

UNIVERSITY OF KWAZULU-NATAL

Excellence in Leadership in the Public Sector: The role of Leadership Development

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DECLARATION

I, Nelisiwe Nesta Hlophe declare that:

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ABSTRACT

The development of leaders plays an important role in assisting organizations to improve their performance and also reach their set goals and objectives. Developing leaders is an increasing essential need within any organization due to the dynamic transformation within the business domain and a need of talented leadership that will cope with all the organizational changes. The development becomes more effective when there are processes in place that are used to support it. To improve leadership skills, eThekweni Municipality has adopted knowledge management and talent management processes and introduced them within the organization. eThekweni Municipality has initiated the Mile Institute of Learning (MILE) as a knowledge management initiative in response to the national government's turnaround strategy which called for the municipalities to work together in improving capacity by implementing knowledge management to place eThekweni as a Centre of Learning. MILE is working together with eThekweni Municipality Academy (EMA) to improve leadership skills within the municipality.

The purpose of the study was to investigate the views and perceptions of the leaders that have undergone the leadership development interventions and seminars, evaluate its effectiveness within their areas of work and the organization as a whole as well as understanding the alignment to the organization's Knowledge and Talent Management strategic intent.

A qualitative study has been conducted to understand the views of the leaders who have been exposed to leadership development. The study also shares a comprehensive literature review which explores the views of other researchers around leadership development. The findings of the study revealed that leadership development and knowledge management strategies are executed within the eThekweni Municipality's different divisions. The study is concluded by highlighting the need of senior leadership support to improve leadership skills and career progression thus ensuring that knowledge gained is maintained within the organization.

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CHAPTER ONE: OVERVIEW OF THE STUDY

1. Introduction

Leadership as a profession and a career requires people to acquire and possess right leadership skills, knowledge and be fully capable for the role, (Luthra and Dahiya, 2015). Organizations appoint people in this role with the aim of pushing their strategies towards the right direction. To ensure that the organization appoints people who will maintain the right competencies throughout, the organizations have lately adopted to develop their leaders internally by developing their leadership frequently. This development in most cases occurs in the classroom, by holding seminars and workshops as well as on the job. It is important that leaders in leadership positions are able to lead the organizations, lead the employees they are responsible for and most importantly lead themselves. Leadership development should be aimed at ensuring that it addresses the organizational development needs as well as meeting the strategic objectives, (Rabinowitz et al, 2013). This study is put together to analyse and evaluate the effectiveness of the leadership development which is provided by the Municipal Institute of Learning (MILE) and eThekwini Academy of Learning at eThekwini Municipality with the intention of improving their leaders' skills.

A review of the organizational strategy must regularly be completed, the knowledge management processes and other associated processes and leadership culture to ensure the required and desirable talent management influences on leadership development and career in order for an organization to remain important and competitive (Clarke, 2013). Excellent service is an outcome of the leadership that is giving right direction to the employees and providing good service to the customers. EThekwini Municipality has a proven record of improved service; this could be the results of their strengthened leadership, (eThekwini MILE Founding Document, (2014). It is also equally important to understand the challenges that their leadership face in the process of development in order to meet the organization's strategic objectives.

1.1 Background of the Study

It is rare that leaders come into leadership positions already having all the skills, knowledge and competencies that are necessary for the leadership role. It is always important that they get to be exposed to further development to deal with the dynamic environment that they function in. Dongen, (2014) shares that it is essential that the organizations develop their leaders to lead and manage the existing concerns and address the future challenges to stay abreast and be successful in the competitive environment. Organizations with less developed leadership have difficulties in coping with the changes in business, they mostly respond reactively and ultimately, not being capable to counteract the competition, (Glamuzina, 2015). The development of leadership plays a key role for any organization to effectively achieve its goals. Leaders are important role players in making sure that the goals are achieved. Leadership development has to focus on developing leadership skills, knowledge and competencies which are part of the organization's strategic plan that the executives have to drive for the future, (Dongen, 2014). The strategic plan of the organization specifies the direction that the organization intends to take and thereby dictates the type of leadership capabilities the organization requires. A strategy summarises how the organization would build sustainable value for its stakeholders and customers, (Kaplan and Norton, 2004).

Talented and knowledgeable leaders are needed to generate success and maintain sustainability in a competitive environment; the necessary knowledge and talent must be developed properly through effective leadership development interventions, (Dongen, 2014). It is important in the public sector that leaders acquire the right set of skills and capabilities to take on organizational leadership roles and achieve the organization's objective of meeting public's needs and improve service delivery.

eThekwini Municipality is the Category A municipality found in the KwaZulu-Natal province. It services the largest city in the province which is a 3rd largest city in the country. It is well-known as a home of busiest port and also a main centre of tourism. As part of transformation in the local government, eThekwini Municipality has initiated the Mile Institute of Learning (MILE) as a knowledge management initiative in response to the national government's turnaround strategy which called for the municipalities to work together in improving capacity by implementing knowledge management to place eThekwini as a Centre of Learning. The intention for MILE establishment was to place Durban as an international city of learning, as per (eThekwini MILE Founding Document, (2014).

The eThekwini MILE Founding Document, (2014) explains that the municipality has aligned its MILE purpose to its vision which is to be Africa's premier learning institute for local government practitioners and to help enhance the capacity of professionals who are working in local governments from getting the basics right to effectively dealing with modern-day global challenges, this has been done in collaboration with the local universities as well as fostering strategic learning partnerships. The objective of MILE is to re-equip mid-career professionals through the short term training interventions, mentoring and provide municipal technical support. It is also to pursue the knowledge management strategy that the municipality has adopted and ensure capacity enhancement within the municipality. It recently has also included Talent Management to its strategies as part of improving and retaining talent within the organization. Through their training interventions and mentoring, leadership development is included which involves thought leadership as well as formal classroom interventions. The intention for thought leadership interventions is to bring in leaders that will provoke some thinking and push the municipal leaders to reflect on the shared as well as their own experience. It is also to create a safe environment for the municipal employees to come and discuss the issues that pertain to their knowledge and development for the MILE to understand knowledge gaps that may exist within the organization. The classroom interventions are normal interventions that happen in their eThekwini Municipal Academy (EMA) and/or MILE venues.

While it is important that they keep their leadership abreast and enhance capacity, the leadership development is not a fully- fledged program within the MILE but knowledge is shared. It is also not compulsory for the leadership to attend the leadership development sessions or seminars but it is voluntary depending on their interests and availability. The focus of the MILE development strategy is improving knowledge and skills in individuals and groups of employees within the organization as they are considered as the organizational assets, (eThekwini MILE Founding Document, 2014).

The fully fledged leadership development programs are delivered through the eThekwini Municipal Academy (EMA) where leadership development is structured and planned as per the organization's strategic plan.

1.2 Focus of the Study

EThekwini municipality provides a range of services to the city. The provision of services is done through its various departments which each has a structure of leadership that is responsible to take charge of the departments operations. The study focuses on assessing the effectiveness of leadership development interventions that are offered and delivered by the MILE to the municipality's various departments' leadership. It is acknowledged that the eThekwini municipality has the academy (EMA) that is responsible to deliver more structured leadership development programs and MILE's responsibility is to re-capacitate the municipal employees and empower them with the set of tools to allow them to meet their daily challenges more effectively. Through their thought leadership and classroom interventions, they are expected to improve the leadership skills by creating an environment where leaders will engage more on issues that will empower them and improve their capabilities to make to it easy to overcome their daily challenges.

1.3 Motivation of the Study

The inadequate leadership skills of leaders are recognized by many organizations, of which some have responded by implementing formal leadership development interventions to develop their leaders' capabilities and enhance their performance, (Holt et al. 2018). It is for this reason that every organization has to realize the importance of leadership development to improve their knowledge and help them to reach their full potential in their roles. Leadership is responsible to translate the organization's strategic plan and ensuring that the vision and mission is driven to the extent of the organization success. This means that the organization's leadership should be equipped enough to be able to face and overcome any challenges that they may be facing and draw on the appropriate skills to achieve its goals. The leadership development topic has become an important issue that most organization that are striving to maintain competitive advantage give more attention whether it is the business environment in which it operates or the global market in which a company competes. Leadership involves the ability to inspire others and to motivate collective effectiveness. It also involves a skill to understand and respond to an increasingly complex environment, (Goldberg 2017). It is important to understand how the leadership definition has changed over the years, it is also important to consider the associated task of developing leadership.

The improved emphasis on cooperative governance in the public service demands the rethinking of what the core capabilities of public leaders are and how they might be developed, (Getha-Taylor and Morse, 2013). As the public service workplace continues to be confronted by more challenges, organizations must put more focus to strategic development of leaders' knowledge, skills, and capabilities, (Pynes, 2013). The literature highlights the importance of leadership development, its effectiveness and the impact it may have to the leadership within the organizations. Literature review will discuss the different views shared by different scholars on the importance of leadership development.

Leadership development is critical to the success of the organization and its efforts to provide service successfully and efficiently to the public. The motivation for this study is to generate information that will help in improving leadership development by understanding the perceptions of leaders who have attended the MILE leadership development interventions.

1.4 Problem

The problem that has been researched focused on the effectiveness of the leadership development interventions that MILE held for the municipal leadership or managers and the challenges that the leadership who have undergone these leadership development interventions face in the application of the learning to their daily duties. This study is driven by the poor attendance of MILE interventions by leaders, more importantly senior leadership; the lack of facilitation of knowledge management throughout the various departments was also noted.

Leadership interventions are held formally through the classroom interventions as well as workshops which involve the thought leaders from outside the organization to conduct leadership discussions in specific topics.

Good service is a result of leadership who are steering the workforce that is performing and providing best service to the customers. EThekweni Municipality has a proven record of improved services which is seen as a result of strengthened leadership. It is by the same token that it is important to understand the challenges that the leadership face in the process of development in order to meet the organization's strategic objectives to understand the effectiveness of their leadership development and processes they have to maintain talent within the organization.

1.5 Significance of Study

EThekwini Municipality continues to build a work environment that provides growth and development to its employees and further supports employees in the work environment with the tools they need. One of the eThekwini municipality key learning mechanisms in attaining the goal of enhancing capacity is the MILE leadership classes and seminars which are an action learning engagement which is targeted to municipal practitioners who are directly involved at managerial levels. The study focuses on the officials who are at the leadership level to understand the impact of the program on their leadership development.

Leadership development is critical during the transformation phase. It is important that the organization has the appropriate leadership capabilities that will be able to deliver on its mandate and more importantly the strategies formulated. The organization has committed itself to providing support to employees and leadership growth and development by providing the necessary skills and tools the workforce needs in order to perform their jobs.

1.6 Aim & Objectives

The aim of this study is to investigate the views and perceptions of the leaders that have undergone the leadership development interventions and seminars, evaluate its effectiveness within their areas of work and the organization as a whole as well as understanding the alignment to the organization's Knowledge and Talent Management strategic intent.

The objectives of the study are as follows:

- To determine if the leaders within the identified groups understand the Knowledge Management agenda in terms of development of leadership.
- To establish if the leadership development outcomes demonstrate the potential benefits of development in the day-to-day activities within the leadership roles.
- To investigate the effect of leadership development on career development and management of eThekwini leadership.
- To identify the role of senior leadership in ensuring the successful implementation of leadership development.

1.7 Research Methodology

A qualitative study approach was done to obtain the subjective views of the leaders who have participated in the leadership development interventions and seminars to establish their constructed nature of reality. This method looks at the historical experience, reports and information that can be derived from the events that have already happened, (Wellman et al, 2005). It will help to understand how people exactly feel or think about the leadership development interventions and their alignment to the Knowledge Management strategy. This study will outline the relevant leadership development and knowledge management literature and highlight the theoretical view that will inform the empirical study.

1.8 Key Terms and Definitions

There are certain key terms which are used throughout the study, this section provides their definitions.

- **Leadership** – leadership is defined as the ability to influence people to do things differently without putting pressure on them. It involves setting and communicating goals and objectives, developing people and motivating them to achieve the expected outcomes, as defined by (Armstrong, 2012).
- **Leadership Development** – it is a process of improving capability and skills of leaders to execute and accomplish more in their leadership roles.
- **Thought Leadership** - it is defined as original ideas that has important implication that are clearly expressed in a group or public discussion, backed by evidence and they strongly influence others opinion, (Prizeman, 2015) and (Young 2013) share that it is a conception and dissemination of ideas that have direct significance to the business.
- **Knowledge Management** – Tryon (2012) defines knowledge management as a process of applying formally defined, repeatable process that enable knowledge discovery, capture, organize, utilise, transfer, and preserve to the specific domain of intellectual assets.

- **Talent Management** - Talent management is frequently defined as the augmented growth of a selected group of personnel who are notable by their high performance, competencies and have a potential to make significant contributions to the organization and the placement of these personnel to the key strategically roles, as defined by (Swailes et al. 2014).

1.9 Limitations of Study

The study focused on understanding the effectiveness of the leadership development interventions and their challenges, however whilst researching that area emphasis was also on reviewing the recent literature on the role of leadership development. This has been done by focusing on leaders who have attended the leadership development interventions that has been delivered to the eThekwini Municipality leaders since the inception of the MILE program in 2010 as well as eThekwini learning academy.

1.10 The Structure of the Study

Chapter 1 - Overview of the study

The researcher outlines the aim, significance and objectives of the study to highlight an overall understanding of the research environment. This has been done in such that the researcher takes the reader through the aim of the study, research problem, research objectives and the research methodology approach in order to arrive at the conclusive findings and recommendations derived from the study.

Chapter 2 - Literature Review

The theories underpinning the study are to be highlighted. Additionally, the chapter discusses leadership development and the practices applied at eThekwini Municipality. The efforts to improve performance through leadership development have been remarkable, with so much money being invested to this development each year. Finally, the summary and conceptual framework will also be highlighted.

Chapter 3 - Research Methodology

This chapter details the research design and methodology of the study. It includes the details of the collection of data, selection of subjects and a plan for organising and analysing the data. Research methodology is an important aspect of study to understand, since it outlines the method of data gathering method that the researcher will utilize.

Chapter 4 – Results and discussion

The chapter concentrates on the investigation and interpretation of data. The main findings of the study will be presented and summarised in this chapter. The findings will justify the effectiveness or ineffectiveness of leadership development.

Chapter 5 - Conclusion and Recommendations

This final chapter of the study presents recommendations and conclusions based on the findings and propose future studies.

1.11 Summary

Organizations of all sizes go through a number of challenges to prepare their leaders to lead and manage the organization and its resources in an unstable environment. It requires them to be equally prepared to invest more time and money to embark on a journey of developing leadership skills that will take the organization to the next level and maintain sustainability. Leadership development should form part of the organization's strategies in order to be monitored and ensure that necessary attention is given to it.

By seeking to understand how leaders of eThekweni municipality describe the experiences they consider to be of importance to their learning and developing as leaders, what they have learnt and how their skills and capabilities have improved, the study seek to understand their views on leadership development that have been provided to them.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Improving performance through leadership development has been something that most organizations are striving to do. So much money and time is invested to achieve better results and competitive advantage each year, (Birasnav et al. 2012). The development of leaders plays an important role in assisting organizations to improve their performance and also reach their set goals and objectives. The success of any organization relies on its leaders' ability to influence the values, attitudes and behaviors of others towards the achievement of organizational goals (Raineri and Paillé 2016). To understand the impact of leadership development to service provided it is important that the organizations assess the effectiveness of their leadership development programs that they invest much on in order to yield their return on investment. Birasnav et al, (2012) continue to share that the success of leadership development has to be reviewed and managed to ensure sustainability in business.

The MILE has established a learning platform for eThekweni Municipal leaders to develop themselves by providing leadership development sessions through different interventions like classroom, thought leadership and workshops. Development as a leader is a practical process because it requires interacting with people, who cannot be abstracted. Therefore, to generalize leadership skills, the individual must lead in more situations that are involving different groups of individuals, (Morse and Buss, 2008). This chapter discusses the important aspects that have been considered to have contributed to the development of leadership in order to improve service, namely leadership development and leadership styles that are used in development and /or transformation processes, knowledge management and talent management which is used to manage career progression of staff within the organization. This has been constructed in a theoretical framework that has been the source at which the study objectives have been made.

2.1.1 Definition of Leadership

There are quite a number of leadership definitions that the scholars share in the literature, and although the term is defined by many it basically relates to leading. Leading simple means an act or ability to take charge of a group and inspire them to deliver on the task that is given to them. Leadership is defined by (Armstrong, 2012) as a process of influencing individuals by getting them to do their utmost to achieve the desired outcome and (Randeree & Chaudhry, 2012) support it by stating that leadership is furthermore understood as the ability to inspire, support and give confidence among different individuals that make up an association. This involves developing and sharing a vision for the future, inspiring people and securing their commitment. While there are a number of definitions of leadership that are shared by different scholars, most share the same sentiments of influencing, inspiring, motivating, setting a direction, and so on. Glamuzina, (2015) defines leadership as a process of making use of non-coercive influence on outlining objectives and motivating behaviour that is intended to lead people towards organizational objectives as well as assisting them in defining culture the organization. Leadership is a practice by which the leader tries to influence the followers towards realizing their goals as a team. It is also viewed as a process that leaders use to get the best out of themselves and their teams, as defined by (Loganathan, 2013) and (Daft, 2015) summarizes the leadership definition by saying it is an influential bond amongst leaders and followers who are planning tangible changes and results that will reveal their shared objective.

In all above definitions it is clear that leadership is more about, leading, inspire, sharing the organization's vision and objectives, setting a direction and achieving the set goals. Leadership is a skill that some leaders are born with whereas some are developed and no matter how the skill is acquired, it needs to be nurtured often to ensure that those who are leadership roles are successful in carrying out the duties assigned to them. The leadership skill involves specifically knowing how to motivate and develop employees to work and be skilful to achieve the organization's objectives. Leadership skill development or enhancement has to happen and it is the obligation of the organizations to ensure that this happens especially when the organization's strategies are to upskill their staff and preserve and manage the knowledge that exists.

2.2 Leadership development

There's a belief that the best way to overcome challenges within the organizations is investing in leadership development, (Killian 2010). To understand leadership development better, it is important to understand the meaning of leadership. This will give clarity of the attributes that are required from the leader that has to be developed. By understanding the leadership attributes, an organization will then be in a position of developing the leadership development program that will best suit its profile to develop the leaders within the organization. It is commonly accepted that although some people may be born with better leadership potential, molding the leadership abilities in any person will require specific development, (Gill 2013). Therefore, the first and most critical step in the journey is recognizing the fact that individuals can become better leaders through training and development to improve their leadership skills. They should be given appropriate opportunities to develop and practice the skills that they are required to have. Developing leaders is an increasing essential need within any organization due to the dynamic transformation within the business domain and a need of talented leadership that will cope with all the organizational changes.

Erasmus et al, 2009 define leadership development as the means of preparing leaders to successfully lead employees while developing and implementing organizational strategies to attain its goals and objectives at the same time and (Van Velsor and McCauley, 2004) traditionally broadened the definition by saying it is the development of the organization's ability to enact the basic leadership responsibilities required for collective effort which is setting the direction, forming alignment and sustaining commitment. Leadership development means developing connections between collectives of leadership and the organization's key stakeholders and its environment. It also means developing leaders and social capital. Developing leaders provides them a learning opportunity that enables them to acquire more knowledge and required skills to effectively lead and exercise their better capabilities.

Leaders can be taken through a practical and theoretical leadership development program that will help them to obtain the relevant knowledge and required skills that they can use in their leadership roles within the organization. Development is understood as the process which enables individuals to be more knowledgeable, increasing capabilities and obtain high-level skills that are required in the current and/or future role.

Packard et al, (2015) explain that leadership development can be done in many ways, often comprising a combination of off-site development programs, 360-degree feedback, using of instruments that are completed by participants on their leadership styles and characteristics, mentoring, executive coaching, assessment centers, action learning, open forum discussions and strategies for application of gained knowledge and skills. Leadership development must be strategic, not haphazard and unfocused. Leaders that are developed need to understand what they would be learning to maximize the opportunity of the development they are given, (Dey and Sircar, (2012).

Leadership development happens for a purpose of improving leaders behaviors to ensure that the organizations have the appropriate styles of leadership they require and the benefit from the best practice of their leaders, (Birasnav et al. 2012). From the behavioral perspective, there are trait theories which looked at the effectiveness of the leaders and came up with conflicting notions; these are behavioral and contingency theories, (Alatawi, 2017). Behavioral theories emphasized on developing and improving leaders' personal behavior and relationships whereas the contingency theories suggested that leadership behaviors are dependent on the situation and leaders can influence the actions towards the desired outcome, (Hitt et al, 2015). Bolden, (2005) discussed that the purpose of the behavioral theory's leadership development is to ensure that the development of the most suitable style of leadership and attaining the of best practice and in the case of contingency and situational theories, the leaders' task is to identify the relevant features of the situation and then adapt accordingly or change roles as required. The two notions provide a foundation of different leadership styles. The behavioral theories are always associated with the transformational and charismatic leadership styles, and situational or contingency theories are linked with transactional. Based on these theories and leadership styles, the organizations have to be clear on what type of leadership they want and who will be able to lead their people as well as being able to deliver on the organizations goals and strategies. This will then indicate the type of leadership organizations need to develop and the approach of leadership development.

Leaders are able to influence their followers' behavior through the use of the different leadership styles and/or tactics of managing others. The predominant leadership styles which are (a) transformational (behavioral) and (b) transactional (situational) leadership styles have received a significant amount of attention by different scholars. These leadership styles have been recognized as the most prominent that, when they are predominant in a leader, they become useful to direct strategies as well as motivating employees to achieve the organizations' desired outcomes. They are also considered to be the most effective leadership styles especially in the public organizations as leaders with either of these styles get things done and achieve organizational objectives and performance in most of the times.

(a) Transformational Leadership

Transformational leadership is seen as a motivational and inspirational style that motivates employees by sustaining their higher-order of needs and engaging them in decision making, (Kunannatt, 2016). He continues by stating that through powerful intervention ways, the leader inspires the employees to go beyond their self-interests for the benefit of the group and the organization and also motivates their inner thoughts to transform both organization and employees. This style focusses on the development of the followers as well as their needs. Leaders with transformational leadership style focus on the advancement and development of value system of employees, their inspirational levels and morals with the preface of their capabilities, confirms (Ismail et. al, 2009) and (DuBois et. al, 2015) also states that they transform the workplace by developing and inspiring the employees, motivating individuals and teams to perform at high level and achieve better. These leaders normally gain respect and high levels of trust as their behavior is of the role model to their followers. They also display high values and integrity towards the organizations. It is important that the organization invests more in developing these type of leaders to keep abreast with the dynamic business environment so as to cope with the global changes, (Kareem, 2016). This may require extensive leadership development but since this type of leadership is characterized by inspirational behavior and courage to achieve better, it will worth the development, (Alatawi, 2017).

(b) Transactional Leadership

Transactional leadership is situational leadership style that is also looked at as one that is more suitable to ensure that the organizations' desired results are achieved. Khattak et al. (2015) describes transactional leadership style as the one that is related to setting of goals, defining desired results, providing feedback and exchanging rewards for achieving specified goals, and (Ruggieri et al. 2013) simplifies the same by stating that transactional leaders perform a number of actions that assist them to influence and convince employees to achieve organizational goals by giving rewards or being punitive when goals are not achieved. They implement interpersonal transactions in which tasks and expectations are clarified and related awards are made known to followers. These leaders also have a tendency of validating the relationship between performance and rewards to encourage employees to improve their performance. Organizations do need leaders that will get involved and lead the way for followers to clearly understand what is expected from them, (McCauley, et. al, 2013). Setting direction and leading by example is what this type of leaders do to ensure that the goals are simplified and followers gain confidence in doing what is simplified and presented to them. Michie and Zumitzavan, (2012) state that since followers have different learning styles, some benefit more in this type of leadership style as when tasks are simplified to more clear instructions, they understand better and are able to perform at their peak.

The organizations have to ensure that their leadership development is effective enough to produce the styles of leadership an organization requires to influence the mission, vision and strategic objectives, (Michie and Zumitzavan, 2012). In doing so, they have to ensure that their leadership development programs that they design encompass the relevant content that will be suitable for developing the leadership styles they require within their environment. The relevance of the leadership is important and has to be reviewed regularly to ensure that the development outcomes are constantly positive.

2.3 Leadership Development Theoretical Understanding

Leadership development is envisioned to improve leadership capabilities and competencies to which (Peterlin et al, 2013) supports by stating that leadership development needs smart and reflexive sharing the best practices where leaders set their own implied models of idyllic leadership by setting an example. While this is what one theory is saying, (Clarke, 2013) contends that leadership is the property of networks and no longer characteristic that one individual would have. The emphasis in leadership development moves closer to the developing of social capital as an alternative to human capital. This results in many organizations taking initiative of developing their leaders by ensuring that they develop or even procuring relevant leadership development programs which will include the correct concepts that the organizations require their leadership to learn.

When looking at the theory that leadership development has to offer there are different views that are shared by literature. The focal developing and logical method which allows a maintainable leadership development through a number of intellects is action learning where the expected results of the appreciative developed leaders are inventive followers of positive learning predictions in an active learning environment, and (Peterlin et al, 2013) and (Lichtenstein and Plowman, 2009) alluded to this by sharing the similar view by that leadership development is up-and-coming, collaborative and dynamic exercise that arises from the interactions in the multidimensional adaptive structures to which the result is the new knowledge and problem-solving. Kark (2011) deliberates that there is an assumption that the ultimate value of leadership exist in relating what is seen as the traditional and distinctive approach to the development of leaders with more shared and relational process to leadership development. What these authors argue is relevant but it is also important that even though the development may be through action learning, the theory that is depicted by the action has to be understood as leadership principles. To ensure the understanding of the theory some organizations use thought leadership to afford leaders the interaction and engagements they may require to ensure the understanding of the theory. Thought leadership is discussed as the part of leadership development process in the literature review discussion.

Key-Roberts, (2014) believe that in developing junior leadership, the senior leaders must acquire a comprehensive understanding of strengths and weaknesses from them. Knowing and understanding their strengths and weakness is important and assists in ensuring that the development of the theory that they will be taken through in the development process is part of the syllabus of the program. He further explains that senior leaders who have a better understanding of the kind of leadership capabilities within the organization most of the time are more successful at guiding their developing leaders to meet the difficulty and uncertainty of today's organizational challenges. Literature has also a vast amount of leadership theory that can be customised for the organization's leadership development. Customization of leadership development theory is imperative when the organization has to develop different levels of leadership as well as achieving different outcomes in the same leadership level. The relevance and the quality of the development material are crucial as the quality of leaders that will be taken through it relies on it.

Leadership development theory appears to be reliant on what the organizations want their leadership to be developed on based on the skills gap that exist in the leadership capabilities and what is it that organizations have to do towards achieving their strategic intent and maintain their competitive advantage. The theory will always be designed to best suit the target groups as well as the intended benefit for the organization. The relevance of the development theory is important as it can only be aligned to what the organization wants to achieve through the development.

2.4 The Impact of Leadership Development within Organizations

Leadership that is undergoing leadership development must learn the proper way of conveying the organization's mission (Allio, 2013) and sharing it in order to influence their followers to understand it with the aim of improving organizational effectiveness, (Glamuzina, 2015). There are expectations that when leaders are taken through leadership development, they acquire knowledge and deliver as their role requires of them. This has to come out from their behaviour and the improvement in performance. When leaders are developed effectively, they should be able to understand their individual shortfalls and those of the organization and find ways of improving them in order to improve performance within the organization.

The return on investment in leadership development should be realized through improvements that the leaders will make whenever they acquire more knowledge after development interventions. Leadership and leadership development indicate the source of competitive advantage in the organization. When leadership perceives that the organisation is investing in leadership development, improving knowledge base and is motivated by a need to attract talent and keep quality leaders, the investment happens to more likely influence the leadership behaviour, (Chami-Malaeb and Garavan, 2013). This holds true to all levels of leadership and they get more motivated to influence their teams. The leadership skills improve and most leaders start taking the development serious as the competencies of every leader improves and the environment becomes more of continuous learning and they want to be more effective leaders. It is important that after the leaders have completed their leadership development, they feel more keen and energetic to implement the new knowledge that they have acquired in their day to day activities. They also gain confidence in their roles and the results of this are always seen in new ideas coming out and transformed employees achieving better results, (von Krogh et al, 2012).

Glamuzina, (2015) shares that leadership is regarded to be an important role that expresses success of implementing changes within the organization, while the lacking it is considered to be the aspect that might lead the organization to challenges and impoverishment. This explains the need and importance of continuous leadership development within the organization by acquiring and rolling out the good and quality leadership development programs that will produce best leaders and good performance results. It is also important that leaders that are taken through leadership development are committed to their development and understand the organization's objective of developing them for the success of this development as well as making greater positive impact in their day to day duties.

2.5 The Importance of Leadership Development in Leadership Roles

Organizations are compelled to create leadership pools that will be solid enough to attract, develop and retain more strong leadership skills into the organization. Leadership development focuses specifically on the improvement of human, social, and emotional capitals, so leaders can engage more efficiently in their leadership roles and processes (McCauley, et. al, 2013).

The most effective leaders go past the simple recommendations and prospects that direct them into and by the organizational culture and continue with learning about leadership which empowers their capabilities to lead and implement strategies that are required by organizations, (Morse and Buss, 2008). They also share that public organizations have continuously known that to be a productive organization is humanitarian, planned around the staff and their human needs. It is for this reason that employees that are in the leadership roles go through leadership development to equip them to balance leading and humanity in their roles of leading employees. It is understood that the art of leadership is important in getting staff to work fine in the organization by knowing what is required of them and responding to their needs. The organization get to understand better the importance of devoting more on staff on leadership roles as it is vital that it improves their productivity through developing their capabilities and skills more, (von Krogh et al, 2012).

The environment in which organizations function has changed and it continues changing in a very fast pace. This requires that leaders must have diverse and wider set of capabilities than before with more emphasis on adaptivity: ability to embrace, know and answer to complexities of humankind, (Goldberg, 2017). Leadership has to give much effort on being developed to be able to cope with the dynamic business environment that has different types of employees, which requires more emphasis to be put on developing soft skills as an important factor and be considered in training leaders to stay abreast with leading the dynamics that are brought by different characters they have to lead, (Barnett and McCormick, 2012). It is more complex to lead in the public organization as there are policies that are designed for these organizations to oversee the processes that have to be followed to lead the employees. Leaders in these organizations have to learn to lead with empathy while ensuring that the policies that direct employees' behaviour are followed as prescribed.

This requires more focus on first identifying the soft skills that need to be improved and also ensuring that correct development happens for each and every leader within the organization. Development of soft skills is important in the organization as these skills are the ones which sharpen the capabilities of leaders and also fosters leaders' need to grow or develop further in their careers, (Charan et al. 2011). Knowledge and expertise are equally important and the need is higher as it is crucial that when the leader gives direction and instruction of what needs to be done, he/she must have a better understanding of what needs to be done to be able to explain, (Taoyong et al. 2013).

Although the issue of how knowledgeable the leader must be technically, it depends on the type of the job that is done and the skill that is required. Technical jobs like engineering, electricians, specialist doctors may require leaders who have more technical knowledge whereas jobs in administration may require less technical knowledge. Taoyong et al. (2013) continue sharing that what is important is that a leader must have the minimum technical knowledge that is required by the position he/she holds and be able to direct employees to achieve their outcomes.

The organization has to design or arrange that leadership development programs do include the content that will address the knowledge that is required by the organization to enable the development. Leadership is a discipline itself and leadership development is a leadership expertise centred on knowledge. The basis for leadership development can be amplified through implementing actions that will set direction, aligning leadership and motivating followers which will qualify the attainment of organizational objectives, (Glamuzina, 2015). Organizations that can shape leadership development strategies with clear and effective objectives will have at least the best opportunities for successful leadership development and that leadership will easily transition into higher leadership positions, (Frawley, Favaloro et al. 2018). Leadership roles are important to lead the organizations towards their future and leadership development is the tool that will assist in getting their leadership capabilities to the required level and improve skills.

2.5.1 Leadership Development's Objectives

Achieving success in the leadership development relies on the objectives of the leadership development program that is developed and shared with everybody who is involved and will participate in it. The objective of leadership development is realised by creating a program that incorporates knowledge, capabilities, and skills that are unique to the organization and gives the organization an opportunity to advance its future leaders based on the essential competencies and strategic focus, (Fibuch & Van Way III, 2012). It is important that the set objectives are clear and in line with the organizational knowledge and talent management strategies. These strategies are the ones that are aimed at improving performance for organizations hence leadership development objectives should have an alignment.

Leadership development is important to accomplish different goals within the organizations and its purpose may include the following:

- To increase capacity of leaders to be effective in their leadership roles and responsibilities.
- Developing pipeline of leaders within the organization.
- Identifying and developing the emerging and imperceptible leadership.
- Strengthening leadership capacity to improve organizational strategies and attainment of its outcomes.
- Supporting the formation of new organizations or renewed approaches to leading.
- Encouraging teamwork across jobs, divisions, and businesses.
- To create an objective group of leaders that will accelerate change in the environment to address crucial issues and problems.

When the organization has clear development objectives it is also easy to ensure that they are met. It also becomes critically important that the outcomes are understood by all involved in leadership development. It is also important that leaders that are identified for development are committed to the development to benefit from it for their own benefit as well the organizations benefit.

2.6 Thought Leadership

It is defined by (Fahey, 2018) as ability and willingness to see past what is already in existence. It is a result of creative innovation, shared thinking; which when connected together, benefits individuals become better versions of themselves. He further describes thought leadership as the leadership of the mind. Thought leadership is not a new concept but there is has received so little attention in theoretical literature and teaching, possibly stemming from organizations' reluctance to acknowledge their innovative and communication processes to the external sphere, (Young, 2013). There are many articles about thought leadership in practice where sessions are held but not many on the theory. It is the process that is used in many organizations but hasn't been too famous to be acknowledged as such.

Today, some corporations treat thought leadership creation as a specialization, with teams committed to generating policy documents and opinion editorials promoting a corporations' interpretations on government policies or industry issues, together with patented research exploring forecasts, developments and new challenging ideas, (Noble, 2014). The practice and process is common in the organizations and effectively used to promote ideas and provoking the thinking that will take the organizations to the next levels. Thought leadership sessions help leaders sell their ideas to the audience and these get to be discussed to gain more views on the subject. It is commonly used by business to market their product and/or service but it is also a practice that is used to share ideas in order to come with strategies that will see organizations through to their competitive advantage.

Thought leadership has produced thought leaders and these leaders are described by (Brosseau, 2013) as change facilitators who move and motivate others with their innovative thinking, turn those thoughts into reality, then form a dedicated group of networks, supporters, and followers to support them replicate and scale those thoughts into sustainable change. These leaders are the knowledgeable opinion leaders and the go-to persons in their area of expertise. They are individuals who possess the right kind of knowledge to challenge a prevailing paradigm in order to progress new thinking and inspire others as well as augment deliverables to the people. A thought leader should also be a great listener and a good follower. In essence, thought leaders are people who can decrypt phenomena needing consideration and have the ability to ponder through possible solutions to advance the social condition, (Gumede, 2014). They spread their thinking, programs and/or creativities far beyond one business, organization and community to create a broader influence in their business or in the domain.

Thought leadership allows leadership development by engaging people from different divisions. This is done by setting an agenda in terms of development which allows interaction of leaders when they have to come together to learn from each other, solve a problem and sometimes review goals and strategies. Ryde (2007) shares that thought leadership discussions are forums within which thinking is developed. They are crucible within which ideas are shared and adopted. This happens when groups of leaders are assigned the case studies or problem issues to work on and provide solutions or new ways of working. The group thinking is automatically required, sharing of ideas which ultimately influences the group members to thinking happens and it results to learning and development.

Leaders get to be exposed to thinking, sharing of existing knowledge, exploring fresh ideas as gaining new knowledge to adopt the common ground. It is the job of the leadership to use the process of social thinking to produce brilliant ideas and bring about the change where it is needed. Young (2013) suggests that thought leadership works in every area of the organization to build and grow business. It encourages networking, build relationships because it allows the organizational leaders an opportunity to discuss relevant conversations freely without compromising their professional contacts.

2.6.1 The Importance of Thought Leadership

The senior leaders of the organizations are expected to be open-minded, inquisitive and explorative. Their role is more about designing strategy, introducing new concepts and change in an apt structured manner to the organization as discussed by (Young, 2013). Designing strategy includes understanding the business environment, making decisions about the direction the organization has to take, sharing those business decisions and allocating the resources to implement as required.

The most effective way to design the strategies is through discussions where ideas will be shared by all leaders involved for the organization to have clear strategic focus. Business leaders should read, explore thoughts and listen to trends. It is important for them to participate in conferences and seminars as this is the forum that will expose them to new learnings from their peers and even challenge them to research more about the topics that can see their organization's growth. Being part of thought leadership forums also builds and improves the organization's reputation, especially when the organization will involve subject experts from outside the organization; it also develop the required distinctive organizational expertise that will connect the business strategies with the expected business outcome. The practice improves the channels of communication in such that leaders become proficient in communicating and discussing strategies with the people they are leading after gaining confidence and trust in the topics they were engaged in and form part of discussions.

To ensure the alignment of strategy in the organization, the use of thought leadership is encouraged for the following reasons:

- To strengthen the reputation of an organization
- Achieve positioning ambitions by creating a description that communicates the organization's strategic intent.
- Demonstrate expertise by developing the good leadership capabilities that will be able to take the organization to the new heights.
- Improve service delivery in such that the organizational outcomes will always be met.
- Create new initiatives to maintain the competitive advantage and support the environment dynamic changes.

Thought leadership as the process encourages innovation, improves learning and development through discussions and also networking. Leaders that are exposed to such seminars or forums gain more confidence, get an opportunity to increase their knowledge and improve communication skills. The organizations benefit as their leadership capabilities improve and they end up with substantiated goals and objectives towards their organizational strategies, more of the thought leadership benefits are shared by (Young, 2013) to be the following:

- a) Since the leadership competence is established, more emphasis is put on thought leadership creation as part of the career development for the leadership to improve leadership skills.
- b) Thought leadership process becomes a formal practice that is planned and disseminated throughout the organization. Learning and development divisions are the most appropriate to pursue the exercise as they should have or know leaders with good facilitation skills.
- c) Thought leadership experts and subject experts are identified to formalize the structures and take lead in creation of future sessions or forums. The subject experts become the most important drivers of the practice as they are expected to improve the organizational capability in thought leadership as well as leadership capabilities in general.

- d) Leadership has a voice as they get a chance of sharing their ideas or being part of the strategies which makes them feel being resourceful.

Leadership development happens in many ways in which the organization adopts to sharpen their leaders skills and capabilities. Learning and development occurs in any form where new knowledge can be acquired. People have different learning styles so it is important that the organizations use different methods of encouraging learning and improving skills of their leaders. Thought leadership has been a new method of selling ideas and giving the audience an opportunity to have better engagements with the thought leaders to gain more knowledge of the subject. Thought leadership sessions also create a platform where leaders can talk about the issues that are of difficulty to them in order to gain knowledge and assistance from the discussion.

2.7 Leadership Development Through Service

Becoming a good leader requires some preparation, passion of the role and commitment towards working with people inside and outside the organization. This will be more if an individual wishes and has the will power to become an effective leader. Besides the development that happens through a lengthy process of self-study, education and training, the practical experience is also important. (Erhabor, 2018) shares that leadership involves influencing others to achieve an objective and direct the organizational goals. This requires an effective leader that will understand what is required and get it done through working with his followers and provide the type of service the organization and its clients deserves. Leaders learn by doing to be successful and they acquire more skills by doing more challenging work that stretches them to do more and Terrell and Rosenbusch, (2013) confirm this by stating that leaders learn to be successful and effective leaders by dispensing their experiences and adjusting their behaviour to enable the achievement of the organizational goals. It is required of a leader to show commitment to service and leading by ensuring that he get involved in setting the direction that the team should take and follow.

2.8 Senior Leadership's Role in Leadership Development

Fibuch & Van Way III (2012) suggested that leadership development has to be cultivated by senior management by actively getting involved and contributing in the leadership development exercise, by identifying high-potential leaders to take part in the development and building a succession planning process. Development of junior leaders is not solely the role of training and development division but a senior leaders' strategy implementation process whereby they have to see to it that organizational growth is realised and all levels of leadership are aligned and able to deliver as expected. (Miller & Desmarais, 2007) concur by saying that leadership development requires to be considered as an ongoing strategic process, which will ensure the alignment between the organization's development needs and its leadership team. It is the duty of senior leadership to develop and implement good strategies that are aligned to the organization's vision and values that will see leadership development to its success.

Senior leadership also has a role of ensuring that the objectives of developing strong leadership are met by supporting all the activities that are to be performed throughout the development exercise of their leaders. It is also important that these development strategies are communicated properly to all the leadership team for them to understand that the organization's intention of developing and investing their leadership skills and capabilities.

The success of leadership development delivery in an organization relies on senior leadership's active involvement in the formation and oversight of leadership development, (Fulmer and Bleak, 2008). Senior leaders' commitment to developing more leaders is vital for the organizational growth and its sustainability. It is the responsibility of senior leaders to first design a strategy that should be implemented to develop and improve leadership skills within the organization. The implementation of leadership development has to be given necessary support and the leaders that are going through the development have to feel supported by being given support as well as being encouraged to value their development. This may include the active participation of senior leadership to some of the leadership development interventions, which can either be the attendance of thought leadership sessions where discussions are open for all in attendance as well as the classroom sessions where they can use an opportunity of emphasizing the objective of leadership development and encourage leaders to take use the opportunity given to them positively.

2.9 Organizational Strategy and Leadership Development

The advantage of leadership development is home-grown leadership who knows business well and are devoted to the organization. Employees promotion within the organization allows their upward movement and encourages them to be extra engaged and fulfilled, (Gusain, 2017). Development of leaders is a strategic action that has to be embraced and implemented by organizations in order to equip their leaders and empower them to be effective in carrying the organizations' mandate. Most organizations that are developing their leaders internally have made leadership development one of their training and development strategies that have to be delivered through their learning academies and/or training centres.

These strategies have to focus on unfolding activities that will be implemented to develop capabilities to drive and achieve current and future strategies of the organization. It is important that leaders of these divisions implement the development strategies to align to what the organization aims to achieve, which is developing leaders who will be able to take their organization to the next level by achieving all the goals and objectives. Johnson et al, (2011) has defined strategy as the long-term direction of an organisation. This means that for an organisation to remain operating, continue being competitive in the market and increasing its profit there must be good strategy implemented. Strategy has three elements; (i) long-term strategy which means that strategy is measured over a long period, (ii) strategic direction which relates to setting the path that the organization would want the business to follow and (iii) organisation which represents people or groups who are part of the organisation and responsible for its operations, which will be their suppliers and employees.

It is always assumed that leaders that are responsible for designing strategies in the organization are those who are top positions. Although this may hold true for the organization main reason for existence but different levels of leadership are responsible for designing strategies that will ensure the execution of the organization's main strategy. Strategy development happens in all levels of leadership and leaders have to ensure the alignment. The different levels of strategy are as follows:

i) Corporate-level Strategy - this level is about how value will be added to the essential operations of the organization concerned with the overall scope of the organization. This level is for the executives of the organization who are responsible to carry out the mandate and develop strategies that will keep the organization's operating in a healthy competitive space and yield the desired outcomes. Leaders who are operating in this space should be highly skilled and have strong leadership capabilities. This level of leadership will sometimes have strategy workshops where they will work together as a group to craft strategies and review, identify the relevant implementation methods and decide on the simpler and effective method of communicating to the lower levels.

ii) Business-level Strategy – this type of strategy is also called competitive strategy and is about how the individual business should compete in their particular market. Leaders who are responsible to craft business strategies may already have skills to perform the task but may need to be taken through strategy development that will assist them to stay in the right path and ensure that the type of strategies they develop can be easily operationalized. The strategies designed in this level of leadership are those that are meant for implementation of the organization's strategic intent in which the alignment should be maintained and no deviation as this may send the incorrect message to the levels below.

iii) Operational-level Strategy – this is more about how the different divisions within the organisation deliver efficiently. This is where most of new leaders who require more development are operating. The focus of development should be extensive and more focused to ensure that the essential skills are developed and also they get to understand what the organization's intent is.

The process of building and sustaining the competitive advantage and applying the best strategies begins however with leadership capabilities that are developed within the organization, based on the values they place on their human assets. Tovstiga, (2015) shared that leaders normally have difficulties in knowing where to start with strategy, few do succeed in getting started but many get stuck or struggle trying to analyse it. The most difficulty is found to be the ability of articulating the organization's strategy. The leadership that can competently execute the better strategy are trained internally through advancement of human capital within the properly supportive organizational framework, (Bigler and Williams, 2013).

Strategy development and implementation rely heavily on all levels of leadership's understanding of the strategy and taking right decisions of implementing it. To ensure that leadership in the organization know and understand the organization's strategy, it is important that it is included to the content of the leadership development programs or sessions that leaders will undergo for their development. An organizational strategy is better understood when leaders and employees are always reminded of it through training interventions relevant to them. The training provided has to develop their strategic thinking so as to improve their ability to deploy and analyse organization's strategies and set the right direction for their teams. Leaders also have to learn to look beyond their operating spaces to understand the organization's competing space which will give them exposure of how much knowledge they need to acquire to develop fully in their leadership roles.

Peterlin et al, (2013) state that leadership development highlights relations of organizational strategy, transformation, creativeness, people development, organizational development, flexibility, information management and maintenance of core competences. Leadership development plays a key role in ensuring that all the activities that have to be performed are understood by all involved in order for the organizational strategy to be realised through learning. The organization then becomes obligated to develop all the necessary skills that are not in existence internally to respond to the vibrant environment that it actually exists on and attain the strategic objectives.

Skills attainment has to materialize quicker and be effective, which will compel that leadership development is rolled out successfully and its alignment to the organisational strategy be realised and managed.

2.10 Knowledge Management

Knowledge management has increasingly become one of the learning and development strategies in many organizations. This means that more organizations will have to increasingly put more emphasis on organizational needs and allow people to learn so as to encourage the implementation of principles of learning organization, (Paulova, Vanova et al. 2017). An organization with the vast amount of knowledge is more likely to maintain viable competitive advantage and realizes profitable success (Gonza´lez-Loureiro et al, 2015).The subject has been researched a lot lately and it is discovered that more and more organizations have started investing in managing the knowledge that they have within the organizations. It is acknowledged that knowledge is an asset to the organization and its people. The aim of introducing knowledge management within the organizations is to develop a repository of information and knowledge available to everyone in the organisation. Knowledge management involves gaining of knowledge and preservation of that knowledge for current and future use. It also implies managing, distributing and storage of such knowledge. This process encompasses the treatment of large volumes of data and highlighting the importance of the use of information technologies to attain acceptable efficiency, (Rocha et al, 2012).

Learning in the organization is enabled by its people learning and when people gain new knowledge, the organization also benefits by getting new knowledge, (Tryon, Jr. 2012). He further shares that the organizations should take an opportunity of allowing their people to learn to improve organizational learning and sustainability. It is important that the organization put together a framework that it will use to manage knowledge that exists within its environment. This framework should include the policies that will serve as a guide on how to ensure that the strategies used are effective. Knowledge management strategies should include activities such as identifying and capturing of knowledge, transferring and retention, enabling communities of practise and encouraging the knowledge culture within the organization. These strategies should also improve awareness of knowledge management throughout the different levels of leadership and give a clear direction on how the organization plans to increase, maintain and measure the knowledge it has.

2.10.1 Definitions of Knowledge Management

The idea of knowledge management parts from the principle that all knowledge is in people's minds (Garcia and Coltre 2017). It is more about transferring knowledge and information from one person/part to another person/part within the organization to improve performance on the service. It is a method getting knowledge to be shared amongst people and ensuring that information is put into action in ways that will support organizational strategies and improve performance. Knowledge has been considered to be one of the significant resources within the organization, because of its capability to make organizational and individual activities more intelligent, effective and efficient, (Rocha, et al. 2012) and (Rudawska 2013) shares the organizations can rally their competitive advantage and performance by means of acquiring more knowledge, knowledge application, knowledge transformation and knowledge protection methods. (Rudawska 2013) confirms by saying knowledge management lets knowledge to be shared amongst the employees who will ultimately lead to organisational success and then gain competitive advantages.

Fowlin and Cennamo, (2017) share that more leaders within organizations are recognizing that their highest competitive advantage is knowledge base of their workers and for organizations to succeed it is necessary that knowledge management systems are in place that encourage the natural interchange and flow of tacit and explicit knowledge. All organizations that have implemented knowledge management as part of their organizational strategies take into consideration that both tacit and explicit knowledge are important and ensure that managing it is done properly.

Knowledge management is essential to evidence-informed decision-making process as it comprises of organisations and individuals creating, having access, sharing and translating knowledge, in order to use it towards a particular program challenge or policy, (Quinn, Huckel-Schneider et al. 2014). Knowledge management concentrates on information and knowledge resources and their task application within an organization.

Tryon, Jr (2012) adds that it is important to have an understanding and recognize the distinctiveness of organizational knowledge because of it being a unique asset, and the following characteristics confirm it:

- Maintaining original knowledge by sharing – when knowledge is shared the person sharing still maintains the original knowledge.
- Knowledge as an intellectual asset – since knowledge resides in people’s minds, there are forms of knowledge are regarded as physical assets.
- Sharing increases knowledge value when people gain new knowledge.
- There can always be endless sharing of knowledge that exists in the organization.
- Once knowledge is shared, it becomes an asset to the person receiving it and it cannot be recovered.

2.10.2 Tacit and Explicit Knowledge

Organizations should have a formal and directed ways of determining the information and knowledge they have within the organization. People possess different types of knowledge and they also apply it in so many different ways in the work environment. It is important that the organization manages the knowledge that exists in its people in a way that benefits both the organization and its people.

(a) Tacit Knowledge

Polanyi (1967) described tacit knowledge as knowing more than a person can tell or having know-how of doing something without having to think about it, like riding a bicycle. Sternberg, (1997) defines it as a highly personal, biased form of knowledge which is usually informal and can be concluded from the statements of other people and (Silby and Watts 2015) explains it as knowledge that is unarticulated, implicit and associated to the senses of movement and physical skills, whereas (Panahi et al. 2013) share that tacit knowledge in the work environment is usually attained individually or as a group through the learning process or by doing and is more reliant on the owner.

It is kept on the person's mind, entrenched through his/her personal experiences, therefore making it tough to with the others and (Shan et al, 2012) confirm it by stating that it is knowledge that is difficult to transfer to other people through articulation and writing. It every so often consists of cultures and practices that some may not easily identify. These definitions give an understanding that tacit knowledge is something that has become common practice without having to think twice about what & how to do. It is more of what people know how to do but cannot easily put into writing and can only share by performing it to pass it to the next person. This type of knowledge is mostly found in organizations and as people get familiar with what they do, it eventually becomes part of tacit knowledge. It is acknowledged that knowledge resides in people and it is part of their experiences, skills and behaviour. To manage tacit knowledge, the organization should have means of extracting it from where it resides and have it decoded so that it is comprehensible and is easy to interpret and put into practice since it cannot be simply taken, transformed or conveyed as it is only demonstrated through action. This means that there has to be systems to manage and secure knowledge that exists within the organization to ensure that it is all shared and used to benefit the organization.

Organizations have to consider their current knowledge to understand how to get all the necessary knowledge and updating it, to address the changing needs and trends, (Paulova, Vanova et al. 2017). They also acknowledge that knowledge of organization can be constructed on internal resources such as intellectual property, lessons learned from the successful projects and mistakes, knowledge gained through experience, gathering and sharing of non-documented knowledge and experience. Leaders in the organizations are expected to give direction to employees to implement organizational strategies and meet the set goals. This requires a leader that is knowledgeable and skilled to give direction to people. The tacit knowledge will help the leaders to lead by example, which requires a leader to perform or act the way he wants his employees to perform. This is one form of sharing knowledge by showing people what to do and expect them to do the same or excel. This part of development can be done at the leadership level where a leader shares knowledge with other leaders for their development. Leadership workshops and seminars where leaders interact with each other are the example of sharing of knowledge between leaders.

(b) Explicit Knowledge

(Silby and Watts, 2015) define explicit knowledge as the knowledge that is captured in words, drawings and words. It is knowledge that has a possibility of being universal and support the capacity to act across contexts, and (Smith, 2001) details the definition by stating that it is a know-what that is readily communicated and shared through written documents, electronic databases and other formal means of capturing information. It is more of technical and necessitates a level of academic knowledge and understanding that is acquired through formal education and structured study. This knowledge involves information that is made available to people and being transferred through different forms of sharing, transfer and learning. To improve development, communication, growth and knowledge preservation within the organization, knowledge management allows the experts to reach quick and assertive responses, linked with the decisions they may have to make, (Rocha et al. 2012).

This falls within the scope of explicit knowledge as formal development happens in a structured process where people learn or acquire knowledge that is relevant to their jobs within the organizations. It also happens through the formal leadership development where leaders get to acquire knowledge from the learned colleagues and/or other academics that the organization may decide to bring in. Exposing people continually to new knowledge helps them to grow and be able to make informed decisions about their areas of responsibility and some at organizational level.

2.10.3 Communities of Practise

Communities of Practice are formed by the group of people who are part of a shared learning development in a common activity, (Ghimiși and Nicula, 2017). The group formation is based on the shared interest and with everyone in the group having to contribute to the activities. They comprise of people who have some expertise, common knowledge of industry and methodologies that are used within the space they are working in, (Tryon, Jr. 2012). These groups are important as they are a network of knowledge sharing and they exist across the departments within the organization with or without formal structures.

Where there are groups of people who possess different knowledge, sharing and generation of new ideas is inevitable. They assist in identifying, validating and share knowledge so that it can be used in better formal methods. It is for this reason that it becomes important that communities of practice are formalized so as to ensure that the organization benefits in maintaining knowledge experts and create a platform of free knowledge sharing culture. Knowledge that is shared in a group help in improving individual knowledge as when discussions are happening people learn new knowledge as well as increasing the knowledge that they already had. Leaders and individuals must be aligned towards the vision of the organization and would be supported by the communities of practice who will facilitate the knowledge sharing activities as to support the development and improving knowledge. The members of these groups are also encouraged to raise challenges as well as providing opportunities to other group members to share solutions which benefit them in sharing knowledge.

These members are also able to obtain diversified knowledge resources through their connections with distant peers within the organization and re-embed them in their local communities, (Lam, 2014). This allows members of the groups to connect throughout the organization and not to limit them to only those that are within the same environment. Communities of practise are encouraged more amongst the leaders as they face many challenges in leading people as well as managing operations. This will allow them to share knowledge in all spheres that surround their duties and what is expected of them.

2.10.4 Knowledge Transfer

The primary driver of knowledge management is ensuring the transfer of knowledge from one individual to another, generations or to the next location, (Tryon, Jr. 2012). Knowledge transfer is a process through which a person or group stimulates the knowledge and experiences of others in an organisation, (Paradowski, et al. 2018). Knowledge is created when people transfer and share knowledge, integrate and relate to what they have learned. Knowledge transfer normally happens through formal training, coaching and mentoring, publications and communication, communities of practice and other forms of discussions that happen at social gatherings.

Knowledge transfer is believed to consist of any process that encourages the transfer of information into the aforementioned disciplines, (Ilic and Rowe, 2013). Knowledge transfer is necessary for many organisational processes as it is used for people development and sharing of best practices to ensure the organizational effectiveness and efficiency. It also helps in ensuring that the knowledge is spread around the organization instead of it being possessed by few individuals who may end up being overloaded with information that they cannot necessary use on daily basis. If the individuals lack the opportunity to share the knowledge, then organizations would not benefit from subsequent knowledge management design or the formation of competitive advantages, (Wu and Lee, 2017). Therefore, effective knowledge sharing is important for an organization's survival and sustainability, (Tangaraja et al., 2015).

Improvement of skills and competencies, performance, communication and sustainability can effectively happen when transfer of knowledge within an organization is managed properly. Leadership is responsible for employees' development, implementing organizational strategies, directing employees on goals that have to be met and ensure that high performance levels are achieved. Knowledge transfer becomes more important to the whole leadership and as part of knowledge management there has to be proper tools and mechanisms designed for this process to happen formerly and efficiently. The success of leadership development relies on the capability to persuade leaders in the manner in which they can be able to reflect on their learning experiences with the aim of transferring the evidences and skills in the work environment.

2.10.5 The Impact of Leadership Styles in Knowledge Management

It is essential for any organization to offer further development of skills and capabilities through lifelong training and learning programs for leaders who are enthusiastic to be involved learning and growth, which will help them to have a positive impact on their employees and the organization's growth. (Bouckenooghe et al. 2015) share that leaders contribute to the organization's achievement on numerous stages, i.e. managing change, directing their teams, managing towards accomplishing set goals and inspiring others to get the most out of their skills and competencies. This can be achieved at different levels of leadership using a distinctive leadership style to accomplish organization's goals.

While there are many leadership styles that have been considered in the leadership area, it is noted that the most significant style that is operative in terms of knowledge sharing and improvement is transformational leadership. Transformational leaders can nurture principles of shared vision and knowledge. Knowledge sharing among employees is likely to generate new ideas, which results in developing and enhancing innovation, (Sawasn et al, 2018). They play an important role in business because they inspire the conception of effective teams, improve productivity and efficiency, motivate companions, direct activities within numerous organizational divisions and contribute meaningfully to the organization's success, (Fragouli 2016). Knowledge management reflects on how leaders create, communicate, and make use of knowledge that exists within organisations.

2.11 Talent Management

Organizations need to have talent processes that support their capacity development and management by ensuring that there are right people with right skills to perform at the right levels to achieve the organizational strategic mandate and goals. This should be guided by having an effective talent management policies and processes. Talent is considered an organizational asset and it is important that the organization has a proper talent management and career planning system that which is essential for the organization as well as the employees, (Waheed and Zaim, 2015). The system should include strategies and policies that guide the implementation, tools and processes to use to manage pipeline development, career management, retention planning as well as leadership development and succession planning. According to (Hunt, 2014) employee development is achieved through talent management, which is becoming an increasingly vital part of the personnel development strategy for every organisation and (Fajčíková et al, 2016) advance the view by stating that the prospect of employee development is often associated with career growth, planning and management and is focused at talented employees who show potential to develop to the higher position in the organisation.

Talent management is an organization's commitment to recruit, employ, develop and maintain the most skilled and competent employees to join the organization and for this reason (Thunnissen et al, 2013) advise that several writers come to an agreement that talent management thus far has been mostly conceptualized as an Human Resource transformation process which has so far to take into consideration the effects of other appropriate organizational aspects and the senior leadership accountability mainly because the results of their involvement have a direct impact on organisational performance.

It is believed that there is a strong link between talent management and organisational performance (Aguinis et al, 2012) and for this reason management of talent become the critical aspect of the organization to ensure sustainability. Maltais (2012) shares that an successful talent management may be a reason which makes a difference between well performing organizations and others, as recognizing talent among workers is considered as supporting towards development, enabling the brand acknowledgment conjointly as criteria which leads to giving a great work environment. Coulson-Thomas, (2013) states that talent management has also been acknowledged as a worthwhile way of ensuring organizational performance and the necessary flexibility needed by the organization to create and maintain a competitive advantage. Caplan (2013) finds workers and their interest in innovations and creations to be one of the key factors of creating a competitive advantage. Furthermore, (Fajčíková et al, 2016) enhances this argument by stating that the workers' interest in discovering new solutions is strongly influenced by the way the organisation treats its workers. (SAVANEVIČIENĖ and VILČIAUSKAITĖ, 2017) settled on the notion that there's no uniform explanation of talent and talent management. Their purpose and scope are also lacking though at the same time, there is a disparity whether talent management is meant for all employees or talents are only for highly potential and competent employees. They have since then introduced inclusive and exclusive talent management strategy which are aimed at highlighting the distinctive goals of and target groups within the organization.

- a) **Exclusive talent management strategy** examines the opportunity to attract employees who are indispensable to the attainment of goals for the organisation and are in short supply in the marketplace. The act of investing in these employees encourages devotion and motivation to this very important group of employees. Most organizations are implementing the exclusive talent management strategy by appointing them consciously or as successors to leadership positions.

b) Inclusive talent management strategy is centred on the hypothesis that all employees have valued qualities or talents that can be productively useful to organisations. This strategy is defined as the acknowledgment that all employees have the talent and together with continuous assessment, their employment in the positions that are most appropriate will offer the greatest potential for employees that possess these talents, (Swales et al. 2014). This strategy is aimed at highlighting the best in all employees, permitting them to fully employ their potential at the workplace.

Talent management is the utmost important aptitude for the progressive organizations, and such aspects as demographic changes, flexibility, globalisation, the economic climate, and business revolution only confirm its importance, (SAVANEVIČIENĖ and VILČIAUSKAITĖ, 2017). Before organizations can embark on refining the approach they will take on developing their leaders, they must evaluate the objective methods that are used to identify talent and decide on how the talent development and management processes align with organizational needs, (Van Dongen, 2014). Building and sustaining leadership capability that will drive organizational effectiveness requires that the developing leadership possess the relevant skills and talent to fulfil the organizational mandate. (Wall and Knights, 2013) advocate that talent development and management as an ever-developing strategic basis which is allowing leaders to perform in their current as well as future leadership roles, while assisting them prepare for changes that may ascend. Leadership development can be achieved through the effective talent management which should entail a clear career management process that the organization intends to implement or embark on to improve leadership skills and competencies.

2.12 Career Development

Career development is the method through which an individual's work personality is shaped. It ranges in one's whole lifetime. It starts with a person's most earliest mindfulness of the ways in which individuals make a living, proceeds as he or she investigates occupations and eventually chooses what career to seek after, plans for it, applies for and gets a work and propels in it. It may, and likely will incorporate, changing careers and jobs. Leadership could be a gifted career that workers inside the organizations need to pursue in their working life. It may be a unique career that includes essential competencies that an individual has to attain. Diverse careers are getting more dynamic within the working environment and specialists need to keep up with a increasing number of changes in working environment and inside the organizations, (Akkermans et al, 2015). It is critical that staffs realize that the energetic changes that exist within the career advancement domain necessitate that they put more attention on developing themselves while on the other side organizations have to be keep up to date with empowering its staffs to assist them. Ming-Chu and Meng-Hsiu, (2015) highlighted that the career enhancement structure connects the organizational needs with the individual career needs and it is concentrating to the organizational and individual objectives. Organizations must have a framework that they utilize to oversee their leadership career enhancement. Some organizations use career development as a tool to create a pool of skilled workforce to improve talent within the organization and also to fill in the future pipeline of future skills that they may require to meet the changing business environment.

There are biased and unbiased viewpoints interfering and changing the career's advancement throughout the career in which their impact depends on one's financial and social environment (Dumitru and Voinea, 2015) which comes about in leadership moving between leadership positions and in a few occasions indeed taking off their organization for way better prospects somewhere else. Leaders alter employments all the time needing to progress their careers and/or improving themselves for more inspiring positions. Career development engagements include the practises of making a difference in people and help them to arrange their careers in line with the organization's planned strategies, (Ming-Chu and Meng-Hsiu, 2015).

It is obvious that when the organization has the framework in place that will offer assistance to its leadership to arrange their career development, the same leadership will effectively align their career development to the long run prospects of the organization and it will help the organization to move forward on keeping its leader's in the employment. Leadership and organizational development are indispensable for professional job roles and career development, (Farrell 2014). Leaders have to develop new and improved skills so as to ensure that they are suitable for promotion and ready to be placed to a higher leadership positions in the organization. The organizations on the other hand have to be taking the initiative of designing and effecting career development assistance to their employees. The organization should have a framework to manage career development that it would use as guiding principle which would include the aspects discussed below.

2.12.1 Career Planning

Career planning is often regarded as an exercise of identifying career choices and preferences, setting up development goals and designing action plans to assist employees match their interests and abilities with organizational prospects, (Ismail et al. 2014). Career planning begins with one have aspirations that one wants to fulfil in his/her professional career. The career aspirations of a person are usually more about to learn and develop in terms of knowledge and capability in any given field. Other aspirations may well be to develop up the corporate step and be a member of the top leadership team. These aspirations are ordinarily future arranged and the planning happens as the individual tries to pursue them. Career planning which is to assist an individual in preparing himself towards his future becomes an important exercise and becomes a determinant factor of ones future.

Gautam et al. (2016) define career planning as a methodical process by which one chooses career objectives and the respective path to attain these objectives. These become the exercises that are attempted by the person to extend the likelihood of figuring it out their career aspirations.

An employee's career desires are controlled by different variables, including opportunities and jobs that are available within the organization, as well as an individual's personal drive to acquire knowledge and grow. It is imperative to close the gap between the career aspirations and career planning to help a person to cope within the organizational and its environment.

Waheed and Zaim (2015) indicated that career planning is closely associated with talent management in the organizations because of the term “career” which suggest the permanent work, which may include a few employments of diverse natures or of the same nature within the organization. While career planning is more of an individual’s responsibility, organizations have to offer support to their employees by designing clear career paths which will detail the progression internally to the highest levels of leadership positions.

2.12.2 Career Paths

Forsyth, (2002) offers that numerous organizations have arranged career paths for their employees, in spite of the fact that advance shifts marginally, once the employees are on their paths, the course in which they would be able to go is sensibly clear. Career paths are the arranged coherent grouping of occupations inside the organization through which an individual can advance within the course of their working life. It includes understanding what information, abilities, individual characteristics and encounter are required for their career movement. It also means that there's a progression through which people go through as they progress along distinctive stages of their career lives. Leadership as one of the organizational important roles offers diverse levels of leadership within organizations which those that aspire to be leaders or already leaders can plan to look at as the their progression path.

Looking at the vital objective it is clear that the organization has to consider the career management process to be integrating its purposeful to develop leadership and their leaders’ desire to have dynamic careers inside the organization. Kirchenbauer, (2017) noted that in order for the organization to extend retention and its continuity, it must be willing to create a proficient and challenging career paths that will draw in the right calibre of employees, and give appropriate training, talent development and management as well as mentoring to back the operations leaders in being effective. The organization must expose the leaders to knowledge and skills to help them develop and plan for the job opportunities that may be available to them. Job opportunities and requirements must also be made available to the developing leadership.

2.12.3 Career Mobility

It is important to analyse the career mobility within the organization to understand the need for its leadership to grow as well as the studying the staff turnover plans of the organization, (De Vos and Dries, 2013) confirm this by stating the importance of career mobility in relation to the organization's human resource management strategy, its impact to human and social resource composition and the organization's achievement in enticing and retaining skilled leadership. Career mobility is equally important to employees as each effective career move possibly increases employability and consequent opportunities for career progress, Forrier et al. (2015). It is clear that career mobility is of vital importance for both the organization and its employees and more so its leadership for the purpose of ensuring sustainability. The organization is responsible to ensure that it incorporates the career and talent management strategy that will effectively favour everybody's interest. While leadership cannot change their careers easily within the organization, the correct career paths can assist them in planning their future within the organization as well as their appetite and plans for further personal development.

Senior leaders who are able to distinguish and react to desires of workers can more easily support the efficiency development of an organization utilizing career management of workers, (Hunt, 2014). By doing this, they construct a great reputation of an organization which may pull in other talented workers or offer assistance to hold the current pool of talented workers. The employees' development within the organization is guided by both the employee's eagerness to explore different opportunities, independent of whether the opportunities are upwards or sideways as well as the support provided by the organization in terms of ensuring that its employees have a career progression.

The employee's developments are not in besides limited to particular workplaces, divisions or units, but depended on an employee' competency levels as well as the organization's strategic intent in terms of development of employees. It is obligatory that the employee understands what his/her work requirements are, as well as to utilize frameworks accessible within the organization to explore through career paths and set himself/herself targets on career movement.

2.12.4 Career Management

The career management process starting point is the individual's knowledge of what he/she wants and this needs some efficient self-analysis. Thus a range of dynamic career management comprises of recognizing what career aptitudes can assist you and making beyond any doubt that you simply exceed expectations in them. Career management is defined as the practice by which individuals grow insight into their environment and themselves, build career objectives and strategies and obtain advice regarding their career progress, (Greenhaus et al. (2014). Career management is basic for the organizations and their workers because it envisions both the career planning process, which is the way in which the workers are advanced inside the organization based on the organizations' needs, employees' execution and guaranteeing that of the authority progression with the scope of guaranteeing that the organization will have all the potential workers it needs in arrange to achieve its key goals, (Dumitru and Voinea, 2015). Career management is more of a progressing process of distinguishing and creating careers for basic roles inside the organization to guarantee coherence and compelling accomplishment of objectives. An organization is compelled to make an investment on its employees by investing in career development activities that will afford the organizational growth. The purpose should be to clarify the career options that are available for the employees inside the organization as well as creating an alignment between the employees' ambitions and the organizational development objectives.

Career management is the dynamic planning and application of strategies and activities that are likely to help in broadening a person's career. It is also a process that other individuals may help, but which will require the person's to start and direct it to what the person wants to take it. Greenhaus and Kossek, (2014) allude to the fact that career management is more becoming the responsibility of the individual than an organization as it is the individual who has to show the desire for growth and development. Career management requires the individuals to be well informed about their organization's mission and direction to enable them to make informed future goals. The future of the organization subsequently determines the career aspirations of its employees as well as their development to the future roles.

2.13 Linking Leadership Development to Succession Planning

Skills retention is a vital aspect that each organization's human capital and resource management must pay more attention to maintain staff and improve organizational effectiveness. What is more crucial to maintain is leadership skills to ensure that there is a right fit to keep the organization's strategy going. This is often where the succession planning gets to be more critical and essential for leadership turnover. The significant leadership development practice that can be utilized to create proper structure, particularly in large organizations, is the succession planning framework. Succession planning is about maintaining leadership balance and creating the best and brightest people inside the organization, Fibuch and Van Way III, (2012) and (Rothwell, 2005) characterize it as the method of recognizing critical leadership positions, starting at the lower levels of leadership, middle leaders and amplifying to the highest leadership position within the organization.

Succession planning includes the coaching and mentoring processes which are able permit the potential junior workers and leaders to gain more skills, information and competencies for the upcoming leadership positions which will be available inside the organization. Valentine, (2012) characterizes this process as the method by which future leaders are groomed in all the angles that are related to the leadership positions which incorporates practices required to hold the current organizational culture. Whereas grooming leadership is something that the top leadership within the organization ought to hub on as part of their strategic goal, Fibuch and Van Way III, (2012) state that It ought to be the comprehensive organizational fundamental process for each critical leadership position inside the organization and additionally incorporate the method of employee development as the way of elevating the next era of workers into leadership positions.

2.13.1 The Role of Coaching to Support Succession Planning

Organizations are realising that their leadership is instrumental in leading change, innovation, and safeguarding against the effects of environmental forces. The same leadership must have idealized influence, intellectual tact, inspirational motivation and the aptitude to connect immediate responsibilities to a higher vision, Gavin, (2018). He further states that the utmost organizational value happens when leaders develop a capability to build strong and resilient relationships, manage change and align internal and external stakeholders' interests. This can be achieved by giving the responsible leadership all the necessary skills to perform at the level they are required to. To give more support to leadership development, coaching has been proven to work to improve the skills of leadership in the form of transferring learning theories, developing confidence, enhancing self-awareness in individuals, creating self-regard and motivation thus improving leaders wellbeing. Whitmore, (2009) defined coaching simply by stating that coaching is more about the way things are done than about what is done. It delivers outcomes in a greater degree because of the supportive association between the coach and the coachee. It is important that coaching is used as one of the methods of skills transfer especially in the leadership space so as to ensure supportive leadership development within the organization.

Organizations top leadership should now be more obliged than ever to support the progressive coaching initiatives. It is only inside the coaching context that leaders are expected to develop more leadership skills because of the unique relationship the coaching support offers, Gavin, (2018). Theeboom et al. (2014) emphasized that coaching has a significant encouraging effects on performance and skills, wellbeing, coping with work attitudes and goal-directed self-direction. The finding in their study proved that coaching has proven to be an effective tool for improving operational effectiveness of employees in the work environment. The investment that coaching is making in leadership skills should be realised and formal and structured coaching programs be included as part of succession planning process to ensure that the development of identified leaders is specific and aligned to the areas that require attention. While the coaching should be structured, it is also important that the leaders that are receiving coaching are focused and committed to the learning.

The exceedingly solid leaders are those who can adjust tall levels of question and trust at the same time, as usually this is a pointer that one has the capability to quickly react to the unforeseen, (Vogus et al. 2014). The commitment that the leaders have to make towards the coaching relationship is fundamentally important as this is what will make the learning and transformation process easier and effective. Florin (2015) support this notion by stating that as the coaching relationship transfers from a task-role direction towards a goal-action-results direction and then the accountability positioning, leaders experience a convergence between thoughts, beliefs, and responses making learning and transformation possible. Lewis-Duarte (2012) confirmed in his study that the transformation is possible due to how the executive coaches make use of the specific tactics to gain their coachee's commitment which changes the behaviour.

The tactics used include gaining preliminary influence through the consultation, the use of alliance tactics, inspirational charms, and coherent persuasion. As a result of being in a coaching relationship, leaders gain an opportunity to address their specific developmental needs and learn through the coaching interactions about how to gain the same commitment from their employees in order to improve performance and reach the desired outcomes.

2.13.1.1 The Benefits of Leadership Coaching

Gavin, (2018) shares that leaders who are willing to nest coaching inside a larger organizational development platform should also be mindful of the direct, solid benefits associated with leadership coaching. He has identified the aspects below as the benefits of having leadership coaching as part of development within the organization to support succession planning.

- i) **Coaching assist in developing Emotional Intelligence** – leaders are able to improve their emotional intelligence and apply it to the interactions with their followers and they become more likely to understand the situations that seem stressful and proactively take necessary actions to cope or avoid undesirable outcomes.
- ii) **Coaching inclines leaders to establish clearer goals** – leaders learn to create an alignment between where they are and what is expected of them. They develop an intuitive insight of what they want to become and align their commitment.

- iii) **Coaching Enables Transformation** – the leaders’ ability to swiftly respond to the unexpected, helps him lead others and this type of transformational development assist them to connect easily with their followers and achieve more.

Coaching has been identified as a tool to improve individual and organizational performance. People learn easily when they are shown what to do and/or given more clarity or direction on how to perform what is expected of them. Coaches are always the best in clarifying what has to be done and also changing people’s behaviour and developing them to be more than what is required of them. Coaching should be part of every organization’s leadership development process to support the growth and development of leadership within the organization.

2.13.2 The Role of Mentoring to Support Succession Planning

As in the case of coaching, mentoring is also an important learning approach that assists individual in improving skills in their working lives. Mentoring is an intended process and a cultivating process that is raising the development of the mentee towards their full potential. It highlights the mentors overall role as promoting growth and development of the potential leaders, (Erhabor, 2018). Mentoring is frequently thought of as the exchange of intelligence from an experienced and trusted professional, regularly in a leadership position, who makes a difference to direct a person's career to the upper ranks of the organization. It is more about helping the mentees to develop their self-confidence and independence to put them in a knowledgeable and skilled level as required by the job they hold or being groomed for. Jakubik, (2017) shares that mentoring is a career developmental phenomenon that begins early in the working experience and carries on throughout the career of an employee until retirement. Its purpose is lifelong learning, professional progression, work commitment and support the succession planning. It can be used to grow employee horizontally and vertically within or across a role into more advanced or leadership roles.

Mentoring happens within a relationship between a mentor and mentee which has to be developed for the development to transpire. The relationship is built on values that each of the involved parties will have, which are mutual trust and respect, openness and honesty as well as being able to be themselves. The organizations are responsible for driving this process to happen as part of development of their leaders. Like coaching it has to form part of the leadership development where the mentee will be identified to support the development of leaders that are identified for succession planning. As this is a developmental relationship, it should focus on upskilling the mentee to improve and strengthen the competences through guidance, support and being exposed to opportunities that will develop the mentee and expand the career growth and development. The focus should be put on the future job responsibilities and long-term career development of the leaders. The organizational objective is to support talent management, career development and succession planning, (J. and Ravikumar, 2018). Mentoring is a gratifying process for all; the organization, mentors and mentees. It cultivates the complete leadership quotient in both the mentors and mentees, preparing their self-awareness, develop various skills, develop a reliable professional system and live a more pleasing working life.

The organisation benefits holistically by having more leaders that are properly skilled for their current as well as future roles. The potential leaders also benefits as they gain experience of their targeted positions before they are actually appointed to those positions. Mentoring practices are detailed career developmental phenomena that are enabled by the individual mentor and the organizations, (Jakubik and Weese, 2014; Weese et al. 2015). It is therefore important that the leaders that are being mentored use the opportunity to improve their leadership skills as much as they can, like it is equally important that the organization formalized the mentoring process to ensure that leadership development progresses and the organizational development goals are achieved.

The point of succession planning is to strengthen the organizations to meet the tactical and operational challenges they are confronting by planning to have the suitable people at the proper positions at the correct times to perform the correct obligations, (Rothwell, 2005) and (Easter and Brooks, 2017) affirm this by sharing that succession planning permits for the examination of the particular exercises which will be required to build up the organization, its business model and procedure, all leadership levels, the capacity base and the organizational culture.

It is vital that organization have the correct process of succession planning when it is genuine about developing its leadership for the reason of keeping up the knowledge and abilities inside the organization. The process must be supported by the other relevant development processes so that the investment that is made to the identified individuals with the potential of becoming the next generation of leaders in different levels within the organization is realized. It must have the clear objectives that all the leadership will understand as well as the correct framework that will be followed to ensure that there is clear understanding of the process by all employees to avoid biasness. This means that the organization must formulate a succession planning policy that will govern the process of grooming the potential future leaders in a fair process that will be transparent to all the organizations' employees. The succession planning process gets to be effective when it is supported by employees due to its transparency and fairness.

2.14 Summary

This chapter summarises an overview of the study on the viability of leadership development moving forward aptitudes, knowledge and capabilities of the leaders within the organization. It is investigating whether the organization's knowledge and talent management strategies are firstly adjusted to the organizational ability administration methodology, the learnings can be for all intents and purposes actualized within the work environment and in the event that there are any recommendations for the leadership development to be progressed to upgrade organizational capabilities for maintainability and competitiveness of the organization.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the method that is used to give meaning and also to find solutions to a research problem, taking into account that it is imperative for researchers not to be limited to mastering the research methods or practices to be utilised when conducting the study but the methodology as well, (Garg and Kothari. 2014). This chapter summarizes the research methodology that was used for the study and the basis for using it. The purpose of research method used to conduct the study is highlighted and its benefits. The second part outlines the location of the study, sampling method, data collection and the method used to analyse data that was received. The last part outlines data and the methods that were utilised to present data, sampling method and the presentation of data that is collected and the ethical issues.

3.2 Research Paradigm

There are three approaches that are used to conduct a research study, these are qualitative, quantitative and there is also a mixed method which incorporates the qualitative and quantitative. Johnson and Christensen (2010) described the existence of a qualitative phenomenological research model, which is primarily concerned with exploring the understanding of human existed experiences as well as their opinions and observations about certain issues in a detailed manner. Creswell (2013) suggested that the main motivation of a positivist research paradigm is to establish the objective reality about a theoretical context with a view to either justify or invalidate the theory to come up with a universal approach. A positivist research paradigm permitted the study to determine the issues that are contributing to understanding of knowledge management agenda and leadership development within eThekweni Municipality.

3.3 Research Design

Creswell, (2009) states that research designs are processes used for data collection, analysis and interpretation, and they are chosen based on the form of study a researcher wants to conduct considering his experiences and those of the audiences that is chosen for the study. The research design has been used to illustrate the research methodology that was used in the proposed study which included sampling and data collection process and analysis. It was important that the researcher choose and use the correct research designs to collect data, project correct analysis so as to ensure that the results are reflective of authenticity.

3.4 Location of Study

The study was conducted at the Municipal Institute of Learning (MILE) at eThekweni Municipality which is the learning center of eThekweni Municipality. MILE is responsible for supporting learning opportunities and sharing of knowledge, resources and expertise as shared in the MILE Founding Document (2014), which includes the development of leaders from various divisions of the organization. The centers are situated at the MILE offices in Cato Manor where the facilitation and some leadership development classes are conducted. The interviews were done in various municipal offices where the participants were located.

3.5 Methodological Approach

A qualitative study approach was done to obtain the subjective views of the leaders who have finished the leadership development program to establish their constructed nature of reality. This method looks at the historical experience, reports and information that can be derived from the events that have already happened, (Wellman et al, 2005). Qualitative study was also chosen for the research as it allowed the researcher to interpret the data received from the members with the holistic perspective to find out what the real problem is, (Anyan, 2013).

Russell et al, (2016) mentions that researchers have identified a series of potential benefits of qualitative research to the experimental study, which includes facilitating interpretation of probationary findings, exploring participant's perceptions of the feasibility and acceptability of an intervention, facilitating understanding of the result of context in which an intervention is conveyed and adopting a challenging role by problematizing the study's underlying theory of change and logic model. Xu and Storr, (2012) discuss that the benefit of qualitative research is that the researcher develops a critical tool which enables the researcher to understand the study problem better, as well as the intricacies thereof which may not be identified in quantitative approach. What is significant with qualitative research, as different to quantitative research methods is that it necessitates the researcher to come to be more personally immersed in the whole research process, as opposed to just being an unbiased, objective researcher, (Spector, 2005).

3.6 The Benefits of Qualitative Research

According to (Anyan, 2013) qualitative research prioritizes complexity and quality of data collected, and also attempts to go beyond metaphors to offer a researcher an in-depth understanding of the phenomenon. Xu and Storr, (2012) emphasize that the advantage of qualitative research is that the researcher is able to develop a critical tool that enables the researcher to understand the research better, as well as the particulars thereof which may not be identified in quantitative approach. The significance of the qualitative research, unlike the quantitative research methods is that the qualitative research requires the researcher to be more personally absorbed in the whole research process, as opposed to being just an unbiased, objective researcher, (Spector, 2005). Qualitative research assists in gaining insight into people's behavior, motivations, value systems, lifestyles, or culture and how these traits have a part to play in decision and policy making and conducting research.

It was of benefit to understand how leaders exactly think and feel about MILE leadership development and its alignment to the Knowledge Management strategy.

3.7 Population Size and Sampling Methods

3.7.1 Targeted Population Size

The population of 50 leaders who have attended leadership development was obtained from the MILE office using the attendance registers. The sample of ten (10) leaders was randomly selected using the purposive sampling method.

3.7.2 Sampling

Sapsford and Jupp, (2006) shares that the purpose of sampling is to save time, effort and also to find consistent and reliable estimates of the population position in terms of what is being studied. Since the approach of the study was qualitative, the sample size was limited to a small number of participants. Purposive sampling approach was used to ensure that each member of the population has an equal chance of being included in the sample. Purposive sampling is non-probability sample that can be selected based on the objective of the study and the characteristics of the population, (Wellman et al. 2005). It is also known as a non-probability sampling method in which the required data is gathered from the group or specific target groups of persons on some rational basis, (Sekaran and Bougie, 2013).

3.7.3 The Benefits of Purposive Sampling

Black, (2010) explains that purposive sampling is also known as subjective, selective or judgement sampling because the technique that is used by the researcher depends much on his or her judgement when choosing the participants who will form part of the population and participate in the study. This method was chosen by the researcher because the sample is limited to leadership that has undergone leadership development and the researcher was able to finalize the study within the prescribed study timeframes. Purposing sampling can be useful in circumstances which need a researcher to reach a targeted sample quickly and where the sampling for proportionality is not the main concern.

3.8 Data Collection

This was then followed by the request that was made to the MILE divisional head to assist in the process of random sampling the leaders that were interviewed to make them aware of the planned interactions within their structures. This means that the interview requests were sent to the individual leaders who formed part of the population to ask them to take part in the interview process.

The emphasis was on the views and experiences of the leaders who have attended the MILE leadership development since its inception in 2010. Interviews requests were sent via email together with the informed consent and the gatekeepers' letter to the identified leaders and interviews sessions were scheduled upon receipt of their acceptance of the request.

Structured interviews per leader were scheduled for an hour (60 minutes) with each participant who allowed both the researcher and the participant enough time to go through the questions. Sekaran and Bougie (2013) share that the structured interviews are those that are conducted when it is known at the outset what information is needed. The interviews were recorded to allow the interviewer to focus on the discussion and be able to pose follow up questions where necessary.

3.9 Interview Guide

Interviews were scheduled after the requests have been sent to a sample of leaders that have attended the MILE leadership development interventions and seminars. The intention of the interviews was to understand and draw assumptions based on the response received from the leadership. In conducting verbal interviews, the voice recorder was utilized with the consent of the respondent in order to facilitate information keeping. It also afforded the interviewer an opportunity to focus on probing on follow up questions to be able to collect more in-depth data. The researcher is encouraged to prepare interview questions ahead of time to help the interviewer to ask questions on all relevant topics, (Ehigie and Ehigie, 2005). The questions were already prepared in advance and were used for the structured interviews. The identified leaders who have voluntarily availed themselves when asked were then asked the following questions.

Nunokoosing (2005) highlights the importance of the interview as a method of data collection that enables the individuals to think and to dialog about their predicaments, wishes, experiences, expectations, and understandings. The researcher ensured that she gathered as much data that was required to understand the leaders' perceptions of the leadership development but also noting the willingness of the interviewees to share information.

3.10 Data Analysis

The analysis of data was done using the thematic analyses to look for common themes that could be found from the responses of the leaders that were interviewed. The findings were then presented to draw conclusions and make recommendations. Thematic analysis is used as it elaborates the process of putting together responses into certain themes in order to develop similarities from the responses received (Olds, 2014). Data was transferred from the recording to the transcription that was captured word by word of the interviewee. Data was then analyzed according to common themes that were identified from the responses. The recorded data was then transcribed as is after the interview to ensure that the responses were presented as their originality. According to (Bansal, 2012) through data collection and data analysis the researcher is able to depict certain limitations and push theoretical insights into the research area. The researcher only used the interview process to discuss theories that were relevant to the study to gain the understanding of the interviewee.

3.11 Trustworthiness and Credibility

The key purpose of trustworthiness in a qualitative research is to make certain that the results are genuine. Trustworthiness is realized by ensuring that the obtained findings are authentic and reflect the actual views of the participants, (Sekaran and Bougie, 2016). Since this study was of qualitative nature it was important that the results are trustworthy and consistent when the study is done again under the same condition. The results should be credible to confirm the true reflection of the actions taken by the researcher when conducting the study. The researcher can confirm credibility by producing the record of the actual interviews using the digital recorder and then ensure that all the groupings and themes can be drawn back to the transcribed interviews, (Moalusi, 2012). To ensure credibility, the researcher recorded all interviews. The voice recordings and the transcripts are kept to confirm the reliability of the data shared and summarized in the study.

3.12 Ethical Considerations

Before starting with the data collection, the gatekeeper's letter request was prepared and submitted to eThekweni Municipality Research Section which resides within the MILE to request the approval to conduct the study within the organization. After the gatekeeper's letter was obtained from the eThekweni Municipality, the ethical clearance was also requested and granted by the Research Ethics Committee of the University of KwaZulu-Natal. It is only then that the field work commenced. Ethical standards were observed in the study, no one was forced to take part in the survey if he/she was not willing to do so. The mail was sent to the respondents to request their participation and explained the aim of the study. This was to ensure that the researcher clarified the intentions of the study as well as to make them aware that their organization has approved that the study can be done by attaching the gatekeeper's letter as part of the mail that was sent. The duration of the interview was also shared to allow them to allocate enough time for the interview should they wish to participate.

3.12.1 Anonymity and Confidentiality under Ethics

The other important part about the interview is that the interviewer and the interviewee may have an opportunity of using their individual powers to negotiate the level of information that can be used about the study. This is for the reason that the interviewer holds the information about the study and the interviewee possesses the knowledge and understanding for the study (Karnieli-Miller et al. 2009). The anonymity is important to ensure that the responses from the participants are true and honest. The anonymity and confidentiality were assured with all the participants before the interviews started, they were also alerted to the recording of the interviews to which they had to approve of before the interview started. The interviewees were asked to sign the consent forms to confirm their participation and also to conform to the requirements of the university. The interviewees were advised that they had a right to withdraw from the interview should they feel not comfortable to continue with the interview. The recorded interviews were later transcribed and the transcripts were kept safely to be examined at any time during the prescribed period. The researcher was also not to ask for the interviewees to include their personal details unless they are willing to share that information.

3.13 Summary

The intention of conducting this study was to establish the effectiveness of the MILE leadership development interventions and seminars that are introduced and rolled out in eThekweni Municipality to deliver on their Knowledge management strategy. The aim is also to get an understanding of how the organization's leadership perceives leadership development; their understanding of what it is intended to address and its relevance to the business activities. The findings of this study has been gathered and summarized properly to give the study outcome and recommendations that are necessary to be implemented by the organization.

CHAPTER FOUR: ANALYSIS OF DATA AND DISCUSSION

4.1 Introduction

The purpose of the study was to investigate the views and perceptions of the leaders that have undergone the leadership development interventions and seminars, evaluate its effectiveness within their areas of work and the organization as a whole as well as understanding the alignment to the organization's Knowledge and Talent Management strategic intent. This chapter highlights an overview and discussion of the key findings collected through structured interviews from the respondents who participated in the study. The responses gathered from eight employees at eThekweni Municipality are thematically analyzed and be connected to the literature to show correlations and consistencies where it is suitable.

4.2 Demographics of the Respondents

Table 4.1: Respondents Demographics

Respondents	Race	Gender	Position
Respondent 1	Indian	Male	Project Manager
Respondent 2	African	Female	Project Manager
Respondent 3	Indian	Male	Deputy Head
Respondent 4	African	Male	Research Analyst
Respondent 5	Indian	Female	Chief Policy Analyst
Respondent 6	African	Female	Deputy Head
Respondent 7	African	Female	Customer Care & Information Officer
Respondent 8	African	Female	Research Supervisor

4.3 Research Objectives and Themes

After the data was analyzed the following themes and sub-themes emerged:

Table 4.2: Alignment of Research Objectives and Themes

To determine if the leaders within the identified groups understand the Knowledge Management agenda in terms of development of leadership.	Theme 1	Understanding of Knowledge Management Agenda
	Sub-theme 1	Experiential Learning
	Sub-theme 2	Technical and Leadership Skills
	Sub-theme 3	Gender Empowerment
	Theme 2	Understanding of the Role of MILE Leadership Development
	Sub-theme 1	Ad-hoc Services
	Sub-theme 2	Empowering Leadership skills
To establish if the leadership development outcomes demonstrate the potential benefits of development on the day-to-day activities within the leadership roles.	Theme 3	Impacts of Leadership Development on Day-to-Day Activities
	Sub-theme 1	Better Understanding of Daily Operations
	Sub-theme 2	Better Leadership and Management Skills
	Sub-theme 3	Networking Opportunities
	Sub-theme 4	Coaching and Mentoring
	Sub-theme 5	Day to day technical Issues

To investigate the effect of leadership development on career development and management of eThekweni leadership.	Theme 4	Alignment of Leadership Development to Career Development Goals
	Sub-theme 1	Encouraging Continuous Formal Learning
	Sub-theme 2	Self- Development
	Sub-theme 3	Lacks the Incorporation of Technical and Interpersonal Skills
	Theme 5	Leadership Challenges not addressed by the Leadership Development
	Sub-theme 1	Political Dynamics
	Sub-theme 2	Leaders are not well-equipped
To identify the role of senior leadership in ensuring the successful implementation of leadership development.	Theme 6	Attendance of MILE Interventions
	Sub-theme 1	Poor Attendance by Managers
	Sub-theme 2	Benefits of the leadership development Interventions
	Sub-theme 3	Appreciation of Thought Leadership Sessions
	Sub-theme 4	Challenges not Addressed by the Leadership Development Interventions
	Sub-theme 5	Poor Senior Management Support
	Sub-theme 6	Misrepresentation of MILE's Agenda
	Sub-theme 7	Lack of Practicability and Poor Implementation of the agenda throughout Divisions
	Theme 7	Improving MILE Delivery of Leadership Interventions
	Sub-theme 1	Enhancing Career Growth
	Sub-theme 2	Reviewing the Development of Leadership
	Sub-theme 3	Increase the level of Attendance by Senior Leaders
	Sub-theme 4	Partnering with other Municipalities
	Sub-theme 5	Covering the Gap between Leadership and Operational staff
	Sub-theme 6	Increase Staff Capacity within MILE
	Sub-theme 7	Review of MILE's Knowledge Management Agenda

4.4 Understanding of Knowledge Management Agenda

This study revealed that most of the respondents are aware of the knowledge management agenda offered by the organization. The majority of respondents said it brings about “*experiential learning*”, “*change management and sharing of knowledge*”, “*empowerment and career path development*”, “*mentorship*”, *technical and leadership knowledge*.” It was revealed to a great extent that knowledge management agenda exposes employees to experts in the business, captains of industries which brings employees closer at different levels and give them an opportunity of sharing knowledge and information, teaching, counselling and mentoring people to become experts in their chosen career. It has also given more room to female representation in the business by empowering and motivating their academic aspirations starting from the municipality and at the university level.

On the contrary, while most of the respondents stated that they have a full understanding of the knowledge management agenda, a few of the respondents indicated that they don’t have a glimpse of MILE implementing the agenda and the reasons might be because MILE has not fully implemented its goals by covering all units in the organization. Each of these themes is discussed briefly in the following paragraphs.

4.4.1 Experiential Learning

The study found that the knowledge management agenda has been very effective and useful as management invites experts in the field and leaders from different councils who educate employees about the municipality, sharing of experiences and knowledge, sharing common problems and discussing about solving problems in the organization and also how to become a better leader who can influence others through knowledge acquired from the organization.

...Initially it was just representatives from different clusters that got together to discuss the information they had which was mostly hard copy and they had to try to manage the knowledge management forum. The municipal manager at the time tried to look at the knowledge people have and experience..... They were looking at what people have learned during their work life, some people are sitting with institutional knowledge but there difficulties and challenges, so it was about looking at the people who have the knowledge to share with the other people...(Respondent 3)

They started by inviting people from the council to come and give talks about the municipality and it was very useful... But of late they invite a lot of leadership that are directly involved with the subject. It's been very useful, I've been to so many of those talks & and it really helps to know what's going on and meeting the role players in terms of others government aspects and discuss common problems with people who know what is happening. We look for people who are experts in the field, not people who have studied in books but people who have been on the ground and know that this is what has been done on the field and for me; that is knowledge management... (Respondent 1)

It was also indicated that:

...To be honest on question no.1, understanding of the agenda, I think maybe when I started attending knowledge seminars, it was in the middle of everything because I have no idea what the agenda was. I'll be lying if I say this is what the agenda is. I'm just continuing from where I'm coming from with my understanding of knowledge management. The fact that we need to have a knowledge management bank, that where I continuously attend, that's where I continuously know that you get more information in knowledge to capacitate myself... (Respondent 2)

Some respondents affirmed how innovative the idea is and how it enables them to manage and share knowledge which is very significant as strategies for implementing decisions for the development and progress of the organization.

...Yes. It is very innovative in that it also involves change management and the sharing of knowledge which is very important in our organization for strategic decision making. (Respondent 5)

...they are also responsible for knowledge management for the city as a whole where students who want to conduct research within municipality obtain gatekeepers letter from. Another MILE function is to deal with international knowledge management (SEFAL), where we have sister municipalities that we have programs engaging on, benchmarking exercise with the sister municipalities and the rest is on the pamphlet I gave you about MILE. (Respondent 8)

It was revealed to a great extent that knowledge management agenda exposes employees at different levels and provide an opportunity of sharing knowledge and information, teaching, counselling and mentoring people to become experts in their chosen career. It also helps in ensuring that the knowledge is spread around the organization instead of it being possessed by few individuals who may end up being overloaded with information that they cannot necessary use on a daily basis. If the individuals lack the opportunity to share the knowledge, then organizations would not benefit from subsequent knowledge management design or the formation of competitive advantages, (Wu and Lee, 2017).

4.4.2 Technical and Leadership Skills

The study found that the agenda focuses on the leadership and technical aspect of the business which has given most of the respondents the opportunity to be under the same roof with senior and executive colleagues where they have acquired additional skills and has helped in terms of advice and knowledge shared which has been beneficial in their career pursuit. This research also found that graduates are exposed to different departments through rotational programs to acquire the needed exposure, training and foundational knowledge of various departments. This has brought more understanding of the culture of the business and acquirements of inter-departmental skills.

... I'm full proof myself that I started from a two year trainee program, the knowledge that I've gained from the workforce, managers & colleagues that has helped me to climb the corporate ladder to this level, that on its own is an indication that you may not have a well-planned knowledge management system in place but the fact that we have these programs and the workforce that supports you to gain knowledge within your structures, for me on its own, it's effective...
(Respondent 6)

In terms of skills acquisition, training and development through rotational exposure, the respondents said:

... I'll refer technically in my space; it covers both the technical knowledge and maybe the leadership part of it. When you look at how the organization, specifically electricity, there's a program that we started for the trainees; just to give you the background before I explain my own understanding; we have trainees for candidates, engineers and all that and they rotate to get knowledge from department departments. From there we put them on a recruitment plan when they finished their train for them to be deployed to various departments. We know within two years we would have gotten the skills and they would understand how the environment works. I think when I look at my unit, as far as knowledge management is concerned, we are doing very well... (Respondent 6)

The program has partnered with different external stakeholders who provide institutional knowledge to complement the practical knowledge the respondents have. It is affirmed in the statement below:

...MILE has different functions like coordinating Masterclasses, symposiums for research (we have a partnership with different institutions and the private sector in terms of our symposiums... (Respondents 8)

It has come out that MILE has extended their network by partnering with educational institutions within the provinces through organizing knowledge sharing sessions. By this, more people are getting involved and more knowledge is shared and acquired, not only on the job but leaders are able to link their technical knowledge to what they are learning. Knowledge transfer is a process through which a person or group stimulates the knowledge and experiences of others in an organisation, (Paradowski, et al. 2018). Knowledge is created when people transfer and share knowledge, integrate and relate to what they have learned. Knowledge transfer normally happens through formal training, coaching and mentoring, publications and communication, communities of practice and other forms of discussions that happen at social gatherings.

4.4.3 Gender Empowerment

Through interactions and opinions of employees that are involved in the program, the suggestions raised were able to identify that there is less representation of the female gender in the field. This has made some employees be more sensitive towards closing that gap in the organization to the extent that some employees deemed it fit to start advocating for more female involvement in the field right from the municipalities and at the university by supporting the women course, providing them with skills, educating and motivating women employees in the organization to start mentoring young girls and women in the municipality to encourage them and also inspire them through their life experiences. The agenda has provided an avenue to share with other women their life experiences and not be confined to social norms of what women can and cannot do.

... In some way, as a unit, there's that level of understanding that when you are managing your staff that knowledge within them is important for them to be able to progress in their career in the organization, especially women. It's amazing of, right now I told myself that what has happened to me I need to take it out there, especially the lower level and make sure that I empower someone. I'm mentoring a lot of women. Some, I'm even getting external not even the electricity unit, external people asking me to mentor, guide and needing help. For me, its passion, I enjoy having to take that knowledge and share it and say you can also climb within your space and also the level that I have and the one that I've accumulated within the organization I'm willing to share with them... (Respondent 6)

This was supported by another respondent who stated as follows

... For me that's knowledge management, it means the unit or the organization understands that knowledge is power and when you can manage it in a form of running training programs within your staff, not just training programs as such, but programs that will motivate them. Right now we are establishing a division for women in electricity but a unit within in KZN branch. We are establishing a branch from scratch, we are inviting all the women within municipalities and we are sharing knowledge with them... (Respondent 7)

Interviewer: Now that you've touched on mentoring women, I will assume that the structure that you have within that KM has helped since they've been operating through the discussions of thought leadership. Are you guys adopting that style when you have your sessions?

The mentorship that I've provided so far internally and externally is different but let me emphasize especially on the technical one which is mostly governed by the AGSA organization looks at engineers and technical personnel because most of them want to get that professional status, you must be a professional to register as an engineer so that you'll be able to efficiently & productively run projects and be accountable because it carries a lot of weight, not just a weight career wise but it carries a lot of responsibility that the department of labour imposes as far as safety is concerned. That's the kind of structured mentorship I provide internally & externally it's more like coaching..... (Respondents 6)

Another participant stated that the organization promotes career path development:

The organization does promote something called career path development, for example, I'm in the technical field, so we promote career path development... So from the knowledge perspective, yes we manage knowledge so that people can get promotional opportunities and it can get promoted after that and we have very good examples of people that started off at entry level and even work their way up to even deputy head level within the organization.

...There are two of these employees, one was an engineer who has received a bursary and encouraged to study, she was assigned a mentor and she worked her way up to deputy head level. We have been encouraging females to take the roles to aspire, other people, more in the engineering field. Another one is a senior manager... (Respondent 3)

These findings concurred with the findings of Packard et al. (2015) which explains that leadership development can be done in many ways, often comprising a combination of off-site development programs, 360-degree feedback, using of instruments that are completed by participants on their leadership styles and characteristics, mentoring, executive coaching, assessment centres, action learning, open forum discussions and strategies for application of gained knowledge and skills. Leadership development must be strategic, not haphazard and unfocused. Leaders that are developed need to understand what they would be learning to maximize the opportunity of the development they are given. Leadership is a discipline itself and leadership development is leadership expertise centered on knowledge. The basis for leadership development can be amplified through implementing actions that will set direction, aligning leadership and motivating followers which will qualify the attainment of organizational objectives, (Glamuzina, 2015).

Organizations that can shape leadership development strategies with clear and effective objectives will have at least the best opportunities for successful leadership development and that leadership will easily transition into higher leadership positions, (Frawley et al. 2018). Leadership roles are important to lead the organizations towards their future and leadership development is the tool that will assist in getting their leadership capabilities to the required level and improve skills. The primary driver of knowledge management is ensuring the transfer of knowledge from one individual to another, generations or to the next location, (Tryon Jr, 2012). Knowledge transfer is a process through which a person or group stimulates the knowledge and experiences of others in an organization, (Paradowski, et al. 2018). Knowledge is created when people transfer and share knowledge, integrate and relate to what they have learned. Knowledge transfer normally happens through formal training, coaching and mentoring, publications and communication, communities of practice and other forms of discussions that happen at social gatherings. Knowledge transfer is believed to consist of any process that encourages the transfer of information into the aforementioned disciplines, (Ilic, and Rowe, 2013).

4.5 Understanding of the Role of MILE Leadership Development

The majority of respondents stated that MILE has been beneficial to the employees and the organization at large. It was found that respondents have a clear understanding of the municipality's goals through "empowering leadership skills", MILE supports and accommodates employees' educational career by "creating a platform to pursue an advanced degree" which expands knowledge, and it also covers the gap between the academic space and the workspace. On the contrary, a few of the respondents indicated that they literally do ad-hoc services and MILE must try to make themselves visible in the organization by touching every unit of the organization.

4.5.1 Ad-hoc Services

One of the respondents described the role of MILE as providing ad-hoc services. It was stated that MILE has no structured program in place and blames the employees for that because if those challenges have been identified, MILE would have taken a cue from that and improved on them. The situation is described as follows:

... Ultimately they are kind of there to serve us, the city. There are no structured programs in place, at the moment it's just ad-hoc, but we've been guilty, I haven't listed or identified challenges that I felt I can take up to them to assist us. I think for the last month, it's been very ad-hoc and only go when there is something buzzing in the market, for instance, there's a national development plan where they want to create a million jobs. So we invited people who wrote that paper from DTI to come and tell us about it. So we invite people who will talk from the horse's mouth..... (Respondent 1)

Interviewer: and do you do this via MILE?

....yes via MILE and if there's anything we don't understand we always tell them to invite someone who will make us understand..... (Respondent 1)

The respondents highlighted the ad-hoc support they get from MILE when they request for their support. It is mentioned that MILE invite people who are subject experts to come and share the knowledge as requested. This is important as it allows leaders to get knowledge from other leaders who have broader knowledge in business. Leaders get to be exposed to thinking, sharing of existing knowledge, exploring fresh ideas as gaining new knowledge to adopt the common ground. It is the job of the leadership to use the process of social thinking to produce brilliant ideas and bring about the change where it is needed, (Young, 2013).

4.5.2 Empowering Leadership Skills

It was stated that MILE has been empowering and building leaders to be competent and also educate them to always give back by coaching and teaching the next generation of leaders. Through their seminars, MILE enhances employees and allows them to be creative, to acquire and to transfer knowledge amongst their colleagues so as to move the organization forward. Knowledge gained through the seminars has given employees added skills in management and executing the organizational goals. This is affirmed in the following statements:

My understanding is to capacitate managers with regards to leadership and managing to understand exactly where to take the municipality, grooming, also taking into consideration the fact that we've got people that we must groom for leadership. It's not about where you are right now, it's also about making sure that someone will be able to carry the bait long after you've gone and will have a clear path of what's going on... (Respondent 2)

...MILE also has leadership seminars which I find to be absolutely effective, it's like the best thing that you can ever do in an organization is to have these leadership seminars and in one of the IE seminaries where they invited councillors and superiors... they have a diverse audience, people from the outside, some of them are very controversial if we do not agree with everything that is said but it opens up minds. So to me, that leadership seminar from the knowledge management perspective is wonderful and that's what MILE has done for us... (Respondent 3)

Some respondents stated that their masterclasses on leadership development are innovative and are good leadership development interventions. These interventions expose employees to and broaden the scope of knowledge on good leadership skills and strategies and help to increase employee's knowledge on how to be efficient leaders in the workplace.

...they've got good interventions in place; they have Masterclasses that they conduct are good. I went to one of them, I can't remember the exact theme but it was a leadership development session as well whereby the head of MILE, EMA was trying to differentiate between a leader and a manager, because we all went there knowing that we are managers, we are head of departments... So I came out with that we must not be a manager, the head of EMA said a leader leads and a manager manages. We don't want managers; we want leaders because if you are a leader your subordinates will try as much as they can to replicate what you are doing, they look at you as a role model because you are leading them. That's how I understand it... (Respondent 4)

This is supported by another respondent:

...they are responsible for conducting Masterclasses; we just had a Masterclass on City Ports for leadership. Depending on each department's needs MILE will assist in identifying leadership needs in terms of training, mentorship, coaching... all they do is develop programs of their own and align them with the current needs or our executives or you approach them as a unit or executive when you have identified a gap within your leadership and then give them a topic that you wish to cover. (Respondent 8)

In improving service delivery and empowering employees by ensuring that the employees within the organization are skilled at creating, acquiring, and transferring knowledge at all levels. (Respondent 5)

The environment in which organizations function has changed and it continues changing at a very fast pace. This requires that leaders must have diverse and wider set of capabilities than before with more emphasis on adapting: ability to embrace, know and answer to complexities of humankind (Goldberg, 2017). Leadership has to give much effort on being developed to be able to cope with the dynamic business environment that has different types of employees, which requires more emphasis to be put on developing soft skills as an important factor and be considered in training leaders to stay abreast with leading the dynamics that are brought by different characters they have to lead.

It is more complex to lead in the public organization as there are policies that are designed for these organizations to oversee the processes that have to be followed to lead the employees. Leaders in these organizations have to learn to lead with empathy while ensuring that the policies that direct employees' behaviour are followed as prescribed. This requires more focus on first identifying the soft skills that need to be improved and also ensuring that correct development happens for each and every leader within the organization. Development of soft skills is important in the organization as these skills are the ones which sharpen the capabilities of leaders and also fosters leaders' need to grow or develop further in their careers, (Charan et al. 2011).

4.5.3 Academic Development of Staff Members

Educational advancement is one of the key roles MILE plays. It provides assistance for employees' educational goals whereby there is a support group provided to assist employees who make studying easier for employees and this act inspires other employees to further their studies. MILE has partnered with different institutions of higher learning to bring employees academic goals to reality. It has provided a link between the academic space and workspace. It has also given opportunities to senior staff members to be part of external examiners who give educational advice and examine employee's dissertation/thesis.

... They are very active in terms of you, know when you need support, if you want to do your Ph.D., your MSc or your Masters whatever, they have these workshop where they send out invites and they invite you if you busy with the Ph.D. study, they've got a support group who would assist you and like courses in putting together a thesis and I see they are active with this thing, so obviously the municipality doesn't say go and apply for Ph.D., your master or MSc but it's your thing... MILE has also created this collaboration between the tertiary institutions and the municipality, so they've got like Durban University of Technology, University of KwaZulu-Natal and I think Zululand University as well ... I'm an external examiner myself and its things we do voluntarily and we don't get paid and lots of things we do as after-hours work. I sit at the external university board where I can influence the curriculum and they are allowing me to do these things. I'm thankful to the municipality, it's not like I'm giving off but I'm benefiting in a way because they've allowed me an opportunity to expand my knowledge as well... (Respondent 3)

Another respondent stated that MILE provides a link between the Academia and workspace:

they provide a link between the academia and workspace, so ideally according to my knowledge they supposed to provide a platform to filter through the theory of work into the workspace and vice versa and also to provide an avenue for academic development of staff members, organization and intellect so that whatever happens, it can be seen that there's merit to it. (Respondent 7)

On the other hand, one of the respondents suggested that MILE needs to be effective in marketing itself to the organization because some departments in the organization are not aware of their existence. They need to be more visible so as to gain maximum participation and inclusion of all departments for the development of the organization as a whole.

It was acknowledged that there are two leadership development bodies (MILE & EMA) whereby the respondent said EMA is recognizable and visible and has benefited from their leadership development programs.

...To be honest with you, I've never heard much of these people. I don't think they are making themselves visible. I can tell you about my own leadership programs that I've been exposed to, but I've never come across MILE. The toast master's program that I've attended covers mostly public speaking, and there's also a voice clinic. Those are the leadership programs that I've attended but as far as these guys are concerned, I think they have to make themselves visible. I know they are about leadership but what they do within our space... (Respondent 6)

Interviewer: you are right to say they need to market themselves to say we are MILE and this is what we are doing. There's MILE & also EMA, is EMA visible enough?

I know EMA and it is visible enough. I'm actually working with them right now drafting customer service training for all my customer service staff because they've identified that as one of the deficiencies, our staff lacks that training and you see how they serve our customers and understand that these are deficiencies that you need to address underlining root causes of such things. They are helping me with that, I'm fully aware of them. (Respondent 6)

Respondent 6 reiterates on MILE not been visible:

I know that it's not like when you are talking about MILE, I've never heard of them. I've heard about MILE but it's not that I've had the interest to look at what exactly are their core functions. If they are international I wonder if... they are not even scratching a surface in this space. Another element would be maybe because we are too technical. (Respondent 6)

These findings show that knowledge management has increasingly become one of the learning and development strategies in many organizations. This means that more organizations will have to increasingly put more emphasis on organizational needs and allow people to learn so as to encourage the implementation of principles of the learning organization, (Paulova et al. 2017).

An organization with a vast amount of knowledge is more likely to maintain a viable competitive advantage and realizes profitable success (Gonza' lez-Loureiro et al., 2015). The subject has been researched a lot lately and it is discovered that more and more organizations have started investing in managing the knowledge that they have within the organizations. It is acknowledged that knowledge is an asset to the organization and its people.

The aim of introducing knowledge management within the organizations is to develop a repository of information and knowledge available to everyone in the organization. Knowledge management involves gaining knowledge and preservation of that knowledge for current and future use. It also implies managing, distributing and storage of such knowledge (Rocha et al., 2012). Learning in the organization is enabled by its people learning and when people gain new knowledge, the organization also benefits by getting new knowledge, (Tryon, 2012).

4.6 Impacts of the Leadership Development on Day-to-Day Activities

On the one hand, most of the respondents were of the opinion that MILE has impacted positively on their day-to-day activities in the organization. It was noted that it helped with a *“better understanding of climate changes and environmental issues,” “better leadership and management skills,”* and *“creating networking opportunities.”* On the other hand, it has posed some challenges in terms of electricity business, whereby there is *“no proper monitoring and management of electricity issues.”*

4.6.1 Better Understanding of Daily Operations

Some of the respondents indicated that through knowledge sharing with experts and colleagues, it has helped with creativity and more awareness of the technical and procedural issues that they were able to take back to their work environment to improve operations and equip their staff.

... some of the programs that I've attended had to do with climate changes and environmental issues. So I had to go back to the office and this is how I could change the strategies and tweak some of the policies to meet the environmental changes that were happening. I got to chat with the speaker after the seminar & he introduced me to the writer of the material, so it helped me to understand what I needed to do... (Respondent 1)

...you know the issue with our day to day work is specifically the electricity business and I'm sure most of the other parts of business can say the same, we still get caught up into our day to day operations, the lights are off, the customer is complaining, a councillor wants you to electrify the informal settlement, we get so caught up in our day to day work and we forget that the wider world out there... (Respondent 3)

It is important that after the leaders have completed their leadership development, they feel more keen and energetic to implement the new knowledge that they have acquired in their day to day activities. They also gain confidence in their roles and the results of this are always seen in new ideas coming out and transformed employees achieving better results. Glamuzina (2015) shares that leadership is regarded to be an important role that expresses success of implementing changes within the organization, while lacking it is considered to be the aspect that might lead the organization to challenges and impoverishment. This explains the need and importance of continuous leadership development within the organization by acquiring and rolling out good and quality leadership development programs that will produce the best leaders and good performance results. It is also important that leaders that are taken through leadership development are committed to their development and understand the organization's objective of developing them for the success of this development as well as making a greater positive impact in their day to day duties.

This falls within the scope of explicit knowledge as formal development happens in a structured process where people learn or acquire knowledge that is relevant to their jobs within the organizations. It also happens through the formal leadership development where leaders get to acquire knowledge from the learned colleagues and/or other academics that the organization may decide to bring in. Exposing people continually to new knowledge helps them to grow and be able to make informed decisions about their areas of responsibility and some at the organizational level, (Tryon, Jr. 2012).

4.6.2 Better Leadership and Management Skills

The findings showed that most respondents indicated that MILE has been very helpful in terms of training and building leaders to be better leaders and they have been able to apply the knowledge to their specialised area of department. MILE provides a variety of training courses to build on skills and train managers, supervisors and executives to have their skills on and advance in their level of leadership management.

...I think in a way it helped, I don't want to lie, they are very knowledgeable, they really would help each and every manager, executive to better manage their work and their teams for, what I always like to say to my team "it's a smart way of working and achieving the goals for the municipality... (Respondent 2)

...to a certain extent, yes, as I mentioned that I went there with the knowledge that when you are given a project you are project managing, but now I realize that you don't have to project manage your work but you have lead... So really I'm benefiting from their master classes, in fact, they are beneficial to all municipal officials but I'm not sure whether all municipal officials are taking them seriously... (Respondent 4)

Another respondent added:

...yes they have. Over and above MILE's functions we have skills development EMA. They have a variety of training courses that are there to equip a person who is a supervisor, manager, executive; I've got a list of all of them at a different level. We have our talent management section that is dealing with mentoring and coaching for managers and upward.... There are different kinds of workshops, you can even take up a course with a different institution within KZN as an external service provider and they will organize for them to come and train your staff members. So they assist you to even go as far as external institutions in terms of attending courses, instead of internal courses, because internal courses limit you. Our work experience & training programs are very much aligned. (Respondent 8)

Leadership development that has been received from MILE has been acknowledged and appreciated by some respondents. The respondent highlighted the work that talent management section has done to support leadership development within the organization. According to (Hunt, 2014) employee development is achieved through talent management, which is becoming an increasingly vital part of the personnel development strategy for every organisation and (Fajčíková et al, 2016) advances the view by stating that the prospect of employee development is often associated with career growth, planning and management and is focused at talented employees who show potential to develop to the higher position in the organisation.

4.6.3 Networking Opportunities

The majority of respondents mentioned that MILE creates a platform for employees at different levels and units both internally and externally to interact both formally and informally. This platform has brought a close connection of people to network and share ideas about their experiences in the business. Some respondents said it has created an opportunity to interact with people who can give moral, technical and academic support towards their career.

... I network with people that you would never normally meet. I'd meet them in the meeting and the meeting is a formal base, there are minutes of the meeting and you never get an opportunity to interact with people from HR or people from Talent Management. You have this meeting and it's pretty formal and very structured, so MILE seminars have opportunity and platforms created, it's given me an opportunity to learn a lot about other people in the business whom can support me and I can support as well. So that to me is a personal advantage, it makes my job whole lot interesting... (Respondent 3)

...It has helped especially in increasing my network to liaise with including both internal and external departments and stakeholder engagements when working on similar research projects and policy work as well. (Respondent 5)

Becoming a good leader requires some preparation, the passion of the role and commitment towards working with people inside and outside the organization. This will be more if an individual wishes and has the willpower to become an effective leader. Besides the development that happens through a lengthy process of self-study, education, and training, the practical experience is also important. Erhabor (2018) shares that leadership involves influencing others to achieve an objective and direct the organizational goals. This requires an effective leader that will understand what is required and get it done through working with his followers and provide the type of service the organization and its clients deserves.

Leaders learn by doing to be successful and they acquire more skills by doing more challenging work that stretches them to do more and Terrell and Rosenbusch, (2013) confirm this by stating that leaders learn to be successful and effective leaders by dispensing their experiences and adjusting their behavior to enable the achievement of the organizational goals.

4.6.4 Coaching and Mentoring

The findings revealed that eThekweni Municipality leadership are using coaching and mentoring in their day to day operations. More respondents have alluded to this method of developing staff and leaders as the method that is working for them in their respective divisions. They shared that a coach or mentor is assigned to new recruits or they do it to close skills gap and improve performance. It has also created an avenue for coaching and mentoring of younger minds in the industry including fresh graduates and artisans. This is asserted in the statement below:

...we've recruited; we assign you a mentor or a coach. You very clearly know you come here as a professional. So we take a personal interest in developing you towards getting you to become a professional level. So we mentor you... (Respondent 3)

... I told myself that what has happened to me I need to take it out there, especially the lower level and make sure that I empower someone. I'm mentoring a lot of women. (Respondent 6)

...yes it has because I've done coaching and mentoring and when I got in this position. I started with the new people from different places and with the coaching and mentoring I managed to help them to learn what they have to do. (Respondent 7)

... We have our talent management section that is dealing with mentoring and coaching for managers and upwards. So it's all in our hands, they don't force you to form part of them but if you see a need or gap within your performance, your manager can recommend that you attend maybe a supervisory training or executive leadership training. (Respondent 8)

Key-Roberts (2014) believe that in developing junior leadership, the senior leaders must acquire a comprehensive understanding of strengths and weaknesses from them. Knowing and understanding their strengths and weakness is important and assists in ensuring that the development of the theory that they will be taken through in the development process is part of the syllabus of the program.

Key-Roberts (2014) then further explains that senior leaders who have a better understanding of the kind of leadership capabilities within the organization most of the time are more successful at guiding their developing leaders to meet the difficulty and uncertainty of today's organizational challenges. Literature has also a vast amount of leadership theory that can be customized for the organization's leadership development. Customization of leadership development theory is imperative when the organization has to develop different levels of leadership as well as achieving different outcomes in the same leadership level. Peterlin et al, (2013) state that the relevance and the quality of the development material are crucial as the quality of leaders that will be.

4.7 Alignment of Leadership Development to Career Development Goals

Some of the positive responses given by respondents were “*more focused and educational advantage*”, “*exposed to different skills*” and “*self-development*”. However, some respondents gave negative responses: “*it lacks in incorporating the technical and interpersonal skills*” which might be beneficial in enhancing employee's leadership and development goals.

4.7.1 Encouraging Continuous Formal Learning

Some of the respondents stated that MILE has helped them to be more focused and it has exposed them to different educational degrees (like Master's and Ph.D.) which help in upgrading their educational qualification and advancing their theoretical knowledge.

This is described in the statements below:

...I would say yes, because in my career as a project manager I've got so many projects to focus on. I've done some work in statistics and have done my Masters and now my work involves research and reports writing. So by attending those talks, I've been learning what's relevant; new technology and new types of graphs, as they invite people you learn more where you are. MILE is so advanced because they always know the people you can go to when you need to know or learn more about the subject... (Respondent 1)

...A lot. Recently I've attended a refresher on Microsoft Excel because I've attended it a long time ago and I need a refresher and advanced skills. So they told me that I can go to the external service provider, they will pay for it. I also identified a course at UKZN, Research skills, Evaluation and Monitoring; they said they will pay for it, so I'm gaining a lot. I've just attended an Initiating Disciplinary Hearing course. Once you have identified the gaps with your manager in a discussion, you put them on IPP (Individual Performance Plans), then he would recommend training. So everything that I have identified for development is relevant. (Respondent 8)

Achieving success in the leadership development relies on the objectives of the leadership development program that is developed and shared with everybody who is involved and will participate in it. The objective of leadership development is realised by creating a program that incorporates knowledge, capabilities, and skills that are unique to the organization and gives the organization an opportunity to advance its future leaders based on the essential competencies and strategic focus, (Fibuch & Van Way III, 2012). It is important that development programs are formalised to encourage staff and leadership to engage in continuous learning to improve knowledge within the organization.

4.7.2 Self- Development

Some respondents stated that MILE created better opportunities and has exposed staff to other possibilities available which in turn develops to their skills. It is noted that since MILE has brought new knowledge into the organization which encourages leadership to look at the opportunities of self-development and improve their skills.

... that where I think this MILE thing is, because they are bringing topics where at first stance you say what does it have to do with me, it doesn't help me to keep the lights on but when you look at the other things, it opens your mind to other possibilities and you right, it gives me those soft skills and one of the ones had to do with transformation in the electricity sector, something that I'm very passionate about... (Respondent 3)

...The ones that I have attended assisted in self-development since it helped me identify my areas of strengths and areas of opportunity through self-reflection. It served as a roadmap for my success by helping me establish realistic goals, strategies, milestones, and timelines to achieve my goals and self-growth... (Respondent 5)

MILE has established a learning platform for eThekweni Municipal leaders to develop themselves by providing leadership development sessions through different interventions like classroom, thought leadership and workshops. Development as a leader is a practical process because it requires interacting with people, who cannot be abstracted. Therefore, to generalize leadership skills, the individual must lead in more situations that are involving different groups of individuals, (Morse and Buss, 2008)..

4.7.3 Lacks the Incorporation of Technical and Interpersonal Skills

The study found that MILE does not fully incorporate the technical and interpersonal skills of the organization by ensuring that those skills are identified and empower staff.

... They are more for skills, your interpersonal skills than they are for technical expertise. The thing is, the work that I do is a bit technical, and it needs the know-how on the technicality. The skills somehow for me, I feel, sometimes it's a reminder of things that I've learned before, it's a reminder of continuously improving your interpersonal skills, your communication skills, your leadership skills than it is to take you in terms of career pathing... (Respondent 2)

...I think they have assisted but I'll say sometimes people feel that they are not in tune and since we are working with the project, you have to always be able to guide and teach people what to do. So if people are not capacitated, they get demotivated, which allows me to practice the skill that I have learned when I have to motivate and teach them. For now, I can say I have staff that is capacitated. I'm planning to go to the next level whether the circumstances prevail or not, either here or somewhere else, I see myself going somewhere, I don't see myself spending another 5 years in this organization. (Respondent 7)

The lack of incorporating the technical and interpersonal skills of employees which might be beneficial in enhancing employee's leadership and development goals has been found to be the problem caused by the lack of support and even lack of those skills from the senior leadership. Imparting technical knowledge requires an effective leader that will understand what is required and get it done through working with his followers and provide the type of service the organization and its clients deserves. Leaders learn by doing to be successful and they acquire more skills by doing more challenging work that stretch them to do more and Terrell and Rosenbusch, (2013) confirm this by stating that leaders learn to be successful and effective leaders by dispensing their experiences and adjusting their behaviour to enable the achievement of the organizational goals.

4.8 Leadership Challenges not addressed by the Leadership Development

Exploring the leadership challenges that are overlooked by the program, most of the responses that re-occurred were; *“political dynamics of the organization”* whereby the political agenda is not in line with MILE's agenda and leaders are corrupted and politicised. Therefore, the political dynamics must be addressed in order to have a smooth running of the agenda and also to gain maximum support and participation from staff. Furthermore, it was discovered that *“senior leaders of the organization are not well-equipped”* and the organization should endeavour to close the gap between the organizational goals and individual aspirations. The organization should not only execute its goals but also take time to understand what their employees seek to achieve in the organization in order to provide a better service for the organization. This will create an avenue for a level of stability between the organization and employees in achieving leadership development.

More so, it was stated that senior leaders in municipalities should be well equipped in terms of skills acquisition and knowledge management as well as *“organizational processes and system”* need to be aligned in one direction. More importantly, it was noticed that there is a low rate of attendance of leaders which is very crucial for the success of the program. Low attendance rate will result into an effort wasted by organizers of the program, and on the part of the attendees, they might not be able to gain and share the required knowledge which is the aim of the program.

4.8.1 Political Dynamics

The findings show that there are some underlying leadership challenges which are caused by political dynamics. These dynamics hinder the progress and execution of MILE's agenda for the organization. This has to be addressed whereby MILE's agenda has to be clearly stated from the beginning.

...I suppose that in terms of leadership challenges, the underlying challenges, the things that we aspire in Durban in terms of where I sit in my work, it often clashes with the political agenda. That's an underlying challenge and MILE being what they are, they are trying to fit but they can't challenge the senior leadership. Nobody challenges that, it's either you work with it or you are marginalized, so everybody is trying to work with... (Respondent 1)

Interviewer: so in terms of your day to day work with your team, do you have any challenge that can be addressed by MILE, may it be soft skills or anything else

...I would suggest that they take up those issues because we have challenges to get some of our projects to the mainstreams, for instance where we have built something on areas that are not part of the ruling parties, sometimes they even check how much of rates people are paying in the area. We need them to take those type of issues to talks, maybe invite someone who will talk to us about those issues, like corruption and politics. The challenges being faced are more around politics and not being able to challenge it..... (Respondent 1)

Interviewer: so we can't run away from politics.....

...There are some that as a person you would pick up but with the level of the authority and the political dynamics in the municipality, some things are beyond your control like recently there was a survey that was done by Organizational development and change management. It's called VOICE which was anonymous. We have a report and recommendations but it's up to our executives if they are going to implement those recommendations because each and every staff member had a right and their voices..... (Respondent 8)

Exploring the leadership challenges that are overlooked by the program, most of the responses that re-occurred were; the political agenda is not in synch with MILE's agenda, the political dynamics of leaders in the organization must be addressed in order to have a smooth running of the agenda and also to gain maximum support and participation from staff.

4.8.2 Leaders are not well-equipped

Another respondent stated that the organization lacks in the part of closing gaps between the organization and individual needs and also that leaders are not well-equipped:

...What I have realized with the council is that not that the programs are not there, there may be there but some of them do not fulfill your needs as an individual. They may fulfill the needs of the organization at a high level, the gap for you as an individual may not be fulfilled and you find people like us taking your own responsibility as you may feel a need and addressing your gaps..... (Respondent 6)

...But when you look at the entire municipality and the people that are deployed there and whether the municipality has done enough to ensure that these leaders are really equipped..... The kind of knowledge and empowerment that you need from the employer when you sitting in leadership; I believe that as eThekwini municipality, we still have a long way to cover that space. It is done at a personal level, you find colleagues covering that gap for themselves, myself included but there's not emphasis, maybe when MILE is on board having this partnership, they will have to make sure that leaders within eThekwini municipality focus on them. We can't have this training and the Head there is not showing that we are going to the right direction and we are capacitating the Head to go in the right direction and expect him to move smoothly, that is just my view. But technically within electricity, perfect... (Respondent 6)

...the challenges that we have is not on leadership but processes and systems that are not in tune, for instance, the complaints management that I'm currently doing is just all over the place. I see it as a process issue. (Respondent 7)

Interviewer: is systems and processes alignment not necessarily your leadership responsibility?

... not our leadership in customer services, but the municipal leadership as they don't see to it. The current policies are not a priority in the city. (Respondent 7)

Organizations are compelled to create leadership pools that will be solid enough to attract, develop and retain more strong leadership skills into the organization. Leadership development focuses specifically on the improvement of human, social, and emotional capitals, so leaders can engage more efficiently in their leadership roles and processes (McCauley, et. al, 2013). The most effective leaders go past the simple recommendations and prospects that direct them into and by the organizational culture and continue with learning about leadership which empowers their capabilities to lead and implement strategies that are required by organizations, (Morse and Buss, 2008). They also share that public organizations have continuously known that to be a productive organization is humanitarian, planned around the staff and their human needs. It is for this reason that employees that are in the leadership roles go through leadership development to equip them to balance leading and humanity in their roles of leading employees. It is understood that the art of leadership is important in getting staff to work better in the organization by knowing what is required of them and responding to their needs. The organization get to understand better the importance of devoting more on staff on leadership roles as it is vital that it improves their productivity through developing their capabilities and skills more.

4.9 Attendance of MILE Interventions

The findings show that participants level of commitment have been encouraging to some extent as most of the respondents indicated that they dedicate time to attend the intervention programs and they have benefitted a lot from it. As a result, respondents use the knowledge acquired in their business approach. While some respondents stated that they have been less committed in terms of attendance due to “*lack of time management.*” It was also identified that the political nature of the intervention programs favour managers and top officials whereby there is no structured program for other officials who hold less ranks and they are somewhat excluded from the agenda of the program and this discourages them from attending.

4.9.1 Poor Attendance by Managers

It was indicated that some members don't attend the program making it less interactive and informative compared to if members make it a point of duty to always attend.

... not much at the moment. It's either that or I haven't taken advantage of what they have to offer. By talking to you, I'm learning a lot of what they should be doing. In real time we can apply what we've learnt from them but I still feel that the city doesn't have real leaders. For me, a leader is someone who makes sure that we are doing the right thing. Leadership is what is lacking in the city, coming right from the top. Nobody is looking up to someone, we need to have a major workshop and unpack what makes the leader & how would you identify them, how to practice those actions that will make someone a good leader. People take power and not leadership... (Respondent 1)

...I don't know how to answer that one because I have experienced leadership challenges but they were addressed by the leadership development and the people who needed to attend this do not attend... (Respondent 2)

Interviewer: So now you feel that you are developing but the person who has to take this further doesn't attend?

...doesn't attend, they don't go and I don't know if there's any program in place which is looking at the register of people who have attended and Executives who are supposed to attend. We need to set aside a program specifically for Executives to go and attend these important seminars that they miss; it could help them to become better people..... (Respondent 2)

...one thing that I find disappointing about MILE, I'll be honest with you, for all the good that is done, very often the people that you have to see at the seminars are not at the seminars.....we sit with people we don't know and these are the comments that people get down there because the 1st few tables are generally reserved for the senior leadership and very often they are empty or someone comes and gives an opening address on their behalf. So maybe that is something that.... (Respondent 3)

Some respondents stated that they have been less committed in terms of attendance due to lack of time management. Some of the respondents also identified the politicized nature of the intervention programs whereby only managers and top officials benefit from it. Essentially, the findings indicated that there is no structured program for an officer who doesn't hold any important position in the organization as this discourages them from attending.

4.9.2 Benefits of the Leadership Development Interventions

There are respondents who have shared that they have benefited through the leadership development sessions that were delivered by MILE. Some of the benefits from the leadership intervention programs are stated below:

4.9.2.1 Well-Informed

...I haven't attended all. I always look at the topic if it's relevant to what I do, like the personal project or curiosity. Overall I have gained from those that I've attended.... (Respondent 1)

...I haven't attended all of them because I felt that some of them were not relevant to my municipal business or what I do here. For those that I've attended, yes I've benefited. (Respondent 4)

Leadership development points towards the foundation of competitive advantage within the organization. When leadership notices that the organisation is capitalizing in developing and strengthening its leadership, improving knowledge base and is driven by a need to attract good talent and keep quality leaders, the investment happens to more likely influence the leadership behaviour, (Chami-Malaeb and Garavan, 2013).

4.9.2.2 Appreciation of Thought Leadership Sessions

One of the things that have been acknowledged to have benefited the respondents is having the subject experts that were invited by MILE to be part of the leadership seminars and share their expertise with the audience.

...They started with inviting people from the council to come and give talks about the municipality and it was very useful. They elevated to Master Classes and started to go all over Africa, they formed partnerships with other like-minded organizations. For me, that was the most experiential learning, instead of sitting in the office, I would just go and ask them to invite maybe people who have done the work already from the city of Durban to come and give a talk of what they do, what they are all about and they would discuss the topic with us or any kind of discipline. But of late they invite a lot of leadership that are directly involved with the subject. It's been very useful, I've been to so many of those talks & and it really helps to know what's going on and meeting the role players in terms of others government aspects and discuss common problems with people who know what is happening. We look for people who are experts in the field, not people who have studied in books but people who have been on the ground and know that this is what has been done on the field & for me that is knowledge management. (Respondent 1)

... MILE also has leadership seminars which I find to be absolutely effective, it's like the best thing that you can ever do in an organization is to have these leadership seminars and in one of the IE seminary where they invited councilors, I asked the question to the facilitator at that time who was former employee, I said we have a variety of people here, we've got the City manager here & you've got the DCMs and people who are our superiors and councilors, you now asking us to speak freely, is this a safe zone for us to speak and I see that work has been used over and over at the MILE to say this is the safe place, speak your mind and people should never be offended and I find it absolutely wonderful, they have diverse audience, people from the outside, some of them are very controversial if we do not agree with everything that is said but it opens up minds. So to me that leadership seminar from the knowledge management perspective is wonderful and that's what MILE has done for us. (Respondent 3)

Thought leadership has produced thought leaders and these leaders are described by (Brosseau, 2013) as change facilitators who move and motivate others with their innovative thinking, turn those thoughts into reality, then form a dedicated group of networks, supporters, and followers to support them replicate and scale those thoughts into sustainable change. It has been a new process used by different organizations to get their people to be involved in discussions of the topics that are relevant to development.

This is done by setting an agenda in terms of development which allows interaction of leaders when they have to come together to learn from each other, solve a problem and sometimes review goals and strategies. Ryde (2007) shares that thought leadership discussions are forums within which thinking is developed. They are crucible within which ideas are shared and adopted. The senior leaders of the organizations are expected to be open-minded, inquisitive and explorative. Their role is more about designing strategy, introducing new concepts and change in an apt structured manner to the organization as discussed by (Young, 2013). The group thinking is automatically required, sharing of ideas which ultimately influences the group members to thinking happens and it results to learning and development. Leaders get to be exposed to thinking, sharing of existing knowledge, exploring fresh ideas as gaining new knowledge to adopt the common ground.

4.9.3 Challenges not Addressed by the Leadership Development

Some of the challenges are affirmed in the statements as follows:

4.9.3.1 Poor Senior Management Support

The lack of support from senior management is something that has been strongly shared by most of the respondents. Poor attendance of leadership seminars by senior leadership has been highlighted as the most cause of space between junior leadership and senior leadership where junior leadership feels that their development is not important in their senior leadership.

...I've attended some, but there are no specific interventions that are offered to an individual, they are offered to all managers and above. There's no specific one that says that SM this is a program specifically for you but choose if you want to attend the seminar or you don't want to attend the seminar which is what creates the vacuum between the managers and the executives, because I think at times they feel like why would they go for a leadership seminar, I'm a leader already, they don't understand that you need to learn every day, things change. I just attend when I see my calendar is allowing me, most of the times I attend to capacitate myself better... (Respondent 2)

...there are more leadership seminars and they are not targeted at the lower level employees... (Respondent 3)

...Yes, so far I've attended all of them. I have benefited but I would like to suggest that in the future they extend their master classes to employees especially frontline employees. Sometimes there's Customer service master class and managers are invited in terms of their strategic functions but there are things that are presented there by other municipalities that a person in a frontline office can learn but unfortunately, only management and senior executives were part of the master class. (Respondent 8)

The implementation of leadership development has to be given necessary support and the leaders that are going through the development have to feel supported by being given support as well as being encouraged to value their development. This may include the active participation of senior leadership to some of the leadership development interventions, which can either be the attendance of thought leadership sessions where discussions are open for all in attendance as well as the classroom sessions where they can use an opportunity of emphasizing the objective of leadership development and encourage leaders to make use of the opportunity given to them positively. The success of leadership development delivery in an organization relies on senior leadership's active involvement in the formation and oversight of leadership development, (Fulmer and Bleak, 2008).

Moreover, most of the respondents complained about “incompetent leaders,” “lack of senior leadership support” and “a misrepresentation of MILE’s agenda outside the organization” whereby painting MILE as though they have executed all their goals in the organization without even executing half of its plans. It was indicated that when leaders are competent and efficient, this will transcend into the rest of the staff and give room for them to be motivated and inspired; but if the reverse is the case, then staff will be demotivated and less concerned about the development of the organization. Similarly, when the needed support is provided by the senior management, it also boosts participation and motivation of the employees, (Erhabor, 2018).

4.9.3.2 Misrepresentation of MILE’s Agenda

MILE’s agenda didn’t appear to be clearly known and understood by some of the respondents.

... Also in terms of what MILE does, it’s been seen as a fiddle function, I know it’s a bad thing to say but the stuff that they do makes the leadership look good, they may go to Uganda to show people what the city has done to revitalize the townships. It’s too good in the paper but the people who are doing that day to day work are saying “hang on, how is this going to help and train the township to use the laptop” and when you try to critical of that, you are in trouble...(Respondent 1)

Peterlin et al, (2013) state that leadership development highlights relations of organizational strategy, transformation, creativeness, people development, organizational development, flexibility, information management and maintenance of core competences. Leadership development plays a key role in ensuring that all the activities that have to be performed are understood by all involved in order for the organizational strategy to be realised through learning. The organization then becomes obligated to ensure that all strategies and agendas that are formulated are well understood by importantly those in leadership for proper implementation.

It has been noted that although MILE is doing its best to promote knowledge management agenda and develop the municipal leaders but there’s still not enough done by senior leaders in some divisions to equip and transform more leaders of the future.

This speaks more to the leadership styles that are required to take the municipal leadership and their goals and objectives towards success. Glamuzina, (2015) shares that leadership is regarded to be an important role that expresses success of implementing changes within the organization, while the lacking it is considered to be the aspect that might lead the organization to challenges and impoverishment

4.9.3.3 Lack of Practicability and Implementation of the Agenda Throughout Divisions

The implementation of knowledge management agenda appears to be difficult for some divisions as they find it not practical due to the policies that are not clear on how the knowledge sharing should happen.

...it's something that the organization has but they do not see to it that it is implemented throughout the divisions. The policies are there but you do not get to have them everywhere, each division is doing their own thing and it depends on the structures of that division..... My concern is that knowledge is kept within the individuals than when you leave with it. There's no proper way of keeping knowledge within the unit, even the systems that we are using do not help us to keep it, the individual ends leaving with it. The next person doesn't get to learn from it but has to learn for himself on how to adapt and understand what is required of him. (Respondent 7)

... it's just that it's the implementation thereof because some of the seminars talk to things that we are doing, some talk to things that need to be incorporated, then it's the implementation that is lacking wherein you'd need your superiors to then ensure that they implement some of the suggestions that come through those seminars... (Respondent 2)

Development of junior leaders is not solely the role of training and development division but a senior leaders' strategy implementation process whereby they have to see to it that

organizational growth is realised and all levels of leadership are aligned and able to deliver as expected. (Miller and Desmarais, 2007) concur by saying that leadership development requires to be considered as an ongoing strategic process, which will ensure the alignment between the organization's development needs and its leadership team. It is the duty of senior leadership to develop and implement good strategies that are aligned to the organization's vision and values that will see leadership development to its success. Senior leadership also has a role of ensuring that the objectives of developing strong leadership are met by supporting all the activities that are to be performed throughout the development exercise of their leaders. Tovstiga, (2015) shares that it is also important that these development strategies are communicated properly to all the leadership team for them to understand that the organization's intention of developing and investing their leadership skills and capabilities.

4.10 Improving MILE's Delivery of Leadership Interventions

The study further looked at the recommendations that the respondents shared for improvement of the services that are offered by MILE. Most of the re-occurring themes as recommendations for improving MILE's leadership programs were; *enhance career growth, reviewing the forms of leadership, increase the level of attendance and participation of staff, maximum service delivery to the people, partner with other municipalities and provinces, covering the gap between management and frontline staff, employment of more staff at MILE and reviewing of Knowledge Management agenda*

4.10.1 Enhancing Career Growth

Respondents are recommending that MILE has to do more in terms of helping leadership to improve their careers and promote more development within the organization.

...I would say more can be done for empowering women as well as career growth for leaders supposed to lead and not manage people. It served as a roadmap for my success by helping me establish realistic goals, strategies, milestones, and timelines to achieve my goals and self-growth. (Respondent 5)

... to capacitate managers with regards to leadership and managing to understand exactly where to take the municipality, grooming, also taking into consideration the fact that we've got people that we must groom for leadership. (Respondent 2)

It is essential for any organization to offer further development of skills and capabilities through lifelong training and learning programs for leaders who are enthusiastic to be involved learning and growth, which will help them to have a positive impact on their employees and the organization's growth. (Bouckenooghe et al., 2015) share that leaders contribute to the organization's achievement on numerous stages, i.e. managing change, directing their teams, managing towards accomplishing set goals and inspiring others to get the most out of their skills and competencies. This can be achieved at different levels of leadership using a distinctive leadership style to accomplish the organization's goals. While there are many leadership styles that have been considered in the leadership area, it is noted that the most significant style that is operative in terms of knowledge sharing and improvement is transformational leadership. Transformational leaders can nurture principles of shared vision and knowledge. Knowledge sharing among employees is likely to generate new ideas, which results in developing and enhancing innovation, (Sawasn et al., 2012).

4.10.2 Reviewing the Development of Leadership

The lack of support from senior leadership has raised concerns in such that the need of review of the current leadership development interventions has been emphasized.

... maybe they should focus more internally on what the problems are in terms of leadership or lack thereon and see what they can do to teach people on leadership especially the ones that are governing or leading people. It needs to be a very vigorous intervention as so many people have been working here for long and they are very comfortable.

They can do that by even conducting a survey on leadership and check with us what topics do we want to do and teach people how leadership should be handled. They need to do that here with us and stop traveling to all over the world, do it with your people, listen to what they say is lacking. We need like a modern revolution and take people to task and do what they have to do... (Respondent 1)

...They need to make sure that they capacitate the executives, I don't want to lie, and that's the biggest problem with the municipality. we work with people who are leadership positions but who behave more like macro managers, who do not understand that they need to play a more strategic role than be operational and that creates lots of problems... (Respondent 2)

Leadership that is undergoing leadership development must learn the proper way of conveying the organization's mission (Allio, 2013) and sharing it in order to influence their followers to understand it with the aim of improving organizational effectiveness, (Glamuzina, 2015). There are expectations that when leaders are taken through leadership development, they acquire knowledge and deliver as their role requires of them. This has to come out from their behaviour and the improvement in performance. When leaders are developed effectively, they should be able to understand their individual shortfalls and those of the organization and find ways of improving them in order to improve performance within the organization. The return on investment in leadership development should be realized through improvements that the leaders will make whenever they acquire more knowledge after development interventions.

4.10.3 Increase the Level of Attendance by Leaders

It was suggested that maximum attendance from employees is of utmost importance whereby it includes managers, leaders, councilors, executives and all members' staff in the organization.

...I think they need to get the senior leadership attending these conferences. They've created a safe environment or a safe zone for us to talk but if we talking within each other, it's not going to help, we need to talk to the leadership. In fact some of these messages that are coming out, they are very hard hitting reality....
(Respondents 3)

...that we should be invited to all Leadership courses and also there should be a database with individuals who have completed their Masters and Ph.D. studies to guide the cities vision rather than employing consultants/service providers.
(Respondent 5)

Fibuch and Van Way III (2012) suggested that leadership development has to be cultivated by senior management by actively getting involved and contributing in the leadership development exercise, by identifying high-potential leaders to take part in the development and building a succession planning process.

4.10.4 Partnering with other Municipalities

MILE should extend their network by partnering with other municipalities and provinces by this, more people are involved and more knowledge is shared and acquired.

...MILE is doing very well; it's really hard to fault them. I don't work with them closely but for the programs or sessions that I've attended, I think they are doing very well but I think they must try and extend their footprint to cover the small municipalities because that was their initial mandate... I think they should start to do more of that going forward, it seems like that they are only concentrating on eThekweni and eThekweni is doing very well in terms of its mandate. (Respondents 4)

.....it is a good agenda but I feel that its too limited in such a way that the initial objective of knowledge management within the municipality was to capacitate the small municipalities in the province of KwaZulu-Natal but I'm not sure how far they are taking that because the last time I checked with them it would seem that they are mainly concentrating in a eThekweni but the initial mandate as far as I understand was to take this knowledge management agenda to other municipalities in KwaZulu-Natal especially those that are struggling... (Respondent 4)

...I think they need to form more partnerships with other institutions not only academic, e.g. SALGA and other municipalities also to engage with only KZN Metro but other cities....(Respondent 8)

Leaders also have to learn to look beyond their operating spaces to understand the organization's competing space which will give them exposure of how much knowledge they need to acquire to develop fully in their leadership roles, (Johnson et al. 2011).

4.10.5 Covering the Gap between Leadership and Operational Staff

The gap between leadership and operational staff has been identified and the responded sees it as one of the problems that need to be resolved within the municipality.

...one of the recommendations because we did have an evaluation form after the master class, we recommended that we should have the junior people, maybe we can have a small group discussions for frontline staff member because we felt that there's a gap between management and frontline staff where else in other organizations there's no gap. Management would come to the frontline and consult with regards to the business processes of the organization. (Respondent 8)

The advantage of leadership development is home-grown leadership who knows the business well and are devoted to the organization. Employees promotion within the organization allows their upward movement and encourages them to be extra engaged and fulfilled, (Gusain, 2017). Development of leaders is a strategic action that has to be embraced and implemented by organizations in order to equip their leaders and empower them to be effective in carrying the organizations' mandate. Most organizations that are developing their leaders internally have made leadership development one of their training and development strategies that have to be delivered through their learning academies and/or training centers. These strategies have to focus on unfolding activities that will be implemented to develop capabilities to drive and achieve current and future strategies of the organization. It is important that leaders of these divisions implement the development strategies to align to what the organization aims to achieve, which is developing leaders who will be able to take their organization to the next level by achieving all the goals and objectives, (Johnson et al, 2011).

4.10.6 Increase Staff Capacity within MILE

The increase of capacity to improve and sustain the delivery of knowledge management agenda and visibility throughout the organization by MILE was recommended.

...MILE is currently short staffed and we are limited in our work with them. I'm not sure if they can't sustain their staff members and the demand is very high.... we need to improve on is to getting more professional bodies to form part of their professional body, get more professional bodies to professionalize our municipality. (Respondent 8)

Another respondent states that MILE has to be visible to all divisions in the organization:

...they need to make themselves visible and we can't guide them how because there's marketing, there are many ways to make yourself visible, approaching companies doing presentations to us, starting at that level will always open opportunities...

It's a matter of taking a stride and say I want to go to municipality to do presentation and inform them who we are and that will trigger the interest from us to say wow let's attend this and let's do this and let's tap on to this leadership program and see if it can add value because as a leader you need that... So there's still a long way as far as leadership is concerned and I think some people are deployed without understanding the responsibility and the accountability that comes with being in that job any you feel that if you were exposed to those leadership programs, you'd be a better leader or better manager. It's like a soft skill that will help you cover probably 90% of your problems without you knowing because with technical ones are straightforward. They need to make themselves visible... (Respondent 6)

To actualize MILE's objectives of empowering and developing leadership knowledge, it must have more staff by employing more staff that are skilled and specializes in knowledge management with this MILE will be competent in covering more units and expanding knowledge. The leadership that can competently execute the better strategy is trained internally through advancement of human capital within the properly supportive organizational framework, (Bigler and Williams, 2013).

4.10.7 Review of MILE's Knowledge Management Agenda

MILE's knowledge management agenda needs to be reviewed every year for new employees joining the organization. This is going a long way to making sure everyone has a clear understanding of the agenda.

...on a yearly basis, because there are new managers who join the municipality, new managers who attend these programs or these seminars that would benefit from understanding that this is the agenda we are working towards. It's like every financial year we review the IDP so it's also necessary for them that at the beginning of each financial year when they talk about the agenda and how far we are the journey we have traveled. It will also help anyone who might have forgotten to understand that by the way this is why I am here... (Respondent 2)

Improvement of skills and competencies, performance, communication, and sustainability can effectively happen when the transfer of knowledge within an organization is managed properly. Leadership is responsible for employees' development, implementing organizational strategies, directing employees on goals that have to be met and ensure that high-performance levels are achieved. Knowledge transfer becomes more important to the whole leadership and as part of knowledge management, there has to be proper tools and mechanisms designed for this process to happen formerly and efficiently. The success of leadership development relies on the capability to persuade leaders in the manner in which they can be able to reflect on their learning experience with the aim of transferring the evidence and skills in the work environment, Charan et al. (2011).

Tryon (2012) shares that the organizations should take the opportunity of allowing their people to learn to improve organizational learning and sustainability. It is important that the organization put together a framework that it will use to manage knowledge that exists within its environment. This framework should include the policies that will serve as a guide on how to ensure that the strategies used are effective. Knowledge management strategies should include activities such as identifying and capturing of knowledge, transferring and retention, enabling communities of practice and encouraging the knowledge culture within the organization. These strategies should also improve awareness of knowledge management throughout the different levels of leadership and give a clear direction on how the organization plans to increase, maintain and measure the knowledge it has.

4.11 Summary

This chapter presented thematic analysis and interpretation of data collected. The demographic profile of respondents was tabulated and it was indicated that respondents come from different departments in the organization which made the information given more reliable and representative of employees' perceptions. Exploring the leadership challenges that are overlooked by the program, most of the responses that re-occurred were; the political agenda is not in line with MILE's agenda, the political dynamics of leaders in the organization must be addressed in order to have a smooth running of the agenda and also to gain maximum support and participation from staff.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to investigate the views and perceptions of the leaders that have undergone the leadership development interventions and seminars that MILE has offered, evaluate their effectiveness within the leaders' areas of work and the eThekweni Municipality as a whole as well as understanding the alignment to the organization's Knowledge and Talent Management strategic intents. The study further attempted to understand the impact of leadership development towards the leadership career growth and progression.

To achieve the purpose of this study, the main objectives that were addressed were as follows:

- To determine if the leaders within the identified groups understand the Knowledge Management agenda in terms of development of leadership.
- To establish if the leadership development outcomes demonstrate the potential benefits of development on the day-to-day activities within the leadership roles.
- To investigate the effect of leadership development on career development and management of eThekweni leadership.
- To identify the role of senior leadership in ensuring the successful implementation of leadership development.

The study was conducted in different divisions of eThekweni Municipality which resulted in a diverse demographic profile of the respondents which reflects the reliable views of the eThekweni Municipality about the MILE's implementation of knowledge management agenda and the development of the leadership within the organization.

5.2 Key Conclusions

The research findings are presented below in alignment to the research objectives that were stated in the first chapter.

Research Objective 1: To determine if the leaders within the identified groups understand the Knowledge Management agenda in terms of development of leadership.

In terms of employees' understanding of the Knowledge Management agenda that the organization has to deliver on; findings revealed that most of the respondents are aware of the knowledge management agenda offered by the organization. The majority of respondents stated that the knowledge management agenda brings about experiential learning, change management and the sharing of knowledge, empowerment, career path development and mentorship, technical and leadership knowledge. It was revealed to a great extent that knowledge management agenda exposes leaders at different levels and provide an opportunity of sharing knowledge and information to become experts in their chosen careers.

The views gathered from the majority of respondents on the role MILE is playing in bringing the knowledge management agenda to actualization were that MILE has been beneficial to the employees and the organization at large. Full understanding of the municipality's goals through empowering leadership skills, MILE supports and accommodates leaders' educational careers by creating a platform to pursue the advanced degrees or qualifications which expands knowledge, and it also covers the gap between the academic space and the workspace.

The findings of the study also revealed that the extent of awareness of Knowledge Management agenda differs from division to division. Some divisions are fully aware of the agenda whereas some divisions have little knowledge of MILE and its service offerings within the eThekweni Municipality to the extent that those divisions are questioning the existence of MILE. The knowledge management agenda is not known throughout the organization and its implementation is not structured.

Research Objective 2: To establish if the leadership development outcomes demonstrate the potential benefits of development on the day-to-day activities within the leadership roles.

It was found that knowledge gained from the program has helped employees in their day-to-day activities. Most of the respondents stated that they have a better understanding of operational issues, better leadership and management skills, and creating networking opportunities. By helping to better understand their daily operations, the development has also assisted them to take this to their staff through coaching and mentoring. Mentoring appeared to be used by all the leaders to improve their staff skills as well as guide them through their career progression as well as their own career pursuit.

Most leaders also indicated that attending the leadership development interventions has opened network opportunities where they get to interact with the subject experts in business. This has helped them not to just take the lesson from the session but to also build relationships with the subject experts to consult with them any time they need assistance. This has helped them to gain confidence in their roles and has transformed their employees to achieve better performance results. von Krogh et al, (2012) also confirm that leaders gain confidence in their roles and the results of this are always seen in new ideas coming out and transformed employees achieving better results.

Leadership and management skills have also been improved. The findings revealed that not every division has taken up leadership development interventions seriously and individuals are only attempting upskilling themselves on their own as a way of self-development.. The researcher has noted from the majority of the respondents that eThekweni Municipality leaders are willing to be exposed to more leadership development and also eager to share the knowledge with the junior staff responding to them. It was indicated that when leaders are competent and efficient, this will transcend into the rest of the staff and give room for them to be motivated and inspired; but if the reverse is the case, then staff will be demotivated and less concerned about the development of the organization.

Research Objective 3: To investigate the effect of leadership development on career development and management of eThekwin leadership.

The findings revealed more of the positive responses in relation to the leadership development modules having to meet the leaderships' career development goals. There was an indication that leadership development made them more focused on career goals, exposed them to different skills and improved self-development in terms of educational achievements. The development has encouraged most leaders to embark on continuous formal learning as most of them are upgrading their qualifications.

There has been appreciation of leadership development interventions which happened in the form of thought leadership. The sessions are confirmed to be informative and have kept the leaders well-informed. The talks that have been shared with the experts in the specific fields have assisted leaders to improve their knowledge in those particular fields. The thought leadership sessions have also created the networking opportunities whereby the leaders are able to develop relationships with the other leaders.

There were challenges that were also revealed by the study which seemed to be overlooked by the leadership development programs. Most of the responses that re-occurred highlighted the political dynamics of the organization which hinders not only the development of leadership but the execution of knowledge management agenda as well. The problem with the political issues is that they are marginalized and not being challenged which makes it difficult for the junior levels of leadership to improve their leadership skills and capabilities.

It was also stressed that sometimes the political nature of the interventions favour senior leadership and top officials whereby there are no structured interventions for junior leadership and they are somewhat excluded from the agenda of the intervention and this discourages them from attending. Some of the respondents also pointed out that due to the politicized nature of the interventions only managers and top officials benefit from them.

Research Objective 4: To identify the role of senior leadership in ensuring the successful implementation of leadership development.

It has come out that some divisions within eThekweni Municipality have different or lack of understanding of knowledge management agenda and support of leadership development thereof. Some divisions have proper plans in place of knowledge management implementations as well as development of leadership in place whereas in other divisions there is lack of both. There were cases that highlighted that some of the people in management believed that knowledge management was not yet being practiced and others believe that it was at an advanced stage.

The lack of practical implementation of knowledge management agenda throughout the organization has been emphasized by some of the respondents. There was evidence to this finding as some respondents were not clued up about the knowledge management agenda or the strategic objective of MILE. The poor awareness of the strategic objective of the support division demonstrates the lack of support of knowledge management agenda and leadership development by the senior leadership of those divisions. There seem to be poor support from different divisions of MILE's strategy.

It was discovered that there is a lack of attendance by senior leadership to the leadership development interventions. Furthermore, it was highlighted that senior leaders of the organization are not well equipped and the organization should endeavour to close the gap between the organizational goals and leadership aspirations

5.3 Recommendations

Based on the study's findings the following recommendations are made:

5.3.1 Re-introduce MILE and its Mandate to all eThekwini Municipality Senior Leadership

To achieve MILE's objective it is recommended that the division re-introduce itself to all the different divisions of the organization and drive the process of communicating their mandate with the senior leadership of each division. The poor awareness of MILE and/or its mandate within some of the divisions at eThekwini Municipality is an indication that there has to be a review of MILE's mandate and strategy which has to be communicated throughout the organization to create awareness to all the levels of leadership so that they will engage and participate in their seminars and interventions.

5.3.2 Review Knowledge Management Agenda

It is recommended that MILE review the knowledge management agenda to make it relevant to the current eThekwini Municipality's strategies to increase its awareness throughout the organization.

5.3.3 Capacitate MILE with more Staff

This suggestion came up strongly from the respondents as they feel that MILE could do much better with more staff. If they have enough staff they will also be able to be visible enough to the organization by having more seminars and/or interventions to invite the leadership to attend.

5.3.4 Senior Leadership Commitment

MILE has to get the involvement and support of eThekwini Municipality senior leadership and executives to deliver on their strategic objective. The senior leadership has to be part of MILE's interventions to engage leadership on strategic issues and set the direction the organization is taking with them.

5.3.5 Design Leadership Development Programs to suit all Leadership Levels

It is recommended that MILE work closely with EMA to develop different leadership development programs for their seminars to suit different levels of leadership to ensure that the training delivery meets the relevant groups. It is important that when developing leaders, the competencies that are developed are based on each leader's job requirement and career growth.

5.3.6 Alignment of Leadership Development to Talent Management

Leadership development must be aligned to talent management to promote career progression. This will ensure that the correct process of developing leaders within eThekwini Municipality is followed and leadership do not rely more on self-growth.

5.3.7 Senior leaderships' Commitment to Leadership Development

It is recommended that senior leadership commit more to the development and improving leadership skills within the divisions and throughout the eThekwini Municipality. It was acknowledged by most respondents that although there are formal leadership development interventions through eThekwini Municipal Academy, there is still not enough support from senior leadership. It is also recommended that eThekwini Municipality leadership invests more in leadership development and give the process the necessary support it requires to improve leadership skills.

5.4 Limitations of the Study

- The focus was only on leaders that are based in Durban and the surrounding areas and Interviews were held at each leader's preferred space to minimize disruptions to their daily schedules.
- The amount of time that was allocated for an interview was an hour because of the limited time the leadership had due to their nature of work. It was noted that few of the interviews took an average of 20 minutes due to the interviewees being reluctant to answer as best as they could.
- It was also noted that some interviewees were not comfortable to answer questions while recorded, although they understood the reason for recording the interviews and they didn't raise any objections to it.
- Due to the reluctance of so many leaders to participate in the study, only 8 out of 10 intended interviews were done.

5.5 Recommendations for future research

The following recommendations are made for future studies to improve leadership development:

- a) The study has been done to assess the effectiveness of MILE's leadership development interventions that are done in carrying their knowledge management agenda. The eThekwini Municipality has EMA (eThekwini Municipal Academy) that is responsible for development of staff including leadership. It is recommended that a future study is done to assess the effectiveness of leadership development through EMA. This will give conclusive results of leadership development within the eThekwini Municipality.
- b) There are perceptions that there is poor support of leadership development by senior management. It is recommended that future study is done to determine the levels of commitment by senior leadership towards leadership development and improvement of skills within eThekwini Municipality.

5.6 Summary

This chapter provided the summary of key findings and recommendations based on the findings in accordance with the study objectives. The aim of the study was to assess the effectiveness of MILE's leadership development while delivering their knowledge management agenda. The study revealed that to have effective leadership development interventions within MILE, eThekweni Municipality senior leadership have to be involved to drive MILE's strategy and support leadership development within the organisation.

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