



RESEARCH REPORT 2024



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Dream

Influencing the co-creation of
humane,
sustainable societies.



Purpose

Strengthening the growth
of agile, aligned, and engaged
managerial leaders,
who co-create innovative
eco-systems.

Brand Promise

Co-creating reality.

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.

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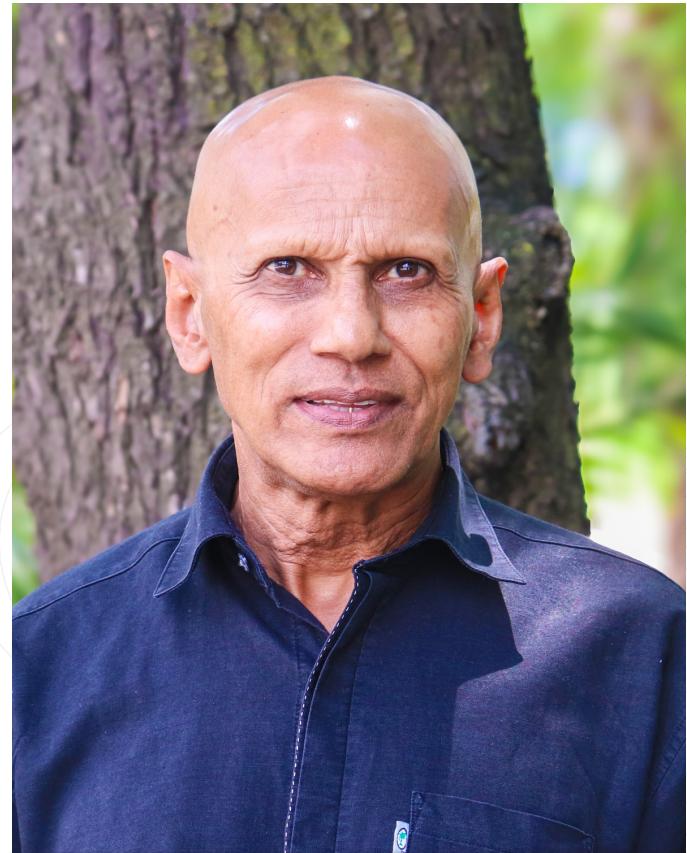
Message:

Programme Manager, Postgraduate Research

It is my pleasure to humbly salute all who may read this report, which primarily reflects student research outputs at DaVinci, while also highlighting the contributions of alumni and staff/associates. The report covers the period 1 April 2023 to 31 March 2024, and it is envisaged that this annual review of research outputs and related activities will continue consistently in future.

The current research approach at DaVinci is informed by systems thinking and transdisciplinarity, underpinned by the humility that “we do not know what we do not know”, and a commitment to life-long learning and continuous improvement. This orientation resonates strongly with the Japanese philosophy of Kaizen. Such an approach is essential in a world often described through acronyms such as VUCA, BANI, RUPT, and TUNA, all of which point to the exponential growth of knowledge, its increasing accessibility, and the certainty of ongoing uncertainty.

The Research Office takes pride in, and places a premium on, supporting students, staff, and associates engaged in research. Our sincere appreciation is extended to our Programme Learning Coordinators, Mr Future Ngwenya and Dr Raymond Toga. Support is provided through research proposal workshops, research seminars, capacity development workshops, supervisory and examiner fora, and platforms for deepening scholarly discourse. In addition, Masterminds and Doctoral Showcase events-held online-invite participation from a broader network of researchers and the business sector. These initiatives ensure alignment with current and emerging phenomena, explored through frameworks



Professor Paul Singh
Head of Programme:
Postgraduate Research

such as the TIPS Managerial Leadership Framework, among others.

It is encouraging to note the growth in postgraduate enrolments across the Postgraduate Diploma in Business Leadership, Master's and Doctoral programmes in Business Leadership and Management of Technology and Innovation. Looking ahead, the planned introduction of a Post-Doctoral Programme will further strengthen our research capacity by enabling post-doctoral candidates and alumni to undertake critical business- and community-based research initiatives. Collectively, these developments position DaVinci to make sustained and meaningful contributions through its research endeavours.

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2024

RESEARCH AND POSTGRADUATE OFFICE

Research and Postgraduate Office



Prof Paul Singh
Head of Programme:
Postgraduate Research



Dr Raymond Toga
Learning Coordinator:
Doctoral Programmes



Mr Future Ngwenya
Learning Coordinator:
Master's & PGDip Programmes



Ms Kgalalelo Hlaoli
Learning Coordinator:
Masters' Programmes



NQF LEVEL 10

INSTITUTIONAL RESEARCH OUTPUT

DOCTOR OF MANAGEMENT IN TECHNOLOGY
AND INNOVATION



Berry
Regan

Thesis: A framework to facilitate holistic transformation of South African township primary schools: cultivating hope amid despair.

Abstract: This research originates from the researcher's decade-long collaboration with the principal and community of a primary school in Alexandra township, Johannesburg. The thesis contributes to the understanding of the complexity of the context of South African township schools and the critical need to transform these schools. The study utilises constructivist grounded theory and drawing on the in-depth study of one township primary school the research culminates in the construction of a framework to facilitate a process of holistic transformation of township primary schools.

The study highlights nine key areas to be addressed to ensure a focus on holistic learning and teaching. The theoretical contribution of the study includes a theory of change for township schools, specifying what should be changed, how it should be changed and why these changes should work. The study provides systems psychodynamically informed insight into the unconscious dynamics present in township schools and basic education in South Africa, addressing a gap in education research. The study spotlights the need to create safety and containment which enable thinking, learning and innovation and offers a practical contribution into ways of creating containment.

The study was already presented at two international and two national conferences reflecting on: The impact of the COVID-19 pandemic on the community of Alexandra; an autoethnographic account of collecting data in a multiracial group; the unconscious dynamics present in the school during the transformation process, magnified by the trauma of the COVID-19 pandemic; and a constructed framework to guide holistic transformation of township primary schools.

Supervisor: Dr R Viljoen

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Regan-Berry-51cbf4aa095005832bc7c3fabddd617.pdf>



Chaka

Isheunesu Amon

Thesis:

Reimagining student services: a communiversity approach for integral development and decoloniality in Africa.

Abstract:

Isheunesu's transformative journey as Dean of Student Services at Manicaland State University of Applied Sciences (MSUAS) has been driven by a deep conviction that conventional models of higher education are insufficient to address the complex challenges facing our world. The Communiversity concept has emerged as the guiding framework for our efforts to dismantle colonial-era practices, reimagine the university's relationship with its community, and nurture graduates equipped to be transformative agents of change. Informed by the Southern epistemological path, his work emphasises the decolonisation of knowledge production, fostering reciprocal partnerships, and advocating for social justice. Chaka laid the groundwork for the Communiversity by challenging the lingering colonial legacies within traditional academic structures and curricula.

Colonialism imposed a hierarchy of knowledge, devaluing indigenous knowledge systems and perpetuating Eurocentric dominance within academia. The Communiversity model, in contrast, envisions a university that actively works to dismantle these hierarchies, respecting diverse ways of knowing and fostering dialogue between them. This approach is essential for developing solutions that are contextually relevant, culturally sensitive, and genuinely address the needs of our communities. In the final analysis Ubuntu philosophy serves as a cornerstone of his Communiversity. Emphasising interconnectedness, shared humanity, and collective well-being, it provides a framework for reimagining the university as more than a knowledge producer – it becomes a catalyst for social transformation.

Integrating indigenous knowledge into curricula and research was a key strategy to embody this philosophy. Students become active co-creators of knowledge, engaged in projects that directly address community-identified challenges. This empowers students to see themselves as agents of change, fostering the critical thinking, problem-solving, and empathy skills necessary for building a more just and equitable world.

Supervisor:

Prof R Lessem

Co-Supervisor:

Prof A Schieffer

Link to thesis:

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Khan

Sara Bint Moneer

Thesis:

Islam, arts and renewal of thought, integral approach to art advocacy, visual literacy and engagement in the Muslim communities of Cape Town, South Africa.

Abstract:

This study delved into the multifaceted world of art within the Muslim context, centered in Cape Town, South Africa. The study stemmed from the researcher's role as a curator and a pivotal question: how can art advocacy, visual literacy, and engagement within Cape Town's Muslim communities be enhanced to amplify their involvement in the local art scene? This inquiry arose from a revelation in 2015, uncovering the absence of Muslim voices in the city's artistic narrative due to socio-economic hurdles, political complexities, religious intolerance, and a limited grasp of Islam in the South African art sphere.

The study aimed to bolster art advocacy, visual literacy, and engagement among Cape Town's Muslim populace, fostering dynamic discourse within the local art milieu. The research focused on three critical facets: art advocacy to support artists, especially within the Muslim community; visual literacy to unravel unique perspectives on art within Muslim culture; and engagement to scrutinise community participation and contribution to the local art scene. Guided by the Process of Holistic Development (PHD) within the integral research framework, the doctoral process, within a vibrant ecosystem of co-learners and innovators, strived for tangible transformation through the MASHŪRAH process and the establishment of the MASHŪRAH Arts initiative.

This approach, aligned with Mode 2 social research, aimed at fostering social innovation and addressing societal imbalances. Drawing from diverse research methodologies, including hermeneutics, phenomenology, critical theory, and feminist theories, the research-to-innovation culminated in the establishment of MASHŪRAH Arts – an organisation dedicated to uplifting advocacy, visual literacy, and engagement within Muslim art communities. The inaugural exhibition 'MASHŪRAH', hosted at Greatmore Studios in Cape Town, generated a significant social return on investment (SROI) for the community. It fostered a sense of belonging, heightened awareness, facilitated storytelling, encouraged consultation, spurred innovation, facilitated knowledge exchange, and promoted inclusivity within Muslim art communities, making a distinctive and invaluable contribution to Cape Town's cultural landscape.

Supervisor: Prof R Lessem

Co-Supervisor: Prof A Schieffer

Link to thesis: <https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1ae8fedcfe/Sara-Bint-Moneer-Khan-ff-f4dce4176efallfc328018ff5c7bd5.pdf>



Mackenzie

Jane Blanche

Thesis:

Holistic Epigenetic Life Orientation: a multidimensional holistic quantum well-being framework.

Abstract:

Jane Blanche Mackenzie's doctoral research, provides a groundbreaking exploration into holistic well-being. Her study addresses the limitations of traditional reductionist models by proposing a new multidimensional framework that integrates principles from quantum physics, ancient Taoist philosophy, and modern biology.

Through her research at the Global Holistic Quantum Well-being Centre in Johannesburg, Jane developed the HELO framework, which aims to foster a deeper understanding of holistic consciousness and well-being. This framework promotes self-transformation by balancing physical, emotional, spiritual, and social dimensions, challenging prevailing biomedical paradigms. Her work introduces three paradigm shifts, moving from linear reductionist approaches to a holistic, multidimensional understanding of well-being, emphasising interconnectedness and balance.

Jane's original contribution offers a novel perspective on integrating ancient and modern knowledge to promote well-being, with significant implications for health practitioners, business leaders, and broader society. Her research holds particular relevance for addressing global health challenges and promoting holistic well-being in contemporary settings.

Supervisor:

Dr C Sigamoney

Link to thesis:

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**Makota
Manyaradzi**

Thesis:

Developing a strategic skills planning and implementation framework: a Chemical Industries Education and Training Authority (CHIETA) case study.

Abstract:

The study chose a topical issue on strategic skills development in South Africa and the role that the CHIETA and its strategic stakeholders can play in both skilling learners and upskilling employees thereby increasing return on investment for employers, employees, and learners involved. Skills are the drivers of economic growth and South Africa cannot transition into a developed economy without a skilled workforce. Currently, there is no clear functioning skills integration matrix between the private sector, the government, and the CHIETA.

Having determined the context of strategic skills within the chemical industry in South Africa, the need to develop an effective strategic skill planning and implementation framework became evident. The study therefore set out to examine how the CHIETA can develop a strategic skills planning and implementation framework. The researcher utilised a mixed methods case study and qualitative as well as quantitative methods of inquiry. The researcher was interested in exploring how the CHIETA develops its strategic skills planning as well as ascertaining the level of collaboration and innovation between the CHIETA and its strategic skills stakeholders. In addition, the study set out to identify strategic skills implementation challenges within the sector with a view to suggesting corrective action.

The significance of the thesis has already come to light as the researched organisation has started applying some of the recommendations from this study. Some of the major findings were that, though the CHIETA practiced strategic skills planning, the process was not well structured. Furthermore, collaborations, though existing, were found to be weak. In addition, strategic skills implementation gaps were identified.

Supervisor:

Dr L Chipunza

Link to thesis:

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Moeketsi
Pule Ishmael

Thesis:

Analysis of the South African defence industry: a normative model.

Abstract:

The study is located within the domain of state-owned-enterprise (SOE) performance and the associated potential contribution to the economy of a typical developmental state such as South Africa. It analyses the rise and fall of Denel SOC, while demonstrating its enormous potential of bringing about socio-economic development and national security in the country.

The complexity of analysing various security sector reform initiatives was further compounded by challenges linked to fiscal constraints, skills shortages, corruption and subdued domestic demand for defence hardware and services. Despite all of these factors, the researcher managed to identify core concepts, and major developments in the defence industry, both locally and internationally, and ultimately provide an integrated and coherent picture through a systems approach.

The study has contributed towards the body of knowledge through the development of a normative model which could assist various state-owned enterprises to perform optimally. It proposes mechanisms for reviving Denel SOC, beyond just recapitalisation by government. The normative model further demonstrates how government can identify and synergise hard power and soft power capabilities through companies such as Denel SOC. There is no doubt that the study has lived up to the expectation of contributing towards addressing national challenges, especially in the defence industry space.

Supervisor:

Dr MB Khanyile

Link to thesis:

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Soobramoney
Jayanathan

Thesis:

An integrated framework to address the Work Integrated Learning challenges faced by engineering diploma students at selected South African Universities of Technology.

Abstract:

The study entailed a critical analysis of the challenges encountered in securing placement opportunities for learners to complete the Work Integrated Learning (WIL) module for engineering related qualifications at selected South African Universities of Technology. The researcher adopted a pragmatic research paradigm and a mixed methods approach that incorporated quantitative and qualitative data collection techniques. The data was collected via survey questionnaires as well as through focus group interviews. The quantitative data collected from a purposeful and convenient sample of learners, academic staff, and industrial mentors using closed-ended questions was statistically analysed and presented. Data from focus group interviews with a carefully selected sample of competent and experienced participants was coded, organised into themes, and qualitatively assessed.

The key findings concerning the challenges included poor mentoring, lengthy placement delays, poor understanding of industrial documentation and drawings, poor teamwork skills, and a lack of thorough understanding of WIL processes and systems. Based on the research findings, a comprehensive WIL framework was developed to minimise barriers and improve performance among all the relevant stakeholders. Measuring the talents and competencies of Industry Mentors, whose credentials, experience, skills, training, and personality were not adequately addressed by the research, emerged as an important priority area for future research.

Supervisor:

Prof K Govender

Link to thesis:

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Welman

Hester Catarina

Thesis:

The role of the Broad-Based Black Economic Empowerment compliance framework in wealth distribution: a case of ownership transformation in selected industries in Gauteng Province.

Abstract:

This thesis examined the effectiveness of the Broad-Based Black Economic Empowerment Compliance-Framework (B-BBEE-CF) on ownership transformation in South Africa. A mixed methods research approach was adopted to improve the reliability, validity and trustworthiness of research findings.

The study established that there is no evidence that the B-BBEE-CF is an effective tool that leads to ownership transformation; the framework has not facilitated nor guided the transformation process on an economic level but instead each company on transactional level was left to its own recourse. The study further revealed that the pace of ownership transformation is slow as a result of many challenges such as complexity of the codes, absence of government monitoring and the inability to implement a voluntary participation practise.

The study developed a conceptual framework that could guide companies in achieving meaningful transformation in a holistic manner as envisaged by the South African government. Such transformation would ultimately lead to ownership transformation that is sustainable. This would include the majority of black South Africans within the economy through productive assets, which create value for broader economic participation and a more equal society.

Supervisor:

Prof J Chigada

Link to thesis:

<https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Hester-Catarina-Welman-7933f92e697eee4d5548d4681102cc51.pdf>

Message from The Alumni Representative

A radiant May morning in 2024 marked a milestone moment in my academic journey, the day I proudly graduated with a doctoral degree from DaVinci. Not even a thunderstorm could have dampened the elation I felt as I stepped into this long-anticipated day. The celebration began the night before, at the esteemed President's Dinner, where DaVinci faculty honoured the five of us completing our doctoral studies. This cherished tradition embodies the unique and deeply personal approach that sets DaVinci apart from other doctoral programmes.

The spirit of celebration at the graduation ceremony was unmistakable. Whether clad in red or black robes, receiving a Higher Certificate, Bachelor's, Master's, or Doctoral degree, every graduate was acknowledged with equal enthusiasm by the dynamic Master of Ceremonies, Dr. Marla Koonin. Her words underscored the profound significance of tertiary education in Africa, where each graduation represents not just individual achievement but also a collective step toward progress.

South Africa continues to grapple with systemic inequities in education. Despite the vision of quality education for all set forth by the country's first democratic government in 1994, only a small percentage of students from privileged schools qualify for a university education. The crisis extends beyond basic education, higher education faces challenges of seismic proportions, as noted by Sizwe Dlamini in a January 2025 article in the online Sunday Independent. With public universities unable to accommodate the overwhelming demand, private institutions like DaVinci are playing a critical role in bridging this gap.



Dr Regan Berry
Alumni Representative

DaVinci remains committed to educational inclusivity through initiatives such as the Higher Certificate in Management of Technology and Innovation and its robust Recognition of Prior Learning policy, ensuring that access to learning is expanded to those who may have otherwise been excluded.

The DaVinci learning experience is rigorous and transformative. It demands resilience, as students navigate the dual challenge of learning and unlearning. The institution fosters a unique synthesis of critical, analytical, innovative, and systems thinking, guided by the TIPS® leadership framework, which integrates Technology, Innovation, People, and Systems. More than just an academic pursuit, DaVinci challenges students to be agents of change, addressing real-world problems and

contributing meaningfully to knowledge production within the Global South.

Flexibility and structure coalesce in DaVinci's academic approach. Faculty members honour the lived experience and expertise each student brings while simultaneously stretching and challenging conventional thinking. The class of 2024 embarked on a diverse range of doctoral research studies spanning industry, education, healthcare, the arts, and beyond, each study carrying the potential to drive systemic change. From decolonising knowledge by integrating Indigenous wisdom with Western academic traditions to advancing visual literacy, art advocacy, and cultural expression, our research reflected a commitment to meaningful transformation. Traditional academic structures were questioned, and urgent calls were made to address the crisis in both basic and tertiary education.

Earning a DaVinci qualification demands sacrifice, not only from students but also from those who support us along the way. The pride and sense of accomplishment were palpable at graduation, etched on the faces of every graduate who crossed the stage. Faculty members watched with pride, seeing the fruition of their dedication to fostering knowledge and creating an enabling learning environment. The audience joined in, celebrating each individual achievement with enthusiasm, underscoring the collective spirit that defines DaVinci.

As we move forward, let us remain lifelong learners and embrace the responsibility of being remarkable, transformative leaders in our communities and industries. In doing so, we uphold the DaVinci vision of co-creating sustainable societies, one graduate, one innovation, and one change-maker at a time.

NQF LEVEL 9

INSTITUTIONAL RESEARCH OUTPUT

MASTER OF BUSINESS LEADERSHIP



Kabeng
Andries Andy

CUM LAUDE

Dissertation: Factors contributing to non-compliance with environmental laws by a coal mining company operating in the Limpopo and Mpumalanga Provinces.

Supervisor: Dr C Mukonza



Tischlhauser
Karl

Dissertation: Performance of learners in Kenya, Nigeria, and South Africa on the Google International Youth Foundation (IYF) programme: a framework for future e-learning programmes.

Supervisor: Dr H Goode



Mbalula
Jabu Ntsokolo Ishmael

Dissertation: Evaluating the implementation of the national health insurance scheme in the Thabo Mofutsanyana district of the Free State Province, South Africa.

Supervisor: Prof G Setswe



Myeni
Thembekile Promise

CUM LAUDE

Dissertation: Implementing BBBEE: leader experiences in the South African Banking industry.

Supervisor: Prof P Singh



Tiro
Kagiso Darius

Dissertation: The impact of leadership on organisational performance at the National Union of Mineworkers in the Free State Province.

Supervisor: Dr A Modise



Tsolo
Precious Manakedi

Dissertation: Performance of State-Owned Entities: a case study of the South African Post Office.

Supervisor: Dr S Shipham



Xulu ka Dlamini
Lindelani Mfundo

Dissertation: A framework for assessing the impact of green building in the South African built environment.

Supervisor: Prof J Mahachi



Ntamatama
Lerato Noreen

Dissertation: Evaluating conformity assessment to the safety, health, environment and quality management system requirements for continuous accreditation and certification at the National Metrology Institute of South Africa.

Supervisor: Dr L Chipunza

NQF LEVEL 8

INSTITUTIONAL RESEARCH OUTPUT

POSTGRADUATE DIPLOMA IN BUSINESS LEAD-
ERSHIP



Kunene
Ntokozo Samkele Collen

Project Title: An exploration into the dynamics of expanding the business of a channel cybersecurity organisation into the rest of Africa.



Le Roux
Anelene

CUM LAUDE

Project Title: Inhibiting factors and associated mitigations to improve change adoption during project implementation at a selected banking organisation.



Mosana
Filinkie Isaac

CUM LAUDE

Project Title: Exploring the effectiveness of strategic project management in the allocation of project resources in selected organisations in South Africa.



Reddy

Jenaine

CUM LAUDE

Project Title: Exploring the effects of stress on employees trying to remain relevant in the workplace at Nedbank.



Sikhhothe

Sandile

Project Title: Exploring adoption of hybrid work practices to improve work-life balance for employees at Telkom.



Greaver

Barclay Tyrone

Project Title: The effects of digital transformation on corporate culture: ensuring successful implementation through effective upskilling and reskilling.



Jagwanth

Avthar

CUM LAUDE

Project Title:

Exploring the drivers of dysfunctional teams in a management consulting firm based in South Africa.



Nawaz

Raihaan

Project Title:

Investigating the effect of Advisor Job Satisfaction on Customer Experience in the FNB Personal Suite.



Greaver

Janine Anthea

Project Title:

The evolution and rebuilding of employee loyalty within organisations.



Henrico

Jean

Project Title:

An Eduvos case study on integrating Artificial Intelligence in a Private Higher Education Institute for enhanced teaching, learning and student experiences.



Jooste

Shovagne Lüsher

CUM LAUDE

Project Title:

Making sense of Change Management for the success of an organisation.



Mani

Hulisani

Project Title:

An analysis of South African Consulting Engineering SMME's strategic readiness to adopt AI for improved performance.



Matshoba
Jeoffrey Mzikayise

CUM LAUDE

Project Title: Exploring the viability of Air Traffic Navigation Services implementing air navigation charges on Non-Commercial aircraft at Regional Airports.



Mhunduru
Garikai Nathan

Project Title: Describing the effect of knowledge management on engineering support on Mobile Network Operator authentication, adoption of hybrid work practices to improve work-life balance for employees at Telkom.



Radebe
Rose Raisibe

Project Title: Restoring communication for an innovative, productive and profitable Transnet Engineering.



Dlamini
Portia Hlengiwe

Project Title: Investigating the effectiveness of the implementation of a cloud based payroll at EFML.



Nyuswa
Phelelani Caiphas

Project Title: Ensuring departmental continuity through ABC Bank's succession planning.



Le Roux
Pieter Jozua

Project Title: Exploring drivers of Migrant Agriculture Workers of South Africa: foundation for applied research.



Mazibuko
Njabulo Samukeliso

CUM LAUDE

Project Title: Exploring the barriers to the effectiveness of multi-disciplinary teams to achieve business objectives.



Motha
Teddy Monde

Project Title: An investigative study in exploring ways to improve sales through lower sub-segments in a banking group.



Tyobeka
Themba

Project Title: Asset management challenges of the state fleet: a case of the Free State Fleet Management Trading Entity.



Van Rensburg
Nigel

Project Title: The influence of score cards on employees' performance.

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NQF LEVEL 7

INSTITUTIONAL RESEARCH OUTPUT

BACHELOR OF COMMERCE IN BUSINESS
MANAGEMENT

KEKAE, Sekomane Fillix

Work-Based Challenge: Assessing the effectiveness of procurement processes at Altron Arrow.

WOLMAN, Alexander Bert

CUM LAUDE

Work-Based Challenge: Understanding the impact of the Covid-19 pandemic on the South African

DUGGAN, Craig

CUM LAUDE

Work-Based Challenge: Exploring how to improve the management of a smart metering system to increase revenue collection

REYNECKE, Andries-Hermann

Work-Based Challenge: Prioritising sustainable development for the empowerment of subsistence farmers: establishing profitable agricultural operations towards achieving food self-sufficiency.

PILLAY, Bradley Sivanandan

Work-Based Challenge: A review of best suited Network Service Providers for optimum work from home connectivity.

MAY, Jane Refiloe

Work-Based Challenge: Research on quality assurance errors within the bond cancellation team.

RADEBE, Nobuhle Bridgette

Work-Based Challenge: Research into the remedial options for debt repayment.

RATEME, Mmakoma Evelyn

Work-Based Challenge: Research into the challenges of manual workflows.

VAN Niekerk, Karin

Work-Based Challenge: Research into viability full return to office, working from home or hybrid working model.

AFONSECA RIBEIRO, Bernadete Barbosa

Work-Based Challenge: Research into achieving effective partnership selling amongst Wesbank sales teams within the Firstrand Group.

IPHOFA, Avela Lazola

Work-Based Challenge: Determining the viability of the use of robotics to ensure the fair treatment of customers.

HEARNE, Jill Deirdre

CUM LAUDE

Work-Based Challenge: Research into the viability of automation to overcome backlog challenges.

LIEBENBERG, Johani

CUM LAUDE

Work-Based Challenge: The impact of Green Industrialisation on the Banking Industry.

MAHANGU-GOTYANA, Nobathembu

Work-Based Challenge: Researching the inadequate process of updating customer information.

MAWELA, Charmaine Lee-Anne

Work-Based Challenge: Achieving transformation in talent constrained roles in a Financial Services Institution.

RAJPUT, Pritesh

CUM LAUDE

Work-Based Challenge: Prioritising sustainable development for the empowerment of subsistence farmers: establishing profitable agricultural operations towards achieving food self-sufficiency.

STIELER, Willem Johannes

Work-Based Challenge: Research into how to increase revenue of vehicle accessories.

WELCOME, Sharlene Meloney

CUM LAUDE

Work-Based Challenge: Investigation into burnout caused by remote work.

WILLIE, Dianne

Work-Based Challenge: Exploring how to gear up the Automotive Industry for the digital era.

CORNELIUS, Genevieve Tanya

Work-Based Challenge: Investigating poor lead generation in the sales and marketing teams at IntegriSure Brokers.

DE BRUYN, Quintus

Work-Based Challenge: Research into the impact of Automation on manual labour.

MATLAPU, Malekwa Hilda

Work-Based Challenge: The effect of poor and limited system functionality on customer service.

OLSEN, Tabita

CUM LAUDE

Work-Based Challenge: Research into Century Gothic the viability of effective Customer Segmentation through integrated automation.

PAPI, Yvonne Manchadi

Work-Based Challenge: The inefficiencies of collection process at Mobile Telephone Network (MTN).

RAKUMAKOE, Sello Samuel

Work-Based Challenge: Research into the decline in business account opening at branch level.

MAWELA, Charmaine Lee-Anne

Work-Based Challenge: Achieving transformation in talent constrained roles in a Financial Services Institution.

MUGHOGHO, Yasuzga Brenda

Work-Based Challenge: Investigating contractors' non-compliance with Health and Safety at a ready-mix Concrete Plant.

SCHEUN, Lize-Mari

Work-Based Challenge: Investigating poor employee engagement at an aviation company.

PILLAY, Praveshni

Work-Based Challenge: The effect of COVID-19 on remote Working Employee Performance (WFH) and well-being.

XABA, Khulekani Vincent

Work-Based Challenge: Investigating optimising DHL Boksburg Warehouse operations to improve customer experience.

ZWANE, Tsholofelo Tertia

Work-Based Challenge: Improving revenue demand (ROD) processes in the ROD department at the Fedex Romeo station.

VAN Niekerk, Karin

Work-Based Challenge: Research into viability full return to office, working from home or hybrid working model.

JANSE VAN VUUREN, Naude

CUM LAUDE

Work-Based Challenge: Exploring the prevention of data loss to safeguard sensitive information in the financial services sector.

MAKO, Courtney Melissa

Work-Based Challenge: Building graduate retention through overcoming promotional and growth challenges.

MANAKE, Boitumelo

Work-Based Challenge: Closing the workplace performance gap: building a high-performance culture.

MOLOI, Theodora Nora

Work-Based Challenge: The effect of training on employee performance in the retail banking sector.

MOTLADI, Refilwe Hilda

Work-Based Challenge: Exploring the use of technology to improve the reporting of international payments to the South African Reserve Bank.

PETERSEN, Curtis

Work-Based Challenge: Improving Credit Application Success through Innovations in Application Development.

RADEBE, Namahlubi Charity

Work-Based Challenge: Exploring the effect of Digital Performance on Performance in Retail Banking.

SIGABAN-PARKER, Stefhanie

CUM LAUDE

Work-Based Challenge: Optimising marketing effectiveness and efficiency in financial institutions in South Africa.

WILLIAMS-REDDIAR, Candise Magdelne

Work-Based Challenge: Investigating the factors that affect employee retention in Group Compliance Standard Bank.

LEKETI, Lebogang Reginah

Work-Based Challenge: The impact of remote work flexibility with a shift towards full in-office work.

GRAY, Kelli

Work-Based Challenge: Exploring the digitisation of medical records for greater efficiency and effectiveness..

PETRAKIS, Harry

CUM LAUDE

Work-Based Challenge: Enhanced operational efficiencies and productivity through outcomes-based remuneration in bulk cash processing.

PRETORIUS, Zacharias Christiaan

Work-Based Challenge: The influence of effective time management on performance in the 'new normal'.

REDDY, Paroshnee

Work-Based Challenge: The factors that motivate staff in the service suite environment.

RUSSELL, Rosslyne

Work-Based Challenge: Exploring transforming frontline support to improve workflow.

SALIE, Ebrahim

Work-Based Challenge: An investigation into improving staff performance within the 'new normal'.

SHIPALANA, Yaisa Xiribyana

Work-Based Challenge: The impact of risk assessment and reporting on the infrastructure and security services reports .

THOMAS, Lee-Roy Franklin

Work-Based Challenge: The impact of customer centricity training on the client experience.

TOYO, Khangelani Thembalethu Siyabonga

Work-Based Challenge: Factors that affect the retention of skilled employees at the FNB Private Wealth Service Suite.

UREN, Kelsey Bernadette

Work-Based Challenge: The impact of undocumented processes on workflow in exchange control.

VAN DER LINDE, Lilanie

Work-Based Challenge: The impact of virtual training on employee engagement .

VAN JAARSVELD, Leonie

CUM LAUDE

Work-Based Challenge: The impact of Personal Development Plans on Private Banker Analysts' retention and growth at First National Bank Homeloans.

LEE, Kerwin Chesley

Work-Based Challenge: The viability of implementing an incentive awards programme in the Home Loans Sales staff environment .

SEKABATE, Refilwe

Work-Based Challenge: The effectiveness of credit qualified employees on customer service in the Home Loans Credit Department.

VAN BOOMEN, Daniell Nelia

Work-Based Challenge: The impact of quicksell training on reducing mortgage loan arrears in the FNB nonperforming loan book of WESBANK .

ADAMS, Eloise Theresa

Work-Based Challenge: Reasons for increased absenteeism in Client Operations: a Wesbank case study.

BOK, Jeffrey Amos

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

BRINK, Jermaine Vernon

Work-Based Challenge: An investigation into the reasons for an unsatisfactory conversion rate on approved business at a financial institution.

BROWN, Jerodean Zezinia Mary

Work-Based Challenge: The influence of key person dependency on process breakdown and business continuity in WesBank Corporate.

CASSIM, Imtiaz Haroon

CUM LAUDE

Work-Based Challenge: A study on how to increase WesBank's Penetration in the FirstRand retail customer base.

DAVIDSON, Lorenzo Lionel

Work-Based Challenge: An investigation into the integration status of Wesbank's Risk Management Levels.

DU PLESSIS, Jeremia Josua

CUM LAUDE

Work-Based Challenge: The impact of WesBank Motor system's unavailability on customer centricity.

GREEN, Paula Celeste

Work-Based Challenge: How to enhance an Outstanding Debt Protection Policy at a Financial Institution.

MAFADA, Hawkins

Work-Based Challenge: An investigation into inefficiencies in the NaTIS handover process at a Financial Institution.

MAHARAJ, Aatish

Work-Based Challenge: Exploring the effect of ineffective portfolio management on customer retention in a Financial Services Institution.

MOODLEY, Delen

CUM LAUDE

Work-Based Challenge: The effect of poor employee retention on the First National Bank Branch Network.

NTHITE, Tshepo Moses Molefe

Work-Based Challenge: Investigating the ineffectiveness of a manual system process at a Financial Institution.

OOSTHUIZEN, Arista

Work-Based Challenge: A study into the lack of skills in the fleet management and leasing division at a Financial Services Institution.

PRINSLOO, Riaan

CUM LAUDE

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

SAMAMOUDÉ, Neusa Agira

Work-Based Challenge: An investigation into the inefficiencies within the nightshift call centre of a Financial Services Institute.

SINGH, Orisha

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

STRYDOM, Willem Andries Daniel

CUM LAUDE

Work-Based Challenge: 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

Work-Based Challenge: The impact of misaligned data between WesBank Corporate and First National Bank (FNB) on client service.

VAN DER WESTHUIZEN, Stacey-Lee

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

HLUNGWANI, Mafemani Morris

Work-Based Challenge: 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

Work-Based Challenge: An investigative study into the factors that contribute to unsafe acts in the construction industry in South Africa.

RADEBE, Rose Raisibe

Work-Based Challenge: The effect of 100% medical surveillance on a healthy, productive and profitable Transnet engineering.

STONE, Salmon Loram

CUM LAUDE

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

TLHAOLAKGOMO, Sabata Judge

Work-Based Challenge: The impact of at-risk behaviour on unsafe acts at the Kolomela Mine.

DE WET, Anna-Marie

Work-Based Challenge: The impact of leadership engagement on employee morale.

MOHABAR, Niresh

CUM LAUDE

Work-Based Challenge: The impact of digitalisation in enabling business continuity amid a pandemic: a DHL Express case study.

VAN ZYL, James John

Work-Based Challenge: A causal study on the high volume of stock losses in the James Park warehouse.

ADAMS, Anastaycia Cindy

Work-Based Challenge: The impact of effective time management on customer service in the settlements department of a bank.

ADAMS, Shaheemah

Work-Based Challenge: An integrated banking system that connects parent and minor banking accounts.

DANISO, Nozipho Meachelle

Work-Based Challenge: Mitigating employee risk and fears in automating work processes: a Wesbank case study.

GREAVER, Janine Anthea

Work-Based Challenge: An exploration of gender inequality with regard to promotion into leadership positions.

HANUMAN, Nashitha Naleen

Work-Based Challenge: The effect of extended patient application processes on the customer experience.

JAMES, Stephan Jonathan

Work-Based Challenge: An exploration of improvements required to client feedback processes regarding prepaid airtime and electricity disputes to enhance customer centricity.

KHUMALO, Duduzile

Work-Based Challenge: The impact of the recruitment and selection processes on the retention of insurance sales staff.

MAHAYE, Linda Lungile

Work-Based Challenge: An exploration of the importance of mental well-being on work performance.

MANTYI, Zodwa

Work-Based Challenge: An exploration of the potential benefits of constructing a railway line at Matimba Power Station.

MOKOENA, Rose Lerato

Work-Based Challenge: An evaluation of the effectiveness of the performance evaluation system used within the Gautrain management agency context.

MOKONE, Leonora Catherine

Work-Based Challenge: The effect of the implementation of an electronic document and records management system on cost reduction.

MOSANA, Isaac

Work-Based Challenge: The impact of embracing diversity on the development of a succession strategy .

MULDER, Juan

Work-Based Challenge: Establishing a roadmap for Huhtamaki Fibre Foodservice to become carbon neutral by 2030.

OBERHOLZER, Daniël Frederick

Work-Based Challenge: An exploration of strategies that can be used to reduce staff turnover.

PUTTER, Franco Julian

Work-Based Challenge: An evaluation of the unified user experience of the MTN Play 2.0's corporate identity convergence.

SCOTT-BRIGGS, Keneuwe Mpho Jessie

Work-Based Challenge: The impact of leadership communication on performance in the MTN call centre.

THOMAS, Shameeha

CUM LAUDE

Work-Based Challenge: The impact of training and development on unskilled, underprivileged youth on a learnership programme at the Training Advisory Group (TAG) Group African Bank.

JACOBS, Elna

Work-Based Challenge: Staff behaviour that leads to the creation of a positive working environment at MTN South Africa.

BROODRYK, Christiaan Willem

CUM LAUDE

Work-Based Challenge: The effect of implementing an electronic document and records management system on cost management

HEATH, Lloyd Charles Gunter

CUM LAUDE

Work-Based Challenge: The effect of redesigning Business Account Manager's Key Performance Indicators on the customer experience, sales performance and strategic

BEECROFT, Keelan Wade

Work-Based Challenge: An exploration of the impact and involvement of human factors in runway incursions.

BURGER, Ruan Johann

Work-Based Challenge: An exploration of the effectiveness of current rules, regulations, and systems in fatigue management in South African airline pilots.

MABASO, Thaile Joyce

Work-Based Challenge: An exploration of ways to motivate employees to enhance performance.

RADEBE, Siphamandla Gift

Work-Based Challenge: An exploration of how technology can improve South African border security.

VAN WYK, Armand

Work-Based Challenge: An exploration of the predispositions within the South African Air Force towards recognising technological deficiencies.

WHITE, Andrew David

Work-Based Challenge: A descriptive study of suitable aircraft and geographies for the global expansion of Aerocare Flying Ambulances.

FORTUIN, Danielle Caela

Work-Based Challenge: The influence of communication within the contact centre environment and culture in creating job sustainability.

SINGH, Kashilla

Work-Based Challenge: The effect of improved performance management in the workplace on employee engagement and overall productivity.

NXUMALO, Lydia Lindiwe

Work-Based Challenge: An exploration of employees' lack of sufficient knowledge in using digital channels optimally.

SPARKS, Lester Nico

CUM LAUDE

Work-Based Challenge: Impact of inefficient processes on CRO/IT CDRM operations.

TLHOAEL, Kagiso

Work-Based Challenge: The impact of automation on the First National Bank debt review inbound call centre's services.

MKHWANAZI, Agnes

Work-Based Challenge: The impact of the Pyramid system on customer service in FNB Home Loans.

WHITTING, Noleen Crystal

Work-Based Challenge: The perceived importance of training needs analysis at First National Bank's fulfilment department.

ABRAHAMS, Cindy Roumie

Work-Based Challenge: An exploration of the impact of getting call centre staff to thrive on morale, productivity and service levels.

ADAMS, Antone Melissa

Work-Based Challenge: The impact of inefficient processes on employees and workflows.

ALBERTYN, Rahiem

Work-Based Challenge: An exploration of the effect of digitising client feedback on customer

BETHIL, Megeshni

Work-Based Challenge: An exploration of the effect of an employee service culture on the customer experience.

DE LA REY, Renaldo Rouche Stanley

Work-Based Challenge: An exploration of the effect of remote working on productivity.

EAGLESTONE, Melissa

Work-Based Challenge: An exploration of the impact of additions to a banking application on the customer experience of customers with home loans.

EBRAHIM, Zaheer

Work-Based Challenge: An exploration of the effects of the 'Treating Customers Fairly' home loan solution on the customer experience.

GOVENDER, Govindsamy

Work-Based Challenge: 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

Work-Based Challenge: An exploration of the effect of automation on back-office operations and efficiency.

HART, Candice Lola

Work-Based Challenge: An exploration of the effectiveness of the implementation of QR code processes and communication in Merchant Services.

JACKSON, Janine Jeanette

Work-Based Challenge: The impact of hybrid working on employee well-being.

JAIRAM, Shonal

Work-Based Challenge: The impact of an employee development programme on employee retention within a banking branch.

LEKHOOE, Motlalepula

Work-Based Challenge: The impact of the refund process on productivity and customer service.

LUND, René Jeannet

Work-Based Challenge: An exploration of improvements required to the Peer/Buddy training process within First National Bank Homeloans.

MOLOANTOA, Salmina

Work-Based Challenge: An exploration of customer relationship management factors that enhance performance.

MOODLEY, Devan Moonasamy

Work-Based Challenge: The impact of digitised legal letters on improved capacity and risk mitigation.

MOODLEY, Faheem

Work-Based Challenge: The effectiveness of digital enablement on customer contact and interaction points.

MOROPA, Jito

Work-Based Challenge: The impact of remote working on productivity in a banking call centre.

NAICKER, Kaveshnee

Work-Based Challenge: An exploration of how top talent can be retained through succession planning.

NAIDOO, Keshnee

Work-Based Challenge: The effect of digitising building progress draws on the enhancement of customer centricity.

NEL, Leonard

Work-Based Challenge: An exploration of the reasons behind customer complaints in a banking division dealing with home loans.

PHUKUBJE, Thembu Maron

Work-Based Challenge: The impact of pricing on mortgage loan uptake at a South African bank.

REYNECKE, Vanessa

CUM LAUDE

Work-Based Challenge: The impact of working at home on employee productivity.

SHAKOANE, Matshowa Jafta Mogau

Work-Based Challenge: The perceived importance of process automation on business performance in banking.

VAN DEVENTER, Sindy

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

WILLIAMS, Frank Theodore

Work-Based Challenge: An exploration of how to keep employees engaged in a remote working environment.

WILLIAMS, Ilana

Work-Based Challenge: The impact of digitising the debit order process on customer service at FNB Homeloans.

WINNAAR, Charleen Whitney Wendoleen

Work-Based Challenge: An exploration of the relationship between productivity and customer complaints in the FNB deceased department.

BALIRAM, Himawathie

Work-Based Challenge: The impact of values, attitude and safety beliefs on establishing a safety culture.

HLATSHWAYO, Jeremia Moses

Work-Based Challenge: The impact of an employee safety culture on the reporting of incidents and near misses.

JOUBERT, Marthinus

CUM LAUDE

Work-Based Challenge: Constructing a health and safety management system for PG Glass.

DRY, Sonja Elizabeth

Work-Based Challenge: An exploration of the factors that contribute toward employees acting in an unsafe manner in the workplace.

VON BENECKE, Godfried Daniël

Work-Based Challenge: The impact of polymer trends on generating sustainable growth and a circular economy in South Africa.

LEPHOTHE, Shimane Michael

Work-Based Challenge: An exploration of the pace of transformation in the management of leadership diversity in SG Agility.

MUNORU, Joseph Muthinja

Work-Based Challenge: The effect of a lack of racial and gender transformation of project managers on leadership: A Khalili Homes Builder LLC case study.

2024 AWARDS

THE 2024 ANNUAL DAVINCI 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.

The DaVinci Institute

Senate Awards

THE DAVINCI PRESIDENT'S AWARD

The DaVinci President's Award recognises students in Doctoral studies who, through excellence in applied research, contributes to a deepened or furthered understanding of what constitutes The DaVinci Institute's approach to business management and leadership in technology, innovation, people and strategic thinking. The student(s) should, through their research activities, demonstrate an unquestionable contribution(s) towards the creation of new knowledge and application as related to the management of technology, innovation, people and/or systems within a specific organisational context.

Recipient: Dr Gregory Robert Tosen

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 Patience Magodo

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 remarkable for fellow DaVinci students; and lastly, promote the DaVinci Institute through the quality of its 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 Sandra Jean Gertenbach

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: Mr Errol Arthur Pillay

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: Ms Yoricke Veronica Estehuyse

THE POSTGRADUATE DIPLOMA TOP ACHIEVER AWARD

The Top Achiever Award for the Postgraduate Diploma recognises individuals who display outstanding overall achievement for dedication and excellence in their studies and who have obtained the qualification Cum Laude. They have also provided strong evidence of outstanding ROI in their study, especially with regard to social and organisational returns.

Recipient: Ms Yugendhri Penta

2024

PUBLICATIONS AND CONFERENCES

PUBLICATIONS AND CONFERENCES

INDEXED JOURNALS

1. Goni Saar & Rabelani Dagada: Enhancing Cybersecurity Resilience in Zambian SMEs: A Strategic Approach; Research in Southern African Digital Business, Vol II, pp. 152-187. [Click here to view](#)
6. Klopper, H.B. 2024. Shaping the Future: Innovating Business Education for Tomorrow's Challenges. Knowledge Resources HR Indaba Conference held on 6 June 2024, Sandton, South Africa.

PEER REVIEWED CONFERENCE PAPERS

1. Dr Raymond Toga & Dr Mario Landman: Proceedings of the 2024 NADEOSA National Conference – Paper titled: Private higher education institutions and the new world of work: a strategic framework for resilient and agile business management. THEME: ACCESS AND SUCCESS IN HIGHER EDUCATION – Unleashing the potential of technology and OER in creating inclusive and equitable learning environments.
2. Dr Raymond Toga: Integral African Conference (IAC) 2024 - Paper titled: The Role of African Identity in Shaping Educational Policies and Practices
3. Klopper, H.B. 2024. Management Leadership Development Solutions for the Future. Grown Conference held on 4 April 2024, Midrand, South Africa.
4. Klopper, H.B. 2024. Navigating Tomorrow: Cultivating a Competitive Mindset for Future Business Strategies. CEO Business Club Conference held on 1 May 2024, Pretoria, South Africa.
5. Klopper, H.B. 2024. Shaping the Future: Transforming Business Education in the Digital Age. Digital Education Conference held on 28 June, Sandton, South Africa.
6. Klopper, H.B. 2024. Shaping the Future: Innovating Business Education for Tomorrow's Challenges. Knowledge Resources HR Indaba Conference held on 6 June 2024, Sandton, South Africa.
7. Dr Raymond Toga & Dr Mario Landman: Proceedings of the 2024 NADEOSA National Conference – Paper titled: Private higher education institutions and the new world of work: a strategic framework for resilient and agile business management. THEME: Access and Success in Higher Education – Unleashing the potential of technology and OER in creating inclusive and equitable learning environments.
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. 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.
10. Prof. HB. Klopper, Prof. Paul Singh & Dr. Raymond Toga: Moderated sessions at 8th

World conference on qualitative Research, Johannesburg, 23-25 January 2024.

11. Prof. Paul Singh: The Da Vinci approach to postgraduate research, 8th World conference on qualitative Research, Johannesburg, 23-25 January 2024.

CONFERENCE ABSTRACTS

1. Singh, P. 2024: Depolarising Charged Conversations and Dealing with Some Uncomfortable.
2. Truths, SA Board for People Practices, Ethics and Governance Conference, Sandton, 14 March 2024.
3. 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. Lamb, C., Hair, J., McDaniel, C., Boshoff, C., Terblanche, N., Elliot, R., Klopper, H.B., Nel, J. & Human van Eck, D. 2024. Marketing. 7th Edition. Oxford University Press, Cape Town. ISBN: 978 0 19074235 5. Pages 1 – 536.
2. Singh, P. 2024. Chapter 1: The History and Development of Sports Coaching. (in Kubayi, NA, ed.) Sports coaching in South Africa: A status quo), pp. 3-23. Pretoria: Van Schaik.
3. 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.
4. 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.

5. 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 (AJPHE).
3. Prof. P Singh; Journal of Sustainable Tourism and Entrepreneurship (JoSTE).
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.

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. Facilitator Monthly Meeting chaired by Dr Marla Koonin - 28-Feb-24
2. Da Vinci Lenses: Jarche (Cooperative Engagement) facilitated by Tshepho Langa - 04-Mar-24
3. Da Vinci Lenses: TIPS Framework facilitated by Dr Mark Fuller - 12-Mar-24
4. Facilitator Monthly Meeting chaired by Prof HB Klopper - 28-Mar-24
5. Facilitator Monthly Meeting chaired by Prof HB Klopper - 24-Apr-24

6. Facilitator Monthly Meeting chaired by Prof HB Klopper - 28-May-24
7. Da Vinci Lenses: Cynefin (Emerging Realities) facilitated by Tshepho Langa - 12-Jun-24
8. Facilitator Monthly Meeting chaired by Prof HB Klopper - 26-Jun-24
9. Facilitator Monthly Meeting chaired by Prof HB Klopper - 24-Jul-24
10. Facilitator Monthly Meeting chaired by Prof HB Klopper - 28-Aug-24
11. Capacity Development: Assessment or Learning facilitated by Karl Tischlhauser - 10-Sept-24
12. Facilitator Monthly Meeting chaired by Prof HB Klopper - 26-Sept-24
13. Facilitator Monthly Meeting chaired by Prof HB Klopper - 23-Oct-24
14. Da Vinci Lenses: Mode 2 Knowledge Production facilitated by Dr Mark Fuller - 14-Nov-24
15. Facilitator Monthly Meeting chaired by Prof HB Klopper - 27-Nov-24

DEEPENING THE DISCOURSE DISCUSSIONS

1. Deepening the Discourse: Transdisciplinary research facilitated by Dr Greg Tosen - 14-May-24
2. Deepening the Discourse: Cracking the literature review and bulletproof research facilitated by Dr Claudia Sigamoney - 06-Jun-24
3. Deepening the Discourse: Basic statistical methods for research facilitated by Prof Paul Singh - 19-Sept-24
4. Deepening the Discourse: Advanced statistical techniques facilitated by Prof HB

Klopper - 30-Oct-24

5. Deepening the Discourse: Critical Thinking facilitated by Adrienne Berkowitz - 12-Nov-24

POSTGRADUATE PREPARATORY WORKSHOPS

1. Preparatory Workshop: How to manage your postgraduate studies facilitated by Dr Claudia Sigamoney - 14-May-24
2. Preparatory Workshop: Ethics & Plagiarism facilitated by Dr Claudia Sigamoney - 12-Sept-24

PUBLISHING WEBINARS

1. Publishing Webinar: "PUBLISH AND FLOURISH" facilitated by Prof Paul Singh - 27-Jun-24
2. Publishing Webinar: Publish and Flourish facilitated by Prof Paul Singh - 20-Nov-24

RESEARCH SEMINARS

1. Research Seminar 1: Planning your Interview/Focus Group offered by Prof HB Klopper - 20-Feb-24
2. Research Seminar 2: Academic Integrity facilitated by Dr Claudia Sigamoney - 09-Apr-24
3. Research Seminar 3: Designing your Questionnaire facilitated by Prof Paul Singh - 20-Jun-24
4. Research Seminar 4: Sampling facilitated by Dr Mark Fuller - 15-Aug-24
5. Research Seminar 5: Qualitative: Finally making sense of data collection and analysis facilitated by Prof Paul Singh 15-Oct-24
6. Research Seminar 6: Quantitative: Finally making sense of data collection and analysis facilitated by Prof Paul Singh - 07-Nov-24

SUPERVISOR FORUMS

1. Onboarding for facilitators: The Da Vinci Way: Mode 2 Engagement facilitated by Dr Rudi Buys - 07-Mar-24
2. Supervisor and External Examiners: Onboarding Supervisors & External Examiners facilitated by Prof HB Klopper & Prof Paul Singh - 19-Mar-24
3. Supervisor workshop: Whether you're just beginning your postgraduate studies or you're guiding students through their research projects, this webinar is an invaluable opportunity to enhance your understanding of DaVinci Business School processes. Facilitated by Prof Paul Singh - 11-Jun-24
4. Supervisor Forum: Strengthening Postgraduate Supervision facilitated by Prof HB Kopper & Prof Paul Singh - 20-Aug-24
5. Supervisor Forum: Thematic analysis facilitated by Dr Marla Koonin - 08-Oct-24

COMPLETED MASTERS SUPERVISION – DISSERTATIONS

KASE, Siviwe

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

Qualification

Master of Science in Management of Technology and Innovation

Co-supervisor

None

Link to Dissertation

<https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Siviwe-Kase-d71ad5282f95a80cf4df84ba3a355fd.pdf>

MADISENG, Makololo Agnes

Evaluation of water service delivery challenges faced by Sekhukhune District Municipality in Limpopo Province, South Africa.

Qualification

Master of Science in Management of Technology and Innovation

Co-supervisor

None

Link to Dissertation

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TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

RESEARCH DEVELOPMENT

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 rethink 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.

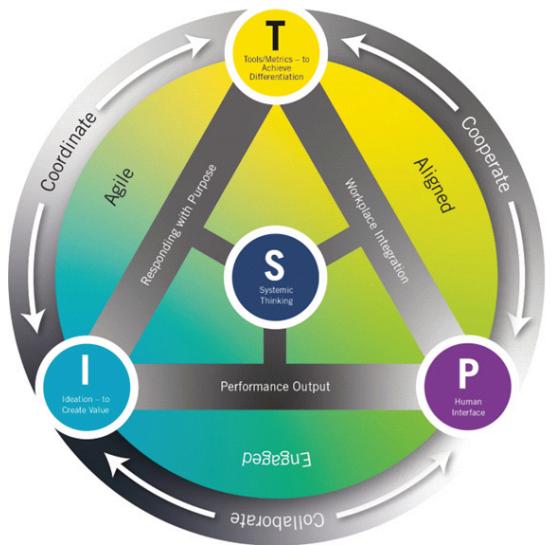


Figure 1: Core elements of The TIPS™ Managerial Leadership Framework

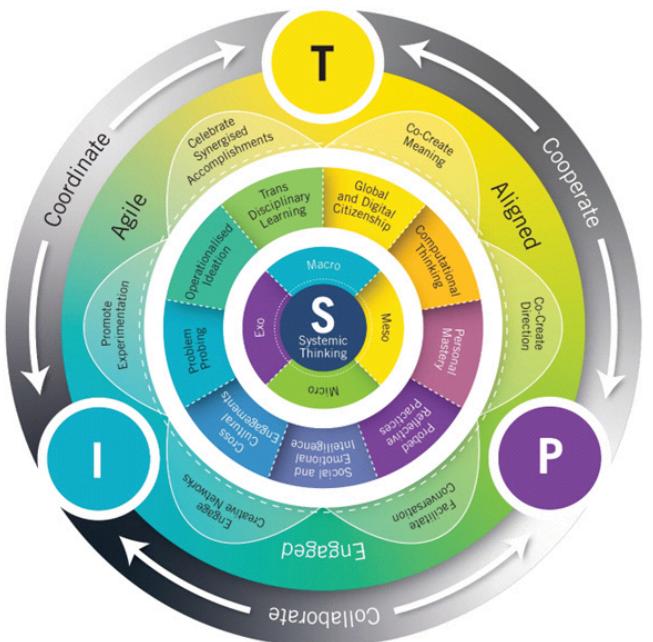


Figure 1: Core elements of The TIPS™ Managerial Leadership Framework

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 cooperative 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

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 an-drorythmic 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

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 making sense of what is happening at work. Jensenius (<http://www.arj.no/2012/03/12/disciplinarieties-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

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 Da Vinci'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.

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 hierarchy, 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

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 TIPSTM 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 TIPSTM 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) 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 TIPSTM 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 TIPSTM Managerial Leadership Implementation Framework.

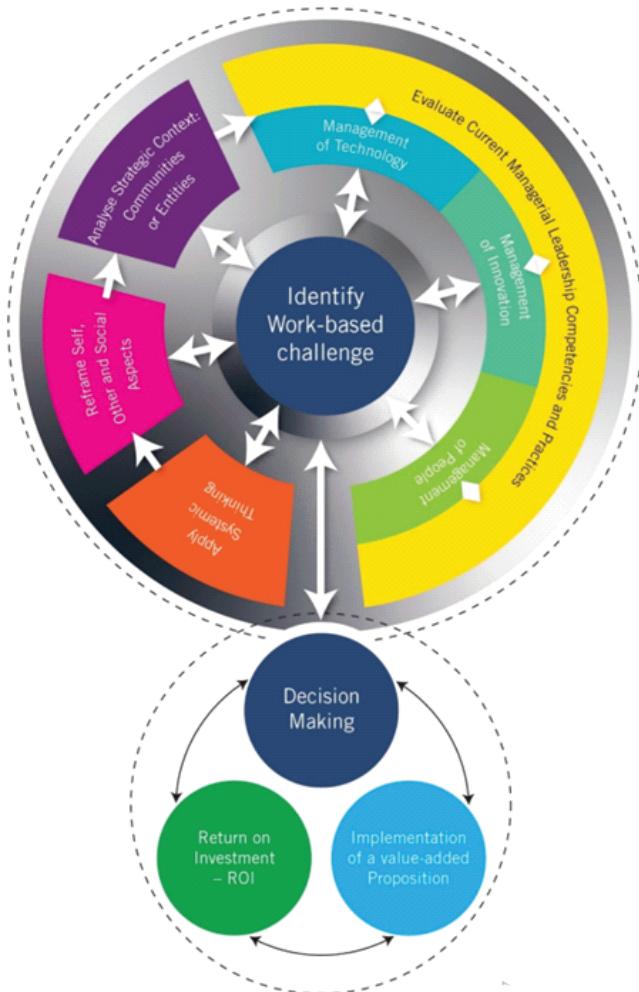


Figure 3: for the TIPSTM Managerial Leadership Implementation Framework

2023 and 2024

tt100 Business Innovation Awards Programme

tt100 Business Innovation

Awards 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, tt100 has created and celebrated new engagements, including the following:

- A holistic business initiative
- Adding value to all participants through education and coaching programme
- The creation of extensive business networking opportunities
- A variety of research and knowledge dissemination activities
- A Business awards programme with a global reach

The 2023 and 2024 tt100 Business Innovation Awards Programme winners

Management of Technology	Category
FAR UVC AFRICA	Emerging
Cura Risk Management Software	Small
Analytics Advertising	Medium
Netstar	Large
Management of Innovation	Category
VNI Consulting	Emerging
Cura Risk Management Software	Small
Anaytics Advertising	Medium
Netstar	Large

Management of Systems	Category
FAR UVC AFRICA	Emerging
Cura Risk Management Software	Small
Aizatron	Medium
Netstar	Large
Sustainability	Category
FAR UVC AFRICA	Emerging
Cura Risk Management Software	Small
Aizatron	Medium
Nyukani Education Centre	Medium
Khonology	Large
Netstar	Large
TT 100 Innovation	Category
Corporate Insight	Emerging
Smart Wage	Small
Air Blow Fans	Medium
Netstar	Large
Overall Excellent for Director General	Category
FAR UVC AFRICA	Emerging
Curo Risk Management Software	Small
Overall Excellence for Minister's Award	Category
Analytics Advertising	Medium
Netstar	Large



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