JLSD).
7. Dr. Nkhangwe Masindi (alumnus); South African Journal of Science.

8. Dr. Nkhangwe Masindi (alumnus); South African Journal of Science.
9. Prof HB Klopper, Journal of Product and Brand Management.
10. Prof HB Klopper, Marketing Intelligence and Planning.
11. Prof HB Klopper, European Business Review.
12. Prof HB Klopper, South African Business Review.
13. Prof HB Klopper, South African Journal of Economic and Management Sciences.

COMPULSORY WORKSHOPS FOR MASTER'S AND DOCTORAL CANDIDATES

1. Conceptual / theoretical frameworks (Prof Bennie Anderson) (Feb / May / Aug / Nov)
2. Research philosophy and paradigms – from conceptualisation to method (Dr Franzél du Plooy-Cilliers) (Feb / May / Aug / Nov)
3. Research topic, aims and objectives (Prof Paul Singh) (Feb / May / Aug / Nov)
4. The Dale Method: Project Management (PM) and Literature Review Methodology
5. Research design and methodology & specific underpinning methods (Prof HB Klopper) (Feb / May / Aug / Nov)
6. TIPS Managerial Leadership Framework (Prof Bennie Anderson & Dr Dzingai Katsamba) (Feb / May / Aug / Nov)
7. Draft proposal development (Prof Paul Singh) (Feb / May / Aug / Nov)

CAPACITY DEVELOPMENT WORKSHOPS

1. The Academic Argument: offered by Dr Mario Landman on 04 April 2023.
2. The Anatomy of the paragraph: offered by Dr Mario Landman on 12 April 2023.
3. Academic Writing formats: offered by Dr Mario Landman on 26 April 2023.
4. Developing curiosity and ensuring inclusivity offered by Dr Mario Landman on 03 May 2023.
5. Assessment, Alignment and Redevelopment: offered by Dr Mario Landman on 10 May 2023.
6. Effective Online learning: offered by Dr Mario Landman on 11 May 2023.
7. Introduction to Research: offered by Prof Paul Singh on 23 May 2023.
8. Developing an Academic Vocabulary: offered by Dr Mario Landman on 07 June 2023.
9. Introduction to Project Based Research: offered by Mark Fuller on 13 June 2023.
10. The Demands of Academic Study: offered by Dr Mario Landman on 28 June 2023.
11. Personal Reflective Enquiry: offered by Dr Mario Landman on 06 July 2023.
12. Developing an Academic vocabulary: offered by Dr Heather Goode on 11 July 2023.
13. Da Vinci Lenses, Cynefin (Emerging Realities) : offered by Dr Heather Goode on 13 July 2023.
14. Research and Intellectual Property: offered by Prof Paul Singh on 19 July 2023.
15. Working with Academic texts: offered by Dr Heather Goode on 24 July 2023.
16. Supervisor Forum, Thematic analysis: offered by Dr Marla Koonin on 10 August 2023.
17. The Fundamentals of referencing: offered by Dr Heather Goode on 15 August 2023.
18. The Academic Argument: offered by Dr Heather Goode on 24 August 2023.
19. Paraphrasing and Summarising: offered by Dr Heather Goode on 06 September 2023.
20. Introduction to Academic Writing: offered by Dr Heather Goode on 13 September 2023.
21. The Anatomy of the paragraph: offered by Dr Heather Goode on 26 September 2023.
22. Da Vinci Lenses, Jarche (Cooperative Engagement): offered by Tshepho Langa on 04 October 2023.
23. Academic Writing formats: offered by Dr Heather Goode on 11 October 2023.
24. Onboarding of facilitators, The Da Vinci Way: Mode 2 Engagement: offered by Dr Rudi Bys on 12 October 2023.
25. Effective Online learning: offered by Dr Heather Goode on 24 October 2023.
26. Introduction to Project Based Research: offered by Mark Fuller on 31 October 2023.
27. Assessment of Learning: offered by Dr Heather Goode on 22 November 2023.
28. Da Vinci Lenses, Jarche (Cooperative Engagement): offered by Tshepho Langa on 04 March 2024.
29. Onboarding of facilitators: The Da Vinci Way: Mode 2 Engagement offered by Dr Rudi Buys on 07 March 2024.
30. Da Vinci Lenses: TIPS Framework offered by Dr Mark Fuller on 12 March 2024.

30. Da Vinci Lenses: TIPS Framework offered by Dr Mark Fuller on 12 March 2024.
31. DaVinci Lenses, Cynefin: offered by Prof HB Klopper on 11 January 2023.
32. DaVinci Lenses, Cynefin: offered by Prof HB Klopper on 19 January 2023.
33. DaVinci Lenses, Cynefin: offered by Prof HB Klopper on 28 June 2023.
34. DaVinci Lenses, Cynefin: offered by Prof HB Klopper on 11 February 2024.

DEEPENING THE DISCOURSE DISCUSSIONS

1. Transdisciplinary Research: offered by Dr Heather Goode on 23 March 2023.
2. Basic statistical methods for research: offered by Prof Paul Singh on 21 June 2023.
3. Academic Research Career Planning: offered by Dr Linda Chipunza on 13 September 2023.
4. Critical Thinking: offered by Adrienne Berkowitz on 10 October 2023.
5. Cracking the literature review and bullet-proofing research: offered by Prof Paul Singh on 14 November 2023.

POSTGRADUATE PREPARATORY WORKSHOPS

1. How to Manage your postgraduate studies: offered by Dr Claudia Sigamoney on 14 March 2023.
2. Ethics and Plagiarism: offered by Dr Heather Goode on 13 June 2023.
3. Planning your Interview/Focus Group: offered by Prof HB Klopper on 20 February 2024.

PUBLISHING WEBINARS

1. Publish and Flourish: Offered by Prof Paul Singh on 18 April 2023.
2. Publish and Flourish: Offered by Prof Paul Singh on 08 November 2023.

RESEARCH SEMINARS

1. Planning your Interview/Focus Group: Offered by Prof HB Klopper & Prof Paul Singh on 17 January 2023)
2. Academic integrity: Offered by Dr Heather Goode on 28 February 2023.
3. Designing your Questionnaire: Offered by Prof Dr D Katsamba on 13 April 2023.
4. Sampling: Offered by Prof Paul Singh on 07 June 2023.
5. Qualitative research: finally making sense of data collection and analysis: Offered by Dr Rudi Buys on 16 August 2023.
6. Quantitative research: finally making sense of data collection and analysis: Offered by Prof Paul Singh on 18 October 2023.

SUPERVISOR FORUMS

- 1.** Onboarding Supervisors & external examiners:
Offered by Prof HB Klopper & Prof Paul Singh
on 23 March 2023.
- 2.** Strengthening Postgraduate Supervision:
Offered by Prof HB Klopper & Prof Paul Singh
on 17 May 2023.
- 3.** Thematic analysis: Offered by Dr Marla Koonin
on 10 August 2023.
- 4.** Onboarding Supervisors and external examiners:
Offered by Dr Rudi Buys and Prof Paul Singh
on 07 September 2023.
- 5.** Onboarding Supervisors and External Examiners:
offered by Prof HB Klopper & Prof Paul Singh
on 19 March 2024.

DOCTORAL SHOWCASE

- 1.** Topic: Leadership Adaptability: The Dance
Between Humans and Ai, 11 May 2023, Panellists:
Dr Zain Reddiar; Dr Gizelle Williams; Dr Anselm
Adodo.
- 2.** Topic: Realities of Leading a Business for
Exponential Growth. 5 October 2023, October
2023. Panellists: Dr Smart Zongololo; Dr Connie
September; Dr Pieter du Toit; Dr Lientjie van
Rensburg; Dr Rajas Pillay.

Completed Doctorial Supervision - Thesis

Color Key:

 Doctor of Philosophy

18 UTA, L

The use of self-service technologies (interactive screens) in enhancing the shopping experience in selected South African shopping malls: A consumer/shopper perspective.

Institution

University of the Witwatersrand

Supervisor

Prof HB Klopper

Co-Supervisor

Prof H Duh

Student qualification

Doctor of Philosophy

19 MHLOPHE, B

Social context factors and consumer innovativeness as drivers of organic food adoption among millennials in South Africa.

Institution

University of the Witwatersrand

Supervisor

Prof HB Klopper &
Dr M Zulu

Student qualification

Doctor of Philosophy



Research Development

TIPS® MANAGERIAL LEADERSHIP FRAMEWORK

Reference: DaVinci Institute. 2020. TIPS® Managerial Leadership Framework. Johannesburg: DaVinci Institute. Unpublished.

THE EMERGING BUSINESS LEADER

The intent of The DaVinci Institute’s TIPS® Managerial Leadership Framework is to provide a systemic awareness of the multiple sub-systems at play within society, including the workplace; evoking an awareness of existing mental models and the ability to re-think and dissect assumptions about work performance to inform the future. In applying this complex systemic lens, individuals are afforded an opportunity to make sense (sense making) of their own reality in relation to the proposed conceptual frame. In doing so, the emergence of additional and/or similar managerial leadership practices and competencies may afford individuals the opportunity to co-create alternative interpretations, perspectives, and/or conceptual frameworks to cooperatively navigate change and add new knowledge to the domain.

The TIPS® Managerial Leadership Framework aims to contribute towards the overarching field of Business Leadership. The framework has been developed utilising a longitudinal study over a 29-year period, based on over 150 metrics. Utilising both a qualitative and quantitative research design, the study used a mixed method of self-administered questionnaires, workshops, and semi-structured interviews. The sample to date consists of approximately 1900 organisations including emerging, small, medium, and large enterprises representing various continents.

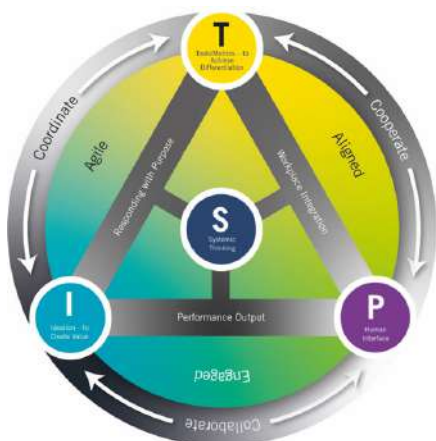


Figure 1: Core elements of The TIPS® Managerial Leadership Framework



Figure 2: The TIPS® Managerial Leadership Framework DaVinci Institute and Bosman, J. 2020

The seven (7) layers of the TIPS® Managerial Leadership Framework offers a multi-focal lens into emerging realities as illustrated by Figure 2 and explained in the sections to follow

THE SEVEN LAYERED TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

1. ACTUALISING A SYSTEMIC PERSPECTIVE

This is a process of divergence and convergence to synthesise and integrate all seemingly related and unrelated activities to enhance engagements within society and as a result, performance at work, and in doing so, probing problems with a view to create sustainable solutions. This includes internal synovation (integrating systemic and innovation constructs) and organisational ecology that allows the sum of the parts to become greater than the whole (systems thinking).

2. HONING AN AWARENESS OF THE MICRO, MESO, EXO AND MACRO SUB-SYSTEMS THAT IMPACT REALITY

Development is defined as a person’s evolving perception of the ecological environment, and his/her relation to it, as well as the individuals growing capacity to discover, sustain or alter its properties.

The ecology of human development involves the study of the progressive, mutual accommodation between an active, growing human being and the changing properties of the immediate settings in which, the developing person lives, as this process is affected by relationships between these settings and by the larger contexts in which the settings are embedded.

Ecologically engaging (done through the micro, meso, exo and macro sub-systems) complex constructs and relationships, could facilitate the broadening of horizons by deepening insights regarding the interconnectedness of theory and practice and how such may impact society at multiple levels.

2.1 What is a micro system?

A micro system is a pattern of activities, roles and interpersonal relations experienced by the developing person in each setting with particular physical and material characteristics.

Examples include family context, personal relationship, job designation.

2.2 What is a meso system?

A meso system comprises the interrelations amongst two or more settings, in which the developing person actively participates but is also influenced by surrounding environments.

Examples include social interactions, workplace interactions.

2.3 What is an exo system?

An exo system refers to one or more settings that do not involve the developing person as an active participant, but in which events occur that affect, or are affected by what happens in the setting containing the developing person.

Examples include management decisions, demographic contexts of colleagues at work and external networks of influence.

2.4 What is a macro system?

The macro system refers to consistencies in the form and content of lower order systems (micro, meso and exo) that exist, or could exist, at the level of the sub-culture or the culture, along with the belief systems or ideologies underlying such consistencies.

Examples include mutual political belief system, mutual religious belief system, mutual socio-economic ideologies or a mutually agreed cultural system.

3. RECOGNISING THE NEED TO INTERLINK THE MANAGEMENT OF INNOVATION, TECHNOLOGY AND PEOPLE

The management of technology involves the 'tools' and metrics organisations use to gain competitive advantage. Simplistically it is 'a way of doing things better' and may involve the use of anything from computers and hi-tech, to simple hand-held tools, to those processes and systems that may facilitate the flow of working better and achieve a more productive outcome. In this context, we refer to the small 't' in technology where organisations manage their technology to best position their products or services to maximise their market share.

The management of innovation is how an organisation stimulates and capitalises on the ideation process, to develop an innovative product, service, process or system, which has either commercial or social value. It is about hard metrics such as income generated from new products, processes, or services, as well as success rates in commercialising new offerings.

The management of people involves the human interface. It embraces both the employee and the end user. It is about the processes that organisations deploy in engaging people, how people choose their levels of engagement, creating and sharing of knowledge by all involved, their participation in incentive practices and their contributions towards securing the longevity of the organisation.

4. THE EMERGENCE OF AN ENGAGED, AGILE AND ALIGNED WORKFORCE

4.1. Engagement

Engagement at work occurs when there is a systemic (systems thinking) interlink between management of innovation and management of people practices and competencies. Employees (knowledge workers/artisans) working within such a systemically infused environment tend to become more engaged across the organisation and society at large (details to be discussed as part of layer 5).

4.2. Agility

Agility emerges when there is a systemic (systems thinking) interlink between management of innovation and management of technology practices and competencies in the workplace. Employees (knowledge workers/artisans) working within such a systemically infused environment tend to become more agile across the organisation and society at large (details to be discussed as part of layer 5).

4.3. Alignment

Alignment at work occurs when there is a systemic (systems thinking) interlink between management of technology and management of people practices and competencies. Employees (knowledge workers/artisans) working within such systemically infused environment tend to become more aligned across the organisation and society at large (details to be discussed as part of layer 5).

5. THE DEVELOPMENT OF SPECIFIC MANAGERIAL LEADERSHIP PRACTICES

Managerial leadership practices constitute specific ways of “doing things”, of “showing up”, continuously and over time, as required to effectively execute mutually agreed accountabilities and responsibilities at work.

5.1. Engagement

The following managerial leadership practices seem to emerge, once the establishment of the eco-systemic linkages, underlying the management of innovation and the management of people processes, takes place:

5.1.1. Demonstrate social and emotional intelligence

This process involves the ability to connect to self and others in a deep and direct way. It also involves the ability to sense and stimulate reactions and desired interactions from co-workers and stakeholders to achieve the anticipated business outcomes.

5.1.2. Probe reflective engagements

The term ‘reflective practice’ derives from the work of Dewey (1910) and Schon (1983) and Kolb (1984). Dewey (1910) states reflective practice refers to “... the active, persistent and careful consideration of any belief or supposed form of knowledge in the light of the grounds that support it.”

Dewey (1910) also indicates that being reflective “...enables us to direct our actions with foresight “... enables us to know what we are about when we act.”

The inference here is that knowledge workers/artisans could develop a questioning approach towards probing problems and reflect on why things are as they are, and how they could be.

5.1.3. Immerse in cross-cultural engagements

Participation in cross-cultural engagements is related to the awareness of self in context, and parallel to that, the awareness of others, within their context and how these will interface and infuse and embrace the diverse assumptions and responses.

This is reflected in the immersion with another’s culture to harness deeper insights and understanding of being a participant in a globally connected world. It is also the ability to operate in different cultural settings and to capitalise the potential power of such immersions.

5.2. Agility

The following managerial leadership practices seem to emerge, once the establishment of the eco-systemic linkages, underlying the management of innovation and the management of technology processes, takes place:

5.2.1. Probe problems

As informed by the need to rationalise and be practical, business leaders seem to have developed the need to create just in time (JIT) solutions for what is often complex challenges. In this regard, the notion of problem solving tends to become the dictum. In appreciating the richness of being human, knowledge workers/artisans have the opportunity of probing problems and in doing so appreciating the non-causality and complexity at play. Through co-operative engagements, the knowledge worker/artisan could develop the need to rather focus on the experience and the emergence of new insights, rather than giving the right answer. Thus, knowledge workers/artisans do not need to say, 'I have the answer', but rather, express what they are seeing and experiencing, in an attempt to create more awareness and insights.

5.2.2. Operationalise ideation - inclusive of novel and adaptive thinking

Utilising the Ideation Theory to ensure a more comprehensive understanding of the reality's individuals are surrounded by, which will impact all facets of an individual's performance within the work context.

Proficiency of thinking and differentiation in crafting alternative responses, beyond that which is rote or rule-based (power-based), can be facilitated by involving perspectives of individuals at multiple levels within an organisational and societal context. Exploring the application of design thinking principles at work could be valuable in crafting alternative outcomes to projected problems at work.

5.2.3. Embrace transdisciplinary learning

Embracing trans-disciplinary learning and the ability to understand concepts across and beyond multiple disciplines, in juxtaposition to multi-disciplinary and inter-disciplinary perspectives, could add an additional layer to

Jensenius (<http://www.arj.no/2012/03/12/disciplinarity-2/>) explains the various levels of disciplinarity as follows:

- Intra-disciplinary - working with a single discipline.
- Cross-disciplinary - viewing one discipline from the perspective of another.
- Multi-disciplinary - people from varied disciplines working together each drawing on their disciplinary knowledge working with several disciplines.
- Inter-disciplinary - working between several disciplines using a synthesis of approaches.
- Trans-disciplinary - working across and beyond several disciplines.

5.3. Alignment

The following managerial leadership practices tend to emerge once the alignment resulting from the process of managing technology and management of people takes place:

5.3.1. Becoming a global and digital citizen

Global and digital citizens at work have the ability to become part of a global community of compassionate citizens who create and who care. In doing so, such individuals will, in the way they co-create meaning, for probing reflective engagements, cultivate digitally and globally minded citizens who are responsible and ethical, serving as remarkable resources to their networks.

5.3.2. Applying computational thinking

People applying computational thinking tend to demonstrate in practice the capability to translate vast amounts of data into new, revised, or alternative concepts and constructs, and to incorporate data-based reasoning by applying a combination of algorithmic and andrhythmic principles. In doing so, such individuals tend to develop sets of problem probing methodologies, processes, and procedures, which will facilitate the integration of defined problems, the operating contexts, and the implementation of alternative solutions.

5.3.3. Personal knowledge mastery

The practice of personal knowledge mastery includes sense-making, as the ability to determine the deeper meaning or significance of what is being expressed. This involves the need at an individual level to take control of the multitude of existing perspectives regarding reality and synthesise such and articulate these perspectives - with the intent to ground the individual in relation to others. Often, individuals see grounding as a current point in time, which often becomes restrictive.

However, personal mastery is actualised when individuals are not only able to ground themselves in the present, but also envision a future self, thus, harnessing past and presence as an uninterrupted continuum.

6. THE REVEALING MANAGERIAL LEADERSHIP COMPETENCIES

Managerial Leadership competencies refer to specific actions taken by organisations and business leaders to establish and manage effective working relationships in order to co-create a result driven creative networked workplace this is termed a wirearchy. Wierarchies are built on trust, knowledge, personal integrity and a safe to fail learning culture where employees can feel free to express themselves in their work the best way they can, and in doing so, employees could reach their true potential.

6.1. Facilitate conversation

Conversation is a powerful learning tool. People want to participate in decisions that affect their daily work lives. The practice of facilitating conversations is about a conscious choice to involve the relevant stakeholders participating in the problem-probing process. Business leaders should leverage the interest and talent of those around them by including them appropriately in the decision-making process.

In a systems-thinking environment, a business leader would have the ability to see the sum of the parts contributing to the holistic outcomes. By seeking the involvement of relevant stakeholders, various advantages could be leveraged, such as, but not limited to more

effective communication, better informed and more quality-orientated decision-making, increased commitment to action and higher levels of trust.

6.2. Engage creative networks

Creating a results-driven creative networked workplace (Wirearchy) built on a culture of trust, knowledge, personal integrity and safe to fail learning culture as earlier described, is a key managerial leadership practice and accountability.

Engaging creative networks enables knowledge sharing, encourages diversity of thought, and promotes experimentation in a safe to fail working environment, which stimulates innovation (Jarche 2014). The key principles of creative networks as outlined by Jarche (2016) are a wierarchy, innovative and contextual methods, self-selection of tools, willing cooperation, duty of being transparent, sharing our knowledge, self-determination, and distribution of power.

The roles and functions of the business leader in a networked workplace are to improve insights, provide learning experiences, focus on the 'why' of work, and assist in making better networked decisions, be knowledge managers and be an example.

6.3. Promote experimentation

Experiential learning has largely been promoted by David Kolb (1984) to sensitise society about the benefits of experimentation in learning and working could occur at both individual level and at an organisational level.

Underpinned by the principles of divergent thinking, assimilated thinking, convergent thinking and accommodative thinking and substituted by Gelb (1998), with reference to Leonardo DaVinci's principles of Curiosita (seeking the truth), Dimostrazione (taking responsibility), Sensazione (sharpening awareness), Sfumato (engaging the shadow), Corporalita (nurturing integration), Connessione (embracing holism) and Scienza (cultivating balance), individuals could develop an awareness of the power of integrating different modes of thinking successfully co-creating lasting solutions.

The competence to promote experimentation and to take risks in a safe-to-fail environment encourages self-reflection, stimulates novel and adaptive thinking, and assists in overcoming habits that may restrict creative thinking. Applying effective communication strategies (adult, parent, child relationship), consciously supports the expression of ideas and aspirations, which allows business leaders to find their voice. This competence tends to optimise collaboration and facilitates and grows cooperative mindsets.

6.4. Celebrate synergised accomplishments - build vitality

Authentic acknowledgment of individual and team performances and contributions, tend to invigorate people (both at an individual and a group level) and to inspire them, to go the extra mile and to do better than what they even thought is possible.

The competence to celebrate self and other accomplishments also encourages individuals and teams to seek feedback and constructive criticism. In this regard the acknowledgment of current shortcomings and challenges are critical to improve and excel individual and team performance. Taking time out to celebrate accomplishments could lead to an increased self-esteem and a sense of commitment to the group or organisation and a higher purpose.

6.5. Co-create meaning (value adding)

Ikigai is a Japanese concept that alludes to the purpose of why one is motivated to get up each day - in other words what makes life worthwhile. The reason for being, answers the crucial question of existence (purpose) for both individuals and organisations. When synergy is found between the individual's ikigai and the organisation's ikigai they both find soul. When soul is found, energy is released back into the system, which could be referred to as engagement. Engagement is a crucial component of high-performance organisational cultures.

Co-creating meaning refers to the competence to choose to approach interaction with others to create a working environment of choice. The fact that meaning is co-created affords an individual the opportunity to find ikigai

(purpose), which generates and releases energy back into the system in the form of engagement.

6.6. Co-create direction

Individuals and teams work with greater commitment when they are guided by a vision and believe their efforts can make a difference. By sharing their vision and values, business leaders keep the mission out front, like a beacon, guiding people toward greater achievement.

7. RESULTANT ALTERNATIVE (EMERGING) WORKPLACE REALITIES

The TIPSTTM Managerial Leadership Framework is an emerging development construct based on the belief that managerial leadership is ultimately about facilitating a creative networked learning environment. Critical characteristics include being results driven, building on commitment and trust, knowledge, credibility, and a safe-to-fail work culture, conducive to the co-creation of the following emerging workplace realities:

There are three overarching workplace realities that seem to transpire, which are either a coordinated, collaborative and/or a cooperative organisational reality. These realities are underpinned by the exchange of and level of energy flow amongst employees and employers, resulting from the levels of agreement versus the levels of social interaction between them. Important to mention is all these emerging realities each serves a purpose dependent on context and time.

It is important to note that none of these realities should be posited as a singular truth for a singular context because that would promote the possibility of a normalised reality. To this end, the multi-focal TIPS[®] Managerial Leadership Framework deliberately intends to promote the possibility of a non-normalised multi-layered reality, which allows for oscillation between coordinated, collaborative and cooperative realities as they may emerge depending on the context.

EMERGING WORKPLACE REALITY	DESCRIBED AS
Coordinated workplace	A coordinated workplace reality refers to a task and deadline driven work environment, where action is taken based on the specialist/expert knowledge as promoted by an individual in a position of power.
Collaborative workplace	A collaborative workplace reality refers to an engagement amongst members of a community of practice, where ideas as introduced by a central figure within the hierarchy of the workplace are explored and tested by participation. This is in an attempt to amend/alter proposed business solutions to complex business challenges.
Cooperative workplace	A cooperative workplace reality refers to a self-directed choice to engage, where knowledge workers/artisans choose to give of themselves and collect from others that have also chosen to give of themselves. Cooperation works from the position that in such a reality there is abundance of knowledge, skills, potential and possibilities which allows co-creation to flourish in an attempt to establish not only what is perceived as a possible outcome, but rather to transcend the boundaries of what is thought to be possible.

Table: Emerging workplace realities

8. SUMMATION

In summation, the management of technology, innovation and people allow for the emergence of three processes (engagement, alignment, and agility), as a consequence of these processes, nine Managerial Leadership practices may emerge (see section 5). A blend of these practices is utilised to ensure that engagement, alignment, and agility are mobilised. Resulting from the mobilisation of the processes and related practices, six competencies (see section 6) seem to come to the fore, and as a result, there could be three overarching workplace realities that emerge, being either a coordinated, collaborative and/or cooperative workplace reality.

These realities are underpinned by the exchange of energy flow because of the

levels of agreement versus the levels of social interaction between employees and employers (and other stakeholders at large). These practices and competencies “touch” the workplace realities in a layered sense. Where these practices and competencies ‘appear’ in either a coordinated, collaborative, or cooperative way, or a combination of all three realities.

For example, the competence to promote experimentation could happen as part of a coordinated, collaborative and/or cooperative reality, depending on the levels of agreement versus social interaction that may occur at any given point in time. However, if a practice or competence is predominantly coordinating in structure, the reliance on the creator (whomever the leader is) transformation agendas.

is much more onerous from a sustainability point of view as opposed to that same role in a collaborative environment and vastly different in a cooperative environment where all the stakeholders are involved as networked knowledge workers/artisans.

The TIPS® Managerial Leadership Framework is intended to facilitate and influence the crafting of agile, aligned and engaged employers and employees alike, individuals who would become passionate about co-creating innovative ecosystems, contributing towards sustainable socio-economic and transformation agendas. In view of the afore mentioned framework, The DaVinci Institute developed an implementation framework to not only operationalise the Managerial Leadership Framework, but also to ensure the linkages to real world situations.

Refer to Figure 3 for the TIPS® Managerial Leadership Implementation Framework.

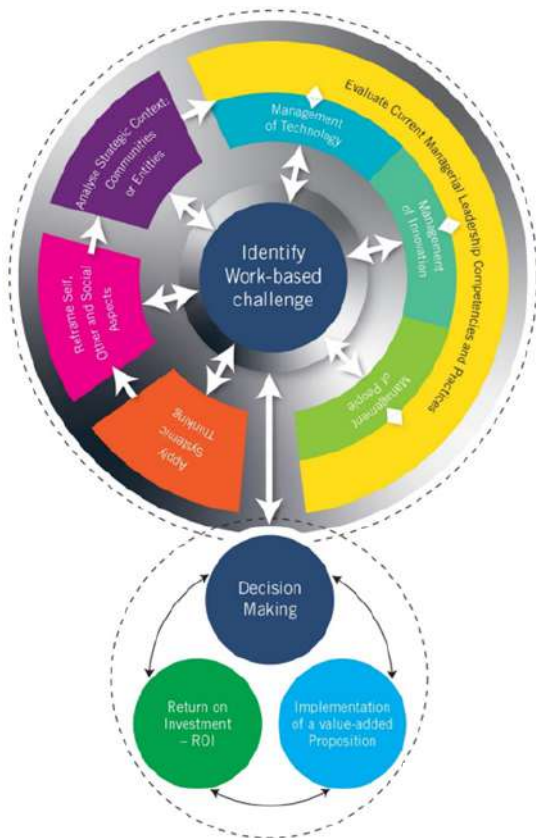


Figure 3: for the TIPS® Managerial Leadership Implementation Framework



tt100 Business Innovation Award Programme

The Top Technology 100 Business Innovation Awards Programme NPC (tt100) was established in 1991 to create an awareness of the role of technology and innovation in South Africa.

Since then, the programme has evolved into one of the foremost business awards programmes for organisations interested in advancing the establishment and development of an Innovation Management System. The tt100 celebrates three decades of the Excellence in the Management of Technology, Innovation, and People within a Systemic Context, since 1991 it has created and celebrated new imperatives that are:

- A holistic business initiative
- Adding value to all participants through education and coaching programme
- Creation of extensive business networking opportunities
- A variety of research and knowledge dissemination activities
- Business awards programs in Global reach

The winners for the 2021 tt100 Business Innovation Awards Programme in each category are:

Management of Technology	Category
WHC (Water Hygiene Convenience)	Emerging
iiDENTIFii	Small
Vaultgroup (PTY) Ltd	Medium
FlightScope (PTY) Ltd	Large
Management of Innovation	Category
WHC (Water Hygiene Convenience)	Emerging
iiDENTIFii	Small
Vaultgroup (PTY) Ltd	Medium
FlightScope (PTY) Ltd	Large
Management of People	Category
WHC (Water Hygiene Convenience)	Emerging
iiDENTIFii	Small
Aizatron (Pty) Ltd	Medium
Management of Systems	Category
Tlotlokgolo Business Investments	Small
Analytics Advertising	Medium
Sustainability	Category
WHC (Water Hygiene Convenience)	Emerging
iiDENTIFii	Small
Analytics Advertising	Medium
Overall Minister of Excellence	Category
Analytics Advertising	Medium
DG Award	Category
WHC (Water Hygiene Convenience)	Emerging

iiDENTIFii	Small	
Innovation Concept	Company name	Category
iiDENTIFiiin Face Recognition	iiDENTIFii	Small
Popvault	Vaultgroup (PTY) Ltd	Medium
Smart Facial Recognition Access Control System	Aizatron (Pty) Ltd	Medium
From waste to value	Tlotlokgolo Business Investments Pty Ltd	Small
Fio Science Virtual Hub	Foi Science	Emerging
Speak Up	TEARS Foundation	Emerging
The Gugu Energy Solution)	Gugu Corporation (Pty) Ltd	Emerging
Business Development App	Independent ICT Consultant	Emerging
Automated Lifestyle Assessment and Background Screening	Corporate Insights (Pty) Ltd	Emerging



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