

Instructions

All questions are compulsory

1. Read carefully through the following case study that highlight the life of Nelson Mandela, our democratically elected president, before he was to sentenced and jailed, and answer the questions that follow.

Nelson Mandela: Background

Nelson Mandela was born in 1918 in the village of Mvezo in Umtata, then a part of South Africa's Cape Province. He was a member of the Thembu Royal tribe of South Africa; the Thembus were part of the Xhosa people, the second largest cultural group in South Africa. His original forename was Rolihlahla, a Xhosa term colloquially meaning "troublemaker", but in later years he became known by his clan name, Madiba. Baptized a Methodist, Mandela was given the English forename of "Nelson" by his teacher at the local Methodist Christian School he attended as a youth. After his father died when Nelson was nine his mother took him to live with a local Thembu Chief and his wife, who raised him to adulthood. It was during his teen years that he became devoted to Christianity and developed his love of African history.

Legal development

Mandela was interested in becoming a lawyer and he started with the help of Lazar Sidelsky, a White partner in the Johannesburg firm of Witkin, Sidelsky, and Eidelman (Sampson, 1999, p. 29). The firm handled cases from both Black and White clients. Sidelsky was impressed by Mandela, describing him as "... conscientious, never devious, tidy in person and mind". In turn, Mandela remembered Sidelsky as the first White man to treat him as a human being, and also the man who trained him to serve his country (Sampson, 1999, p. 29). Here Mandela possibly came to realize that not all Whites were against Blacks who desired a progression to equality.

Mandela worked with Sidelsky while working on his BA degree, which he obtained in 1943. He began work on a law degree at the University of Witwatersrand, and though he did not complete the degree, Mandela did work as a lawyer for a number of years while studying law. He did eventually receive his LLB from the University of South Africa in 1989.

Political development

In 1943, Mandela became interested in politics when his friend, Gaur Radebe, organized a boycott of Johannesburg buses because of a fare increase (the third one in three years). He recognized the economic impact such a fare increase had on the lower classes of South Africans, and became active on their behalf. Mandela and ten thousand Blacks joined the boycott, which left buses empty for nine days and resulted in fares being rolled back (Sampson, 1999, p. 35). Mandela learned from this event about the power of the boycott. It also brought him into contact with the ANC, and he became familiar with its leaders. At that time Mandela, along with some of his colleagues, became interested in forming a Youth League of the ANC, with the goal of pressing the more conservative ANC into action – the kind of action that had been so successful with the bus boycott. The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these

developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest. As such, Mandela illustrated his **leadership characteristics** as he saw the Youth League as a vehicle to mobilize young South Africans.

Defiance Campaign

In 1952 the ANC and its Youth League, with Mandela's leadership, launched its Defiance Campaign: a civil disobedience campaign that would use non-violent means to bring about change. The plan was to have Black youth deliberately defy the government's racial laws and invite imprisonment in order to get the government to repeal six laws that impacted Blacks more than any others (Sampson, 1999, p. 63). Mandela had high expectations for the Defiance Campaign. As one of the ANC Youth League's leaders he was arrested for the first time shortly after the campaign began and spent two nights in jail where he was appalled by the prison conditions and never forgot witnessing a prisoner fall, break his ankle, and be left to spend the night in extreme pain.

Despite the ANC's intentions, the Defiance Campaign eventually backfired. It gave the government an excuse to impose much harsher laws, and Mandela was arrested again, and he and twenty other Defiance Campaign leaders were tried and found guilty of violating the Suppression of Communism Act. Although the leaders only received suspended sentences, the Defiance Campaign was essentially over by the end of 1952. The Defiance Campaign may not have affected apartheid, but it did establish the ANC as a force in South Africa. Mandela was credited with helping turn the ANC into a national organization capable of working against apartheid.

The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid. In 1961, for example, under guidance from the leaders of the ANC, he formed a military organization, Umkhonto we Sizwe, or "Spear of the Nation", to organize acts of sabotage against the government (Sampson, 1999, p. 146). He was arrested for treason in 1956 but was acquitted in a trial that lasted until 1961. One of his lawyers at the trial, Sydney Kentridge, came to admire Mandela. "It was then that I first realized ... that he was a natural leader of men. He was firm, courteous, always based on thought and reason" (Sampson, 1999, p. 130).

Imprisonment and influence

In 1962 Mandela was arrested and found guilty of leaving the country without a passport and was sentenced to five years in prison. While serving that sentence, police raided a farmhouse near the Johannesburg suburb of Rivonia, where hand-written documents by Mandela were found that advocated a guerrilla war against the government (Sampson, 1999, p. 184). In 1964 he was found guilty of sabotage and was sentenced to life in prison. He would serve twenty-seven years in prison, mainly at Robben Island.

Strini Moodley, an activist with the Black Consciousness movement in South Africa, was jailed in 1976 at Robben Island in a cell across from Mandela. Interviewed years later, he was asked

“What was it about Nelson Mandela, at that point, before you’d even set eyes on him, how would you characterize that mystique, that hold that he had over a young activist like yourself?”

He responded:

We, who came out of the universities and were involved, the youth in the mid-to-late ‘60s, always held Robert Sobukwe and Nelson Mandela and people like that in awe. We thought these were the leaders of the revolution. They were the people who had continued the carrying of the torch, and our job was to pick up that torch and continue with their work. We had tremendous respect for them... In all my discussions in my meetings, I made it quite clear that we recognized the legitimacy of our leaders on Robben Island. We had often called for their release. We based whatever we did on what we had read about the work Nelson Mandela had done in the ANC Youth League (Carlin, n.d.).

Later, he characterized Mandela’s role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.

1.1. The case study above demonstrate various examples of Nelson Mandela’s actions and behaviour that are typical of a *servant leader*. List, in a table, the relevant servant leadership characteristics (using *Spears 2002’s model or conceptualization of servant leadership*), a description of the characteristic as well as an example (s) of Nelson Mandela’s behaviour from the case study. (30).

Servant leadership characteristic	Description of the characteristic	Mandela’s case study behaviour
Listening	Communication between leaders and followers is an interactive process that focuses on servant leaders listening first, before responding .	The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid.
Empathy.	The ability to understand how their followers feel, their point of view, and how they truly think and see a situation . Empathic leaders make their followers feel included and understood.	Mandela remembered Sidelsky as the first White man to treat him as a human being, and also the man who trained him to serve his country. Mandela possibly came to realize that not all Whites were against Blacks who desired a progression to equality The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid.
Healing.	Ability to make those they lead whole by helping them with their problems and having true concern for their well-being . Healing is a two-way process where both servant leaders and followers help each other.	The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid.
Awareness	A great sense of their own strengths and weaknesses and the impact they may have on others . Ability to have situational awareness and appreciate the many other variables that impact the leadership process in a given situation.	Mandela remembered Sidelsky as the first White man to treat him as a human being, and also the man who trained him to serve his country. Mandela possibly came to realize that not all Whites were against Blacks who desired a progression to equality Mandela organized a boycott of Johannesburg buses because of a fare increase. He recognized the economic impact such a fare increase had on the lower classes of South Africans, and became active on their behalf. hand-written documents by Mandela were found that advocated a guerrilla war against the government

Persuasion.	The ability of servant leaders to gain trust and have others to accomplish tasks and goals without using the authority of their leader position. Persuasion is the opposite of coercion.	The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid. One of his lawyers at the trial, Sydney Kentridge, came to admire Mandela. "It was then that I first realized ... that he was a natural leader of men. He was firm, courteous, always based on thought and reason" He would serve twenty-seven years in prison, mainly at Robben Island. <i>the youth in the mid-to-late '60s, always held Robert Sobukwe and Nelson Mandela and people like that in awe. We thought these were the leaders of the revolution</i>
Conceptualization	Ability to create visions for an organization and a clear sense of the organization's purpose . It requires servant leaders to think beyond day-to-day operations and provide a compelling future direction for an organization.	The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest hand-written documents by Mandela were found that advocated a guerrilla war against the government Later, he characterized Mandela's role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.
Foresight.	The ability to understand future opportunities and risks and holds leaders accountable for mitigating risks and taking advantage of opportunities .	The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest Later, he characterized Mandela's role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.
Stewardship	The responsibility of leaders to sustain others and their organizations for the future. Strive to leave whatever they were responsible for in better condition than when they became responsible for it.	Later, he characterized Mandela's role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.
Commitment to the growth of people.	Focus on developing the potential in others. Personal and professional growth of each person under their leadership becomes a central point of their actions.	
Building community.	develop within others the sense that they are members of something that is greater than their selves. Create organizations where everyone feels that their contributions serve a greater good beyond their personal goals and accomplishments	Mandela organized a boycott of Johannesburg buses because of a fare increase. He recognized the economic impact such a fare increase had on the lower classes of South Africans, and became active on their behalf. The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest He would serve twenty-seven years in prison, mainly at Robben Island. Later, he characterized Mandela's role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.

1.2 The case study above demonstrate various examples of Nelson Mandela's actions and behaviour that are typical of a *charismatic leader*. List, in a table, the relevant charismatic leadership characteristics (using *Conger and Kanungo (1987, 1988)* model or conceptualization of charismatic leadership), a description of the characteristic as well as an example (s) of Nelson Mandela's behaviour from the case study. (18).

Charismatic leadership characteristic	Description of the characteristic	Mandela's case study behaviour
Vision and articulation	Exciting public speaker Appears to be a skillful performer when presenting to a group Inspirational, able to motivate by articulating effectively the importance of what organizational members are doing Has vision, often brings up ideas about possibilities for the future Provides inspiring strategic and organizational goals Consistently generates new ideas for the future of the organization	The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest hand-written documents by Mandela were found that advocated a guerrilla war against the government Later, he characterized Mandela's role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.
Environmental sensitivity	Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc) that may stand in the way of achieving organizational objectives Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc) that may stand in the way of achieving organizational objectives Readily recognizes barriers/forces within the organization that may block or hinder achievement of his/her goals Recognizes the abilities and skills of other members in the organization Recognizes the limitations of other members in the organization Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement or organizational objectives Entrepreneurial; seizes new opportunities to achieve goals	The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest Later, he characterized Mandela's role with the Youth League as being more in line with the Black Consciousness movement, a move away from pacifism to more action and direct actions.
Unconventional behavior	Engages in unconventional behavior to achieve organizational goals Uses non-traditional means to achieve organizational goals Often exhibits very unique behavior that surprises other members of the organization	The plan was to have Black youth deliberately defy the government's racial laws and invite imprisonment In 1964 he was found guilty of sabotage and was sentenced to life in prison. He would serve twenty-seven years in prison, mainly at Robben Island
Personal risk	In pursuing organizational objectives, engages in activities involving considerable personal risk In pursuing organizational objectives, engages in activities involving considerable self-sacrifice Takes high personal risk for the sake of the organization Often incurs high personal costs for the good of the organization	The plan was to have Black youth deliberately defy the government's racial laws and invite imprisonment In 1964 he was found guilty of sabotage and was sentenced to life in prison. He would serve twenty-seven years in prison, mainly at Robben Island
Sensitivity to member needs	Shows sensitivity for the needs and feelings of other members in the organization Influences others by developing mutual liking and respect	The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid. Mandela organized a boycott of Johannesburg buses because

	Often expresses personal concern for the needs and feelings of other members of the organization	of a fare increase. He recognized the economic impact such a fare increase had on the lower classes of South Africans, and became active on their behalf. The Youth League formally launched in 1944 and its formation firmly committed Mandela to ANC politics (Sampson, 1999, p. 38). With these developments, Mandela was beginning to realize that action, and not politics, was the only way to lead his people to freedom; that they would never gain equality using the currently established methods of formal protest
Does not want to maintain status quo	Does not try to maintain the status quo or the normal way of doing things Does not advocate the following of non-risky well-established courses of action to achieve organizational goals	The Defiance Campaign was one of many events Mandela led or participated in whose purpose was to disrupt the government of South Africa and force an end to apartheid.

2. The Zondo Judicial Commission of Inquiry headed by Judge Raymond Zondo, was appointed to investigate matters of public and national interest concerning allegations of state capture, corruption and fraud in the public sector including organs of state. The appointment of this commission and subsequent allegations by witnesses during hearings highlight the negative consequences of toxic leadership and the importance of ethical leadership.

2.1 Define the concept ethical leadership and discuss the characteristics of an ethical leader (10)

- EL is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown, Trevino, & Harrison, 2005, p. 120).
- EL are characterized as
 - honest,
 - caring, and
 - principled individuals who
 - make fair and balanced decisions.

2.2 Discuss the personality traits that are central to toxicity of leaders (12)

- a lack of integrity marks the leader as cynical, corrupt, hypocritical or untrustworthy;
- an insatiable ambition that prompts leaders to put their own desire for power, glory and fortune above their followers’ well-being;
- an enormous ego that blinds leaders to the shortcomings of their own character thus limiting their capacity for self-renewal;
- an arrogance that prevents them from acknowledging their mistakes and results in the apportioning of blame upon others;
- an amorality that makes it virtually impossible for them to identify right from wrong;
- a tendency towards recklessness and a disregard for the costs of their actions to others as well as to themselves; and
- a form of cowardice that leads them to shrink from the difficult choices.

3. The term *substitutes of leadership* refers to a wide variety of individual, task, and organisational characteristics identified as factors that influence the relationship between a leader's behaviour and a subordinate's job satisfaction (Kerr & Jermier, 1978).

3.1 List the *individual aspects* that could be used to substitute leadership. (4)

- individual ability,
- experience,
- training, and knowledge;
- indifference toward organizational rewards;
- professional orientation;
- need for independence.

3.2 What *practical steps* can be taken to use *formalisation as an organisational aspect* to neutralize leadership and combat unethical behaviour? (4)

Ensure the availability of

- Clear, written goals and objectives exist for my job.
- My job responsibilities are clearly specified in writing.
- In this organization, performance appraisals are based on written standards.
- Written schedules, programs and work specifications are available to guide me on my job.
- My duties, authority, and accountability are documented in policies, procedures, and job descriptions.
- Written rules and guidelines exist to direct work efforts.
- Written documents (such as budgets, schedules, and plans) are used as an essential part of my job.
- There are no contradictions and inconsistencies among the written statements of goals and objectives.
- There are no contradictions and inconsistencies among the written guidelines and ground rules.

4. Despite the current level of interest in leadership it remains an elusive and contested concept on which general agreement is highly unlikely (Grint, 2005). Amongst the many perspectives on this topic four broad categories of theory can be identified. Discuss, using the critical perspective, the *African value profile and resultant leadership style* according to Blunt and Jones (1997). (10)

- These authors argue for a distinctively African approach, and
- they paint a rather negative and generalized picture
- where leadership and management is influenced by
 - highly centralized power structures,

- high degrees of uncertainty,
- an emphasis on control mechanisms rather than organizational performance,
- bureaucratic resistance to change,
- acute resource scarcity,
- individual concern for basic security, and
- the importance of extended family and kin networks.
- The resultant leadership style tends to be
 - authoritarian/paternalistic, bureaucratic, centralized, conservative, change resistant and reluctant to deal with issues of performance (ibid: 19).

5. The central, most telling question to ask a leader is, whom do you serve? Some leaders will tell you, using a popular descriptor, that they aspire to be "servant leaders." The question still remains, however, a servant to whom: to yourself, to your group, or to society (to cite three of several options)? Use a table to present the *six-level Purpose-Driven Model of Leadership*. (12)

Table 1:
A Purpose-Driven Model of Leadership

VI	Transcendents	Society	Transcendents go beyond the institution they govern by ensuring that the institution grows while contributing to the entire community.
V	Builders	Institution	Builders make decisions that serve and help to build the institution.
IV	Achievers	Command from Above	Achievers are effective in getting the job done. They serve the goal commanded from above (e.g., a boss, a board, or the law) without broader consideration.
III	Chameleons	Prevailing Winds	Chameleons adapt to their surroundings and serve whichever group they belong to. Chameleons are often used by others.
II	Opportunists	Themselves	Opportunists exhibit no consideration of their friends, family, society, or institution. They serve themselves and think only about their own benefit.
I	Sociopaths	No One	Sociopath is the catchword for destructive persons. Sociopaths serve neither themselves nor their surroundings.*

*Sociopaths are more commonly male.

Total [100]