

**BRANDING OF PROFESSIONAL WOMEN IN
CORPORATE SOUTH AFRICA**

By

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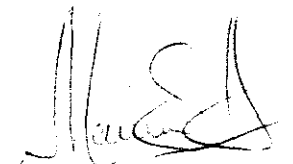
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Declaration

I, the undersigned, hereby declare the authenticity of this document in terms of the work contained therein as being my own original work. This document in its entirety or part thereof has never been submitted at any university or technikon for a degree.

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Abstract

Although South African companies seem to make an attempt to employ more women to meet the required employment quotas, not enough is being done to allow women to grow beyond certain levels in their jobs, and it appears that women are still under-represented at top management level in corporate S.A. Despite employment-equity laws, gender inequalities regarding representative male-female ratios in corporate S.A. still appear to be prevalent at executive level.

A more representative profile of male-female ratios at executive level in corporate S.A. might contribute towards a higher level of bottom-line performance for any organisation. The underlying premise is that by recognizing and utilizing their human potential to the fullest, the under-utilised available female talents and skills can contribute towards a *larger skills pool within the organisation.*

In an attempt to assist in bridging the gap of gender inequality in corporate S.A., professional women may be branded as a valuable company asset. For females to be accepted and recognized by corporate S.A. as a brand, it is important to position them as a brand. To position a brand means emphasizing the distinctive characteristics that differentiate that brand from its competitors in a way that appeals to its target market. Identity, quality, differentiation, guaranteed consistency and clear communication to the target audience are the cornerstones of the branding process. In order for female

professionals to be identified as a successful brand, these elements of the branding process need to be adhered to.

What have traditionally been perceived to be inherent female qualities appear to meet the demands of contemporary management and leadership paradigms in a way that adds benefit to any leadership or management role in corporate S.A. The use of emotional selling propositions as a branding strategy seems to be a more powerful tool than using a brand's unique selling points, therefore professional women may be more successfully branded using an emotional selling proposition as a strategy.

The primary objective of the study was to determine whether female professionals in corporate S.A. could be identified as a brand. The first secondary objective was to determine which key competencies and inherent characteristics are required of a good leader in a management position in corporate S.A. and to what degree women possess these key competencies and inherent characteristics. The second secondary objective of the study was to determine to what extent female executives are under-represented in management positions in corporate S.A.

Through the study, the key competencies of a good leader were identified, and it was concluded that professional women possess those key competencies required of a good leader in a management position in corporate S.A. Although the study only identified professional women in corporate S.A. as a brand, it can assist in providing useful

information in the construction of an effective branding strategy to market professional women generally.

The empirical study was conducted by means of a structured questionnaire that was e-mailed to respondents and to which responses were expected back within a two-week timeframe.

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Chapter 1

Identification of the research problem

"The problems that exist in the world today cannot be solved by the level of thinking that created them."

~ Albert Einstein

1.1 Introduction

Although South African companies seem to make an attempt to employ more women to meet the required employment quotas, not enough is being done to allow women to grow beyond certain levels in their jobs (Agenda, June 2002). From this publication, it appears that professional women at executive level across a broad spectrum of industries in South Africa (S.A.) are still under-represented.

A benchmark study conducted by Deloitte & Touche in 2002, looking into gender imbalances in corporate South Africa, indicated that 53% of the workforce was male and 47% female. At executive level, these figures become 87% male and 13% female, respectively. According to Deloitte & Touche's survey manager, Harriette Dicks, companies are trying to move towards a more representative profile, but a lot still needs to be done in this female arena (Business Times, 16 March 2003). Despite employment equity laws, gender inequalities regarding representative male-female ratios in corporate S.A. still appear to be prevalent at executive level.

According to Maslow (1998:xvi), competitiveness in the global marketplace depends on companies' collective ability to employ the right people with the right talent and the right skills and therefore, companies can no longer afford to ignore their valuable human assets. If this is the case, it can be argued that a more representative profile of female-male ratios at executive level in corporate S.A. might contribute towards a higher level of bottom-line performance for the company. The underlying premise is that by recognizing and utilising its human

potential to the fullest, an organisation could set itself up for superior bottom-line performance by expanding its pool of skilled workers.

In an attempt to assist in bridging the gap of gender inequality in corporate S.A., professional women may be branded as a valuable company asset. For females to be accepted and recognized by corporate S.A as a brand, it is important to position them as a brand. To position a brand means emphasising the distinctive characteristics that make it different from its competitors and appealing to the public (Kapferer, 2001:96).

The key premises that dominated the research are:

- Currently women are not regarded as a brand in corporate S.A.
- There is a perception that a difference in key competencies and inherent characteristics between males and females in management positions in corporate S.A. exists.

1.2 What is a brand?

Branding is a practice that is over 2000 years old, and was developed by ancient Romans and Greeks with their sophisticated economic and commercial enterprises, when the “maker’s mark” was established for specific goods (Ellwood, 2001:12). These makers’ marks were engraved on products.

In addition, the maker’s signature would also appear on his or her piece of work, creating the second important origin of branding. This signature represented the maker’s identity as a personal recommendation and guarantee of the goods. A

combination of these two strategies formed the basis for branding as we recognize it today.

Ellwood (2001:12) regards a brand as a promise of predictable quality. He also describes brand-building as the quantifiable long-term strategic marketing process of building and overseeing the perceived value of an asset/product. In other words, a brand is the resultant identity of building and promoting the asset's personality using a well-planned strategy over a period of time that will lead to loyalty amongst its target market.

Identity forms the soul of branding (Bentley, 1999:2-3). A brand name is the name given to a product to differentiate it from other similar products. Such a product is differentiated on the basis of promised quality, service, value and reliability. In addition, a brand is that distinctive identity for a product with which the end-user can identify.

Travis (2002:20) defines a brand as:

- An unwritten contract of intrinsic values
- An expectation of performance
- A covenant of goodness with its users
- Being predictable
- An unwritten warranty
- A mark of integrity
- A presentation of credentials
- A mark of trust and reduced risk

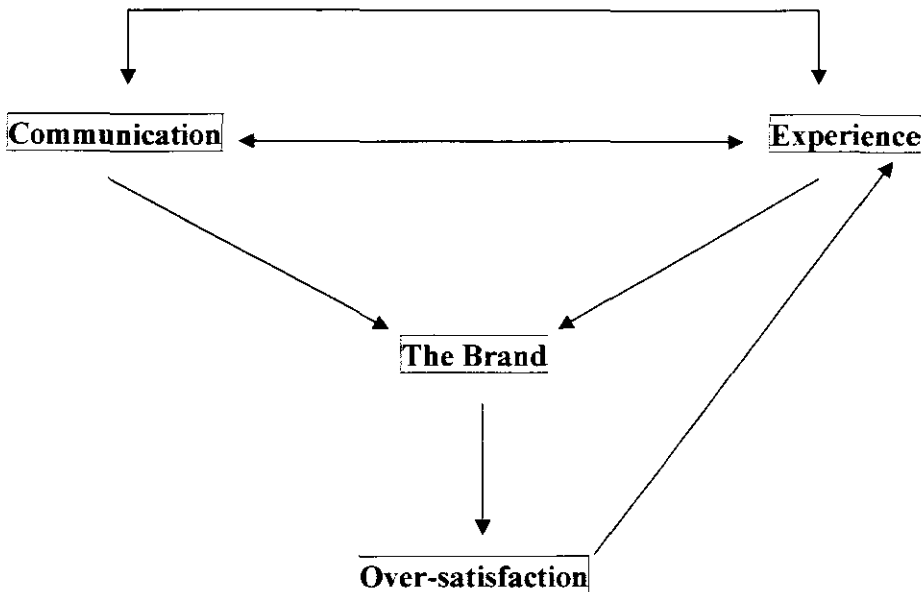
- A reputation
- A collection of memories
- A collection of all of the above.

Murphy (1987:3) regards a brand as the successful development and maintenance of a set of values and product attributes, which are coherent, appropriate, distinctive and appealing to the end user.

All the above definitions collectively sum up what a brand should be. One can thus safely say that a brand can be regarded as a promise of consistent, predictable quality for a successfully differentiated product or asset with a distinct brand identity. Brand identity results from building and promoting the product's personality by using a well-planned strategy that will ultimately instill brand loyalty in the target market.

The brand-building process can be seen as a long-term marketing strategy based on building and sustaining a product's values and identity. Figure 1.1 illustrates the brand-building process.

Figure 1.1: The brand-building process:



Source: Nilson, 1999:65

The model shows that all brands are created in the minds of the customer through experiencing the product associated with the brand and/or by being influenced by appealing communication. Communication and experience are thus the origins of brand perceptions.

If an experience with a brand is positive, it will lead to further brand encounters. As the brand perception is influenced by a previous usage, it becomes important that subsequent brand experiences are positive ones, thus leading to “over-satisfaction”. By ensuring a positive experience, the brand owner can create a positive cycle, where the perceived and actual experiences reinforce each other and, therefore, enhance the standing of the brand (Nilson, 1999:66).

A balance between the brand and the needs of the end-user needs to be maintained. If too much focus is placed solely on the brand, the whole project may turn into a brand-building exercise whereby the desired goal of branding is not achieved.

When building a strong brand, it is thus important to consider the following criteria:

- What is the brand promise?
- What are the end-user's needs?
- Who is the competition?

For the purpose of this study, the above three areas are translated as:

- The perceived inherent female qualities that stand to benefit the company in the long-term.
- The generic expectations of corporations from their middle- to top management executives to assist the company in achieving its long-term goals and in living the company's mission.
- The competition for female professionals is considered to be professional males with the same or less qualifications as their female colleagues at executive level in the company.

1.3 Ingredients of a brand

A brand needs to fulfil the following criteria, in no particular order of importance (Nilson, 1999:52):

- carries distinct values

- differentiates appeals
- has a clear identity.

In terms of the Aaker model (Aaker, 1996:pretext), the brand identity consists of twelve dimensions, organised around four perspectives, namely:

- Brand as product
- Brand as organisation
- Brand as person
- Brand as symbol.

Aaker (1996:201) defines a brand identity as “a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organisation members”. A well-conceived and implemented brand identity and position can be a powerful asset to the brand owner. The following benefits may result from a strong brand identity and position (Aaker, 1996:201):

- Improved brand-memorability

A strong brand identity and a brand position reflecting interesting people and brands improve memorability. Brands with no personality are easily forgotten. Brand personality refers to those human characteristics associated with a brand. Examples hereof are the feminine Virginia Slim cigarettes, the athletic Nike sportswear or the pretentious American Express credit card.

- Guides and enhances the brand strategy
Clear brand identities and positions assist in overall strategy formulation and may lead to a sense of pride and purpose among employees.
- Competitive advantage
A brand identity provides a value proposition, and a strong brand identity makes it difficult for the competition to copy.

1.4 The value of a brand

“Nothing happens until somebody sells something” has been replaced by “Nothing happens until somebody brands something”. A lot of selling takes place as consumers choose between brands. But where exactly is the selling? The selling is in the brand (Ries & Ries, 1998:3). An example hereof is when a product needs to be chosen amongst products with similar features. Consumers will tend to reach for a better-known and trusted brand, on the basis of their particular needs.

Branding is considered as one of the most powerful concepts in marketing today. It offers marketers a way of communicating product values to the end-user whilst, at the same time, being a product enhancement feature in its own right. Brands are considered so valuable that they have begun to be listed along with the rest of the company’s assets on the balance sheet (Warner, 2002:510).

David Aaker (in Davis, 2000:12) states that the conceptualising of a brand as an asset leads to lasting shareholder value. On the other hand, Maslow regards people as the most valuable asset of a company (Maslow, 1998:11). Customers

and staff tend to stay with a company where they are able to experience positive, meaningful and personally important feelings, even if the organisation does not provide for all their career needs (Barlow & Maul, 2000:2). From this it can be derived that loyal employees are more apt to give their full co-operation in their respective jobs, as opposed to those who are unhappy in their job environments and subsequently disloyal to their companies. Judging by the male-female ratios at executive level in corporate S.A., it seems fair to assume that this human potential is not fully recognized and employed.

It seems that the first question companies need to ask when willing to invest in their human assets is: "What can be done to retain valuable employees?" Since both males and females alike contribute towards an organisation's overall performance both genders should equally be recognized as economic resources.

However, when various results of research (Foster, 1997:www.polity.org; Postma, 2005:www.bwasa.co.za; Sunday Times, 16 March 2003) into male-female employee ratios in corporate S.A. are explored, it is evident that a discrepancy in this regard is still prevalent.

From a branding perspective it can therefore be argued that in order for professional females to be treated on merit in corporate S.A., they need to be differentiated from their male counterparts. Successful differentiation will aim to identify female executives as a brand.

1.5 Management paradigm of the twenty-first century

The emerging management paradigm that connects diversity to work perspectives is built around the following preconditions (President & Fellows of Harvard College, 1998:140):

- Flexibility of management
- Flattening of hierarchies
- Teamwork and cross-functional participation
- Acceptance of diversity
- Skills transfer
- Good leadership.

Successful leaders, whether male or female, share certain characteristics, namely (Peters, 2003:3):

- Self-discipline
- Ambition
- Knowing their areas of expertise
- Are likely to embrace a visible, take-charge approach to their roles.

The management paradigm of the future, labelled as Leadership 2000 (Peters, 2003:3), is based on the premises that a good leader should be flexible, yet goal-orientated, but at the same time encourages employee empowerment at all levels throughout the organisation. It appears that both Peters and the Harvard Business School acknowledged that in today's corporate environment, good leadership in top management is required.

Good leadership therefore refers to the ability to:

- Be goal-orientated
- Have integrity and values that are reflected in the management style
- Be eager to transfer skills and knowledge and to empower others to effectively achieve organisational goals.

1.6 The correlation between good leadership competencies in corporate S.A. and the capabilities of professional women

Differences in gender are not neutral, they merely imply a difference in value: i.e. a power relationship between males and females, described as male domination or a patriarchal society. Gender developments emerge from gender inequality due to social construction that impact on the development of gender from the moment a person is identified as male or female. No scientific evidence exists to prove, on the basis of their sexual differences, that males and females differ psychologically. Instead, different personality types exist and are present in both males and females alike. The clearest gender difference in personality traits, however, is detected in early childhood when boys seem more aggressive and girls appear to be more co-operative, more apt to avoid clashes and follow the rules. This can be attributed to social and cultural influences as well as to media portrayal (Papalia & Wendkos-Olds, 1994:246). Research has shown that sexual stereotypes are adopted in childhood, and these adopted roles are deemed appropriate for each gender, based on social and cultural influences (Carlson, 1984:335).

According to research conducted by Allen and Santrock (1993:358-359), males and females are more alike universally in the way they experience love, jealousy, anger when insulted, anxiety in new social situations, grief at the end of a relationship and embarrassment when publicly making a mistake. It is also found that gender differences in emotion occur more likely in a context that highlights social roles and relationships. Due to society's stereotypical beliefs, females tend to openly show their nurturing, co-operative, compassionate, vulnerable and sympathetic sides. Males, on the other hand, will more readily show aggression, competitiveness and dominance. Society accepts these stereotypical "feminine" and "male" traits as the norm in gender differentiation, because these norms were constructed by society over a very long period of time.

Therefore, it can be argued that, based on the requirements of modern management paradigms, females should, in essence, be regarded as good leaders. The reason for this is that females already possess those inherent "feminine" qualities associated with the requirements of a leadership role, based on the traditional expectations of women's roles and behaviour in society.

If good leadership qualities are based on co-operation, empathy, flexibility, teamwork and cross-functional participation and skills transfer, these stereotypical "feminine" qualities in females could prove advantageous for women who want to progress to leadership roles in corporate S.A. It, therefore, appears as though the paternalistic society we live in has unknowingly equipped females with the necessary skills to excel as leaders in modern corporate S.A.

According to a report by Margaret Paravicini, females' inherent nurturing instinct gives a positive dimension to management skills. Females seem more ready to share and offer their skills to fellow employees and subordinates (Business Times, 24 November 2003). Based on the fact that no scientific evidence exists that females are more nurturing than men, this perceived female quality may be regarded as a hypothesis, based on stereotyping female behaviour patterns. However, because of social and cultural expectations that women behave in this particular manner, the perception that women are more nurturing than men can be applied in a professional environment to the overall benefit of women. In the professional sense, this particularly feminine quality would translate into mentoring, or imparting skills to others, in order to improve overall organizational or departmental performance.

In the beginning of 2003, the Business Women Association of South Africa (BWA) embarked on a mentoring program whereby female mentors will be assigned to mentees who have expressed a need for certain skills (Business Times, 24 November 2003). This mentoring programme relied on the "inherent female" nurturing quality to make a positive contribution to the S.A. economy in terms of skills development. Once again, female behaviour has been stereotyped by the BWA when embarking on this programme. By using only women in this broad-based programme, not only is the fact that men may also possess these qualities ignored, but the BWA is further strengthening society's perception that nurturing is a quality only possessed by women.

1.7 Under-representation of female executives in corporate S.A.

The census results of 2001 revealed that the ratio of females to males in possession of a tertiary qualification is 371 000:385 000 and that the number of employed professionals decreased from 10% in 1996 to 7.5% in 2001 (The Star. 9 July 2003). The census results, however, did not isolate results of male-female ratios at executive level in corporate S.A.

Benchmark studies on gender inequality conducted by Deloitte & Touche (D&T) Human Capital Corporation (Business Times, 16 March 2003) and the BWA (Postma, 2005;www.bwasa.co.za) shows the under-representation of female executives over a broad spectrum of industries in corporate South Africa. The respective surveys were conducted between 2002 and 2005.

D&T's sample population comprised of the following companies: Rohlig Grinrod, UNISA, Rossing Uranium, Senwes, SC Johnson, PPC, Medihelp, Honeywell, the Automobile Association, Johnson & Johnson, Capital Alliance Life Limited, Shoprite Checkers, the Security Industry Regulatory Authority, Motorola, Metropolitan Health Group, Engen Petroleum, MSD, Namakwa Sands, the Office of the Auditor General, SAA, APL Cartons, Mustek, Technikon SA, ATNS, Unilever, Unisys, The University of Natal (Durban-Westville), SAPREF, L'Oreal, Hanover Re, Woolworths, Hytec Holdings, Consol, and Simba. (Deloitte & Touche, 2003).

The sample population of the BWA's studies conducted in 2004 and 2005 on the representation of female leadership in corporate SA comprised of all the JSE

(Johannesburg Security Exchange) listed companies plus 17 government-owned companies.

The results of the respective studies show women as a percentage of SA's total adult population, working population, executive managers, directors, chairs of boards and chief executive officers (CEO's) / managing directors (MD's) over a 4-year period (Postma, 2005:www.bwasa.co.za):

	2002 (D&T)	2004 (BWA)	2005 (BWA)
Adult population		52%	52.1%
Working population	47%	41%	41.3%
Executive managers	13%	14.7%	19.8%
Directors		7.1%	10.7%
Chairs of boards		3%	4.2%
CEO's/MD's		1.96%	2.2%

These recent figures from such a diverse sample clearly indicate that despite the relatively high percentages of female representation in the country's total workforce, males still dominate at executive and board levels in corporate S.A. Although female executive managers increased from 13% to 19.9% from 2002 to 2005, the figures higher up the corporate level are indicative of how poorly females are represented at the top structure in organisations. The figures at CEO/MD level are also indicative of the poor progress made by corporate SA in terms of acknowledging and embracing female talent and skills over the past ten years in the New Democratic South Africa.

Another preliminary study on female under-representation was conducted in the information technology (IT) industry, and revealed that according to the first South African report (Foster, 1997:www.polity.org) of the CEDAW (Community on the Elimination of Discrimination Against Women), women in the South African IT industry were underrepresented. The survey of the IT industry and related jobs and skills in South Africa are an indication of women's representation in the country's IT labour market. Overall, women made up between 26% and 28% of IT employees. The majority of women in the survey were employed in IT education, training and development (39.2%), sales/marketing (36.08%), and end-user computing (36.41%). Women made up only 18.65% of data communications and networking jobs, the third-lowest representation in IT jobs, next to hardware and computer architecture (13.68%), information systems (IS) and IT management (18.42%).

1.8 Importance of a balance in male-female ratios in corporate S.A

Abraham Maslow predicted that in today's business world human potential is the primary source of competitive advantage in almost every organization, industry and institution (Maslow, 1998:xv). He further suggested that the new vernacular for people should reflect intellectual capital, human resources or knowledge workers. These terms all refer to those aspects of human potential that organisations need to acknowledge and invest in to reach a competitive edge. Part of an organisation's employee retention process seems to rely on utilising and developing its human resources. In order to address all aspects of human resource development, the imbalance of male-female relationships also needs to be focused upon.

Maslow further argues that people are a company's most valuable asset (Maslow, 1998:11), and in terms of this, it can be argued:

- If this is the case, why do modern organizations still seem to be designed to satisfy a need for control, rather than to maximize the contributions of people?

In terms of the above argument, the following question, in turn, can be asked:

- If professional women are seriously regarded as a valuable company asset, why does under-representation of female executives in corporate S.A. still exist?

Female professionals form an integral part of an organisation's human assets. By ignoring the skills contribution of this human asset, an organisation may place superior bottom-line performance at risk. Through a male dominance in corporate S.A., the worth of females is ignored, hence the importance of attempting to correct the male-female ratios.

1.9 Definition of terms

- Professional women

For the purpose of the study, professional women are defined as graduate and post-graduate female executives with a minimum of five years working experience in their respective fields of expertise in corporate S.A. Different studies conducted on the length of time that leads to career plateauing (where opportunities for career advancement in organisations

have ceased) vary in findings, but range between five to twenty-five years (Muchinsky, Kriek & Schreuder, 2002:192).

Based on the following perceptions, a minimum of five years working experience in a particular position for professional women seems sufficient for progressing to the next level in their respective careers:

- Those individual perceptions regarding job satisfaction
- The varying lengths of time leading to career plateauing
- The rapid change in commercial and technological environments.

- **Successful brand**

A successful brand can be defined as an identifiable product, service, place or person, augmented in such a way that buyers perceive relevant, unique added values which closely match their needs. Successful brands in any market are distinctively differentiated, and thus rapidly recognized by the end-users. “Brand” represents a company or product’s intangible values, which reinforce the loyal relationship between the producers and consumers (Warner, 2002:511).

- **Corporate S.A.**

Corporate S.A. refers to S.A. corporations that comprise of any number of stock- or shareholders that are real owners of the company, a board of directors elected by the membership to instate policies and a group of top-ranking officers (managers) chosen by the directors. These officers manage the company’s operations (Riggs, Bethel, Atwater, Smith &

Stackman, 1987:16). These corporations normally have various levels of operations, referred to as the hierarchal structure of the company.

- **Gender**

Gender refers to the psychological and behavioural differences between males and females. These differences are influenced by society, culture and history (De la Rey, Duncan, Shefer & van Niekerk, 1997:82-85).

- **Sex**

Sex refers to the term that distinguishes the physical and biological differences between males and females.

1.10 Formulation of the research problem

How can female professionals in corporate S.A. be identified as a brand?

1.10.1 Sub-problem #1

Which key competencies and inherent characteristics are required of a good leader in a management position in corporate South Africa and to what degree do women possess these key competencies and inherent characteristics?

1.10.2 Sub-problem #2

To what extent are female executives under-represented in management positions in corporate S.A?

1.11 Objectives

1.11.1 Primary objective

The primary objective of the study is to determine whether female professionals in corporate S.A can be identified as a brand.

1.11.2 Secondary objectives

1.11.2.1 Secondary objective #1

The first secondary objective of the study is to determine which key competencies and inherent characteristics are required of a good leader in a management position in corporate South Africa and to what degree women possess these key competencies and inherent characteristics.

1.11.2.2 Secondary objective #2

The second secondary objective of the study is to determine to what extent female executives are under-represented in management positions in corporate S.A.

1.12. Delimitations

1.12.1 Geographical delimitations

The study was conducted over a wide spectrum of industries throughout S.A. The respondents were selected on the basis of availability at the time of the field study. Of the overall sample population, no two companies delivered the same number of respondents. All the companies featuring in the research were randomly chosen throughout the country from a list of existing corporate

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companies in S.A. Respondents were chosen from the following companies, featured in Table 1.1:

Table 1.1: Companies & industries featuring in sample population

No.	Type of industry Targeted	Companies	Cities	Province
1	Banking	Nedcor	Johannesburg Cape Town	Gauteng Western Cape
2	Pharmaceutical	Pfizer	Cape Town	Western Cape
3	Petrochemical	PetroSA, Caltex Sasol	Cape Town Cape Town Sasolburg	Western Cape Western Cape Gauteng
4	Oil exploration	PetroSA	Cape Town Mosselbay	Western Cape Western Cape
5	Gas	Afrox	Cape Town East London Durban	Western Cape Eastern Cape Kwa-Zulu Natal
6	Auditing	Ernst & Young	Cape Town	Western Cape
7	Media & Publishing	Media 24 Johnnic Publishing	Cape Town Johannesburg	Western Cape Gauteng

1.12.2 Functional delimitations

The study focusses on the following areas:

- How under-representation of professional women in corporate S.A. impacted on the needs of S.A. companies for contemporary management models.
- Perceived inherent female characteristics that differentiate them from their “competitors”.
- The needs of the target companies regarding the key competencies required of executives at top management level.

- Other variables contributing to the research problem, as identified by all participants.
- How the results from the literature and empirical studies can be utilised to design a strategy to identify female professionals in corporate S.A as a brand.

The study excluded:

- Remuneration packages
- Marital status
- Faith
- Racial issues
- Reference to females being superior to males and vice versa.

The above exclusions bear no relevance to achieving the objectives of this study.

1.13 Research methodology

1.13.1 Primary data collection

- Research method
Administration of a survey, using the structured approach.
- Research tool
Questionnaires to address all issues raised under functional delimitations.
- Sample population
 - Randomly chosen male and female employees at various levels in the target companies.
 - Members of the Business Women’s Association of S.A., formerly from the corporate sector and now owning their own businesses,

were interviewed to determine to what degree they had felt limited in their growth whilst in the corporate sector.

1.13.2 Secondary data collection

Available literature on branding provided a link between the emotional aspect of branding and a brand's identity in order to design a brand strategy that will result in long-term brand loyalty.

Literature on branding and related branding issues was obtained from various academic institutions. To ensure that a broad perspective regarding branding was obtained through available literature, other academic institutions in S.A., apart from the Cape Peninsula University of Technology, were also consulted. The University of Stellenbosch Business School, the University of Cape Town Graduate School of Business and the Witwatersrand University libraries were also used to obtain information whilst researching for the literature study.

Other sources included newspapers, the electronic media (the internet), journals and magazines, as well as organizational databases.

1.14 Significance of the study

The overall significance of this study is that it will assist to identify professional women as a brand in corporate South Africa. The benefits of the study could impact positively on productivity levels if companies recognise female executives as assets worth investing in. Ideally, the optimum utilisation of a company's

assets, whether human or otherwise, leads to increased organisational effectiveness and productivity.

The study aims to create acceptance of the changing face of corporate South Africa in terms of more females entering the corporate arena on management level. The study also attempts to raise awareness of gender inequality and to create acceptance that inherent male and female differences are not necessarily bad for the organisation. Instead, when correctly utilised, unique female qualities could prove beneficial at management level.

1.15 Researcher's qualifications

Academic

1. National Diploma: Analytical Chemistry
2. B-Tech: Marketing

Experience

1. Three years management experience.
2. Five years project management experience in a S.A. corporate company.
3. Ten years sales and marketing experience within S.A. corporate companies.
4. Four years research and development laboratory experience in a S.A. oil and petrochemical company.

1.16 Programme of the study

<u>Chapter</u>	<u>Topic</u>	<u>Time Frame</u>
Chapter 1	Identification of the research problem.	6 months
Chapter 2	The relationship between contemporary management paradigms and the management capabilities of women in corporate S.A.	2 months
Chapter 3	Leadership competencies required in modern corporate S.A. and the degree to which women possess those competencies.	3 months
Chapter 4	How professional women in corporate S.A. can be identified as a brand.	3 months
Chapter 5	Empirical investigation into whether professional women in corporate S.A. can be identified as a brand and whether they possess the key competencies required for a leadership role.	7 weeks

Chapter 6 Results of the empirical study. 1 month

Chapter 7 Conclusions and recommendations. 3 weeks

1.17 Budget

Travelling	R 5 600-00
Accommodation when traveling	R 3 000-00
Stationery	R 2 200-00
Proofreading	R 4 000-00
Final editing	R 2 000-00
Telephone / fax	<u>R 3 600-00</u>
TOTAL	<u>R 20 400-00</u>

1.18 Summary

As background, the study refers to branding, brand values and the brand-building process. In addition, reference is also made to the importance of acceptable male to female ratios in corporate S.A., as well as the under-representation of females in corporate S.A. Furthermore, the requirements of the new management styles and good leadership qualities are also discussed.

This chapter identifies the research problem, namely, how professional women can be identified as a marketable brand. From the research problem, two sub-problems were identified. Firstly, which key competencies are required of a good leader in a management position in corporate South Africa and secondly, to what

extent are female executives under-represented in management positions in corporate S.A.

The primary data will assist in determining whether women in corporate S.A can be identified as a brand. The secondary data will aim at assisting in determining to what extent female executives are under-represented in corporate S.A. The overall significance of this study is that it will assist to identify professional women as a brand in corporate South Africa.

Chapter 2

The relationship between contemporary management paradigms and the management capabilities of women in corporate S.A.

"Management is doing things right; leadership is doing the right things."

~ Peter F. Drucker

2.1 Introduction

Does the need exist for a new management model? In order to answer that question, one first has to determine what the traditional management model entails and whether it is an efficient one in contemporary corporations. Secondly, the management requirements of modern corporations need to be identified and existing management paradigms should be examined to determine how female professionals in the gender context conform to these standards.

An inadequate and outdated management model is responsible for the under-performance of subordinates in modern corporations (Bradford & Cohen, 1997:9&10). This outdated management model assumes that the manager is:

- At the centre of all action with all responsibilities firmly placed on his/her shoulders.
- Is solely responsible for setting objectives
- Sees that the job is completed
- Resolves whatever needs to be resolved.

It appears that although substantial participation is required from subordinates to secure overall success of the department, the outdated management model ignores the need for integrated participation from all team members. Instead, it seems to promote the idea that managers are solely responsible for achieving the department or organisation's success.

In the contemporary corporate world, members of middle- to senior management normally manage managers or skilled professionals, where their leadership

subsequently results in a cascading effect on a wide range of subordinates.

Bradford and Cohen (1997:3,4,9) identified some typical challenges contemporary management in the corporate world experience, such as:

- Highly competent subordinates, often graduates, not reaching their full potential.
- Subordinates complaining about wanting more challenging responsibilities. Yet, management feels hesitant to oblige, as it feels that subordinates do not perform their regular work to the expected standards.
- Despite sophisticated management information systems, management still finds, to a large degree, that it is the last to be informed by subordinates.
- Individuals within a team operating independently to impress the boss.
- Subordinates are so narrowly focused on their own domains that they are rarely interested in the broader perspective relating to the department as a whole.
- Feedback on poor performance to subordinates is often met by a high degree of defensiveness and denial. Despite subordinates claiming that they want to develop, comments from management on their substandard performance in a quest to help them to perform better are ignored.
- Diversity within a department. Despite varying viewpoints by individuals on how to achieve a common goal within the department, a good manager should be able to encourage different viewpoints and approaches about how to achieve this common goal.

A dedication to quality work and team co-operation within a department depends on the quality of the people in the department and becomes ultimately a personnel

decision. Team members in the department are therefore recruited for their qualifications rather than by race, religion, social class or gender (Bradford & Cohen, 1997:7&8).

In conclusion, the overall needs in terms of a management role in corporate S.A. therefore appear to rest on the following assumptions (Bradford & Cohen, 1997:3-10):

- Transparency by management
- Qualified and skilled managers
- Ability to deal effectively with diversity
- Desire to achieve organisational goals through encouraging co-operation and commitment amongst various team members
- Management through leadership.

Good managerial skills rely on an individual's capabilities and abilities to conform, rather than being gender driven; in which case, it can be argued that women are as competent as men in management positions if equally exposed to career advancement opportunities.

2.2 Management defined

Albanese (1978:22) refers to the managerial functions in the traditional approach as:

- Planning
- Organising
- Directing

- Controlling of the activities of other people.

Accountability for the job performance of other people can be considered the test of suitability for a managerial position. Managing is to create and maintain environments in which people can accomplish goals efficiently and effectively. These environments include the integrated use of human, financial and natural resources with the intention of achieving goals (Albananese, 1978:2&7).

Another definition of general management refers to the overall planning and control of an organisation (Armstrong, 1993:5). Skills for management are based on an individual's abilities to co-ordinate, delegate, communicate effectively and negotiate. These abilities rely on the individual's personal expertise developed through training and experience over time (Armstrong, 2001:3).

2.3 Traditional misconceptions about women in management

Bittel and Ramsey (1985:920&921) argue that social norms and beliefs have kept women out of management or "growth" positions due to the following misconceptions:

- Women do not work long enough periods to justify management training, i.e. their turnover is too high.
- Women generally lack the necessary skills, training and education for management.
- Women do not want increased responsibility
- Women are more often absent from work than men
- Women are less willing than men to accept a transfer
- Women normally do not want to or should not travel.

The above statements imply that females are less competent managers than males, based on stereotypical perceptions. In reality, job-hopping has more to do with job satisfaction, better remuneration or age than with gender. Also, with a larger percentage of women in possession of a tertiary education than before, women have become more career-orientated and more likely to return to a satisfying career after maternity leave. The argument that women have no staying power thus appears to be more of a misconception than a fact. As for women lacking the relevant skills and qualifications for management, one can only ask if it is not so because women do not get the recognition they deserve due to the paternalistic corporate society that still exists. Furthermore, if women did not desire increased responsibility, then why the outcry for gender equality, to the extent that government passed legislation on implementation of gender equality in the workplace? The misconception that women are more often absent than men and thus poor management material could possibly stem from the perception that maternal responsibilities are to blame. No documented evidence could be found for this study that females' absenteeism exceed that of males'. Neither could any proof be found to indicate women are less likely to relocate or travel than their male counterparts; instead, it appears that each case relies on an individual's circumstances.

A management role requires a competent individual regardless of the gender. A stern and rather aggressive approach is often required in management positions and is by no means a reflection on gender capabilities, but rather on individual capabilities. At the time of the study, no scientific proof could be found to proof that men are inherently more aggressive than women. Judged by the aggressive

and robust leadership styles of S.A. minister of foreign affairs, Nkosasana Zuma and Winnie Mandela (Hooper-Box, 2003:55), women are as competitive and aggressive as men are. Also, why do so many women nowadays enroll for MBA degrees, or aim at breaking the proverbial glass ceiling in corporations, if they lack the necessary competitiveness or desire to excel?

Johnson (1995:190) describes how a study by the Centre for Creative Leadership revealed that executive females might be virtually identical to their male counterparts psychologically, intellectually and emotionally. The study was conducted amongst thousands of male and female executives. Some of the findings in the study also revealed that, contrary to stereotypical beliefs, female executives in comparison to male executives are not more:

- impulsive
- humanitarian
- touchy
- suspicious
- concerned with self-presentation.

The study further reveals that neither are female executives, compared to their male counterparts, less:

- self-disciplined
- able to cope with stress
- self-confident
- dominant in leadership positions
- even-tempered.

2.4 Characteristics of managerial behaviour

According to Barker (in Quin, 1988:27), the successful manager's journey to excellence progresses through a transformation cycle through the following stages:

➤ Initiation phase

The manager has the desire to improve on his/her capabilities and is willing to take risks in exploring the unknown. Initiation of action under conditions of risk is the first step towards becoming a successful manager.

➤ Uncertainty phase

A youngster riding a bicycle for the first time demonstrates this phase. After taking the first few pedals, fear initiates the desire to stop pedaling. If the fear is overcome, the youngster continues to pedal, and the bike stays upright.

➤ Transformation phase

To extend the bicycle scenario: the youngster has now overcome fear and has gained control of the situation, which brings a sense of accomplishment.

➤ Routinisation phase

Routinisation now sets in. Just like the child who has challenged the risk of falling and replaced it with a new set of accomplishments, the manager in charge at this stage of the transformation cycle now knows how to "ride". Barker feels that the successful manager never forgets to repeat the

risk-taking behaviour that brought about new levels of exhilaration and transformation.

According to Albanese (1978:370) managerial behaviour:

- Implies the existence of manager-managed relationships, which require an organisational context for their implementation.
- Owes its legitimacy to the authority vested in a job position in a formal organisation. Managers acquire the opportunity to engage in management behaviour because they have been placed in a position of “formal authority” in an organisation.
- Indicates that the essence of manager-managed based relationships is that managers are accountable for the job behaviour of those managed, as well as their own behaviour.

Bradford and Cohen (1997:10&11) identified the following characteristics as ideal for managers:

- A good manager has full knowledge of what is happening in his/her department.
- Good managers have more technical expertise than their subordinates.
- Good managers should be able to solve any problem that arises, or at least before the subordinate does.
- The manager should ideally be the primary, if not only, person responsible for how the department operates.

2.5 Managerial leadership

According to Albanese (1978:371), effective management requires leadership. Managerial leadership, in his opinion, is the behaviour that elicits voluntary follower behaviour beyond that associated with required performance on a job.

Hooper-Box (2003:87-89) believes that a cornerstone of successful management through leadership is emotional intelligence (EQ) rather than cognitive intelligence (IQ). Because EQ and key management skills are closely linked, a positive outcomes-based goal is enhanced, which ultimately leads to self-control and self-knowledge. EQ refers to the individual's ability to manage his or her emotions and relationships with others and consists of the following five dimensions (Hooper-Box, 2003:87-89):

- Self-knowledge

Self-knowledge refers to the individual's ability to recognize and understand his or her feelings from moment to moment and to be aware of his/her emotions.

- Self-control

Self-control refers to the ability to control negative emotions such as irritability, gloom and anxiety as well as positive emotions such as excitement and ecstasy, resulting from encounters.

- Self-motivation

Displaying one's emotions in support of one's goal and delaying immediate gratification of one's desires.

- Empathy

The degree to which one is in tune with the subtle social signals others show.

- Interpersonal competence

Interpersonal competence refers to the ability to effectively handle relationships with people by reading and managing others' emotions and interacting with those emotions smoothly.

Hooper-Box (2003:89-90) describes the six emotional competencies that distinguish a leader from the ordinary employee:

- Self-confidence
- Influence
- Team leadership
- Organisational awareness
- Drive to succeed
- Leadership itself

IQ is beyond our control, an intellect we are born with, and referred to as a genetic code. EQ, on the other hand, appears to be within the reach of individuals who desire to develop and nurture it in order to succeed. For that reason, one can say that, irrespective of a person's gender, it is possible for anyone to become a competent leader in a management position if he or she so desires.

2.6 Challenges facing contemporary management

Quin (1988:26) uses a good example of the complexities and challenges modern management face by comparing these with an engineer's ability to thrive professionally by solving complex technical problems. Yet, when embarking on his/her management career path journey, a manager may approach management problem-solving with a simplistic technical approach to management. Unfortunately, rational technical skills that work so effectively in engineering problem-solving do not work well in the irrational, ever-changing, ambiguous, paradoxical world of organisational politics and employee morale. It is therefore important that successful managers in modern organisations learn to use contradictory paradoxical frames that respond well to current circumstances.

Basically, a competent manager should be able to simultaneously operate at the levels of detail and vision, task and person, coach and politician, thus achieving a high degree of productivity with this level of flexibility. Barker (in Quin 1988:26) also feels it is important to understand that organisations are "gyrating in constant chameleonic flux" in which, therefore, behavioural consistency and logic fail to handle such constant change. That is why managers should learn to use contradiction and change effectively. Challenges such as those mentioned below definitely impact on traditional management approaches practiced by S.A. businesses.

Warner and Joynt (2002:215&216) believe that some of the challenges contemporary organisations in S.A. face are marked by:

2.6.1 S.A.'s re-entry into the global arena in the 1990's

Firstly, globalisation, technology and tougher economic competition resulted in internalization, making way for businesses opening up to international business practices. Secondly, with globalisation, cross-cultural respect and acceptance became inevitable within any organisation. This challenge in itself also requires a change in management approach from the old dogmatic style.

2.6.2 The S.A. Employment Equity Act

The Employment Equity (EE) Act requires that businesses with more than fifty employees should develop an EE plan. The EE plan is to ensure that discriminatory practices are eliminated. The commitment of corporate S.A. towards successful implementation of the EE plan is, however, questionable, judging by the continuing dominance of males at top management level. Is this because there is truly a lack of equally competent professional women to fill such positions, or is it merely that our corporate society is not ready to embrace the idea of women at the top yet?

2.6.3 The introduction of Westernised management approaches

- ~ Skills development through career-path planning, for example MBA's, executive development programmes, project assignments and cross-functional appointments.
- ~ Previously, S.A.'s economic isolation produced tough and inward-looking managers who were results-oriented, directive and very "masculine" in their style.

~ More young executives are studying towards MBA's and avail themselves of career development programmes. As a result, the old-school managers are managing a new breed of male and female professionals who, in most instances, have higher academic qualifications and a high degree of ambition. This big challenge requires acceptance and acknowledgment of a fresh pool of management talent that includes female professionals as well.

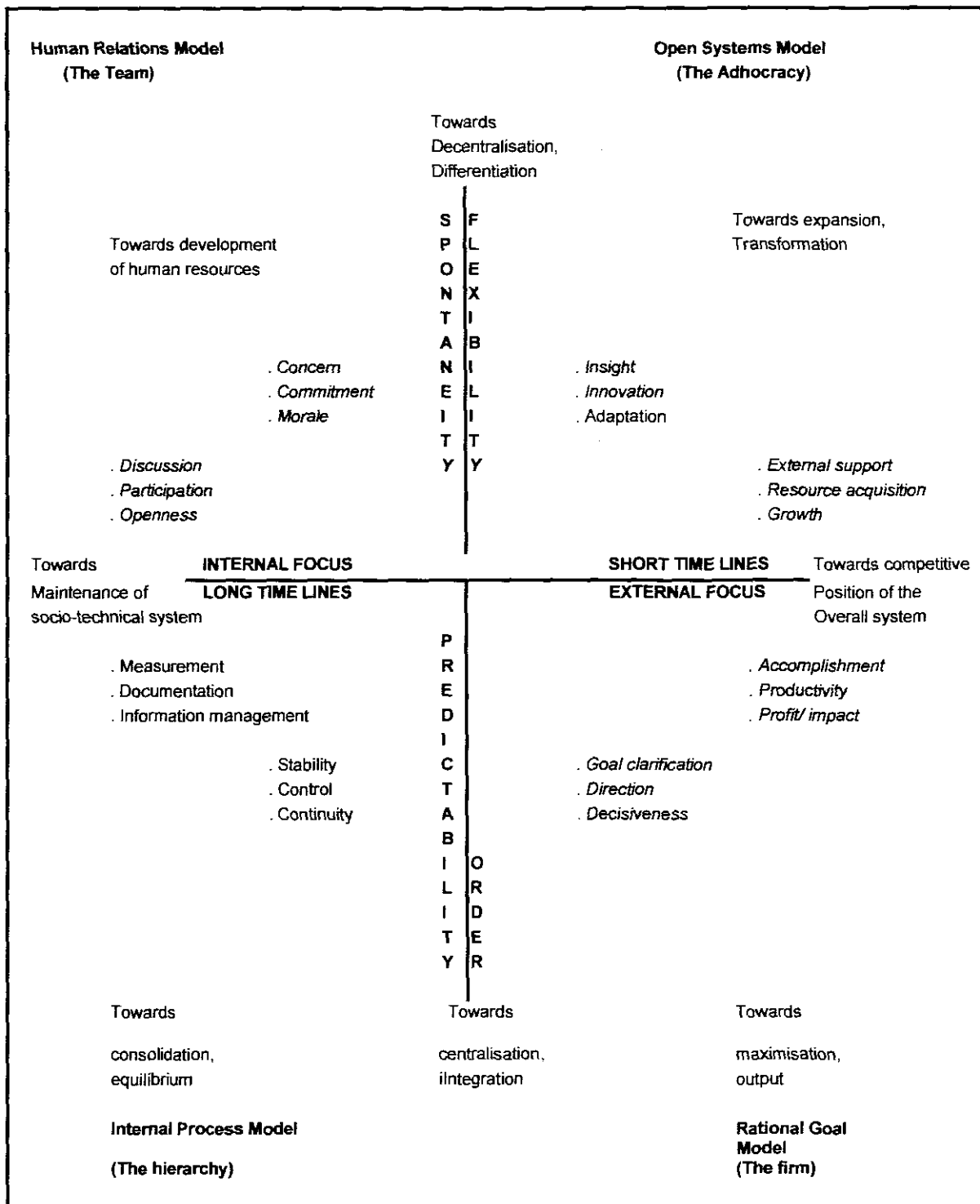
2.7 Requirements of the modern management paradigm

According to Barker (in Quin, 1988:23), managers should be aware of their paradigms, test and adapt them to new conditions, and continuously seek new ones. He defines a paradigm as a set of rules and regulations that set limitations and prescribe to people how to be successful within them.

Considering the new S.A.'s diverse cultural and ethnic make-up, the following management models are an indication of how inadequate and outdated management styles are in contemporary corporate S.A. (Anthony & Taylor, 2003:www.itsme.com; Drucker, 2002:287 & 291; Lewis, 1980:288; Peters, 2003:3; Pierce and Newstrom, 1993:16,21&22; President & Fellows of Harvard College, 1998:140; Quin, 1988:29; Warner & Joynt, 2002:217-219):

2.7.1 'Competing values' model

Figure 2.1: The competing values model



Source: Quin, 1988:29

This paradigm, aimed at contemporary management requirements, is what Barker refers to as the “competing values model” (Quin, 1988:27) and is based on the principle that organisations should be adaptable, yet stable. At the same time, emphasis is placed on people’s values, whilst maintaining productivity. The competing values model is set along two bipolar axes holding four quadrants.

The vertical axis represents the organisation’s degree of control. High control is characterised by values, supported by centralisation, hierarchy and integration, resulting in the organisation maintaining stable procedures and developing plans. High flexibility, at the other end of the pole, is exemplified by characteristics such as hierarchy and integration. These characteristics allow the organisation to respond quickly to changes to avoid the dysfunctional elements of bureaucracy.

The horizontal axis measures the degree of internal versus external emphasis of the organisation. External emphasis is characterised by an orientation towards completion, growth and response to the world outside the organisation. Internal emphasis is characterised by values focusing on socio-technical systems within the organization; i.e. the internal structure, referring to information systems, clear job descriptions, morale and decision-making.

The four competing values, namely flexible or tight values and external or internal forces, may be regarded as an integrated management framework. According to this management model, effective management depends on recognizing these four competing values as a combination of contradictory perspectives such as:

- ~ human relations
- ~ internal processes
- ~ open systems
- ~ rationalisation of goals.

2.7.2 Management in Frank Drucker's "Next Society"

In his predictions of how modern corporations will be managed, Drucker (2002:287 & 291) says that top management's responsibilities will cover the whole corporation's direction, planning, strategy, values and principles. Top management will be responsible for organisational structure, partnerships and joint ventures as well as representing the company to the outside world and maintaining relationships with the public, media, organised labour and government. Above all, top management will be responsible for the organisation's two key resources, namely, its people and its money. However, the biggest challenge top management will face is to maintain a balance as an economic entity, a human organisation, and an increasingly important social organisation.

Drucker also believes that the biggest challenge for modern companies, particularly multi-national companies, will be their social legitimacy in terms of their value, mission and vision. As a result thereof, one can argue that it will be the responsibility of top management to start living these values, visions and missions and subsequently let these filter down throughout the organisation to all employees in such a fashion that the external customers and public pick up on them. Since these predictions of Drucker refer to the future managers, in what he calls the "Next Society only to arrive approximately fifteen years from now", it

might be more applicable to look at the current status of corporate management instead.

Drucker (2002:79) also argues that although there are persistent calls for the flattening of hierarchies in the new millennium, it is not possible, for the same reason that a ship needs a captain despite having a highly competent crew. If the ship starts sinking, someone still needs to take the lead and make the final decision. In terms of Drucker's analogy, so too does an organisation need a leader at the top with a full management team comprised of managers representing and heading the various departments. However, judging by the higher number of educated professionals capable of self-management, fewer line managers in an organisation might be needed in modern organisations.

2.7.3 Leadership 2000

According to Peters (2003:3), the management paradigm of the future, labelled as "Leadership 2000", rests on the following premises:

- In order to survive in a rapidly changing business world with increasing complexity, those who can tolerate ambiguity and make decisions in the face of uncertainty will rise to the top.
- Traditional hierarchical organizations are becoming something of the past.
- Employees will demand, and the fewer layers of management will require, empowerment at all levels of the organization.
- Teamwork leads to success, and the team must come before the star.

- Workforce diversity and the globalisation of businesses will require far more acceptance of individual differences and flexibility in management approach and style than ever before.
- Members of management will spend more of their time in situations where they do not have command authority; they will not necessarily be the technical experts, but rather the synthesizers of cross-functional activities encompassing different fields of knowledge.
- A good manager, male or female, must be a good leader and have the following characteristics:
 - Self-discipline
 - Ambition
 - Knowledge of their areas of expertise
 - The tendency to embrace a visible, take-charge approach to their roles.

2.7.4 “Management by interaction” model

“Management by interaction”, described as a provocative twenty-first century paradigm (Anthony & Taylor, 2003:www.itsme.com), is constructed along the following arguments:

Firstly, the model is based on emphasising communication and balancing male/female energy together with an integration of collective human aspects such as mental, physical and spiritual aspects to create a high-powered, high-productive and empowered workforce. Used together, these energies, combined through synergistic and symbiotic differences, complement and enhance shared goals. One can clearly see that this model is based on a combination of characteristics beyond

what is traditionally expected of managers. Secondly, it highlights the fact that a fair amount of female energy is required in modern management styles, which can be translated into the perceived inherent female qualities that encompass qualities such as empathy, trust, communication, sympathy, nurturing, desire for team support and compassion.

The ‘management by interaction’ style is further described as consisting of (Anthony & Taylor, 2003:www.itsme.com):

- Thoughts, feelings and actions that culminate in teamwork. This point seems to tie in with the perception of what is regarded as inherent female characteristics.
- Creative energy, aliveness, and excitement that continuously builds and recreates itself in new ways.
- An opportunity for a deeper connection between people who spend a great portion of their working life together. Once again, a stereotypical inherent female quality, namely the desire for creating a “home away from home” becomes a modern management requirement. Although it can be argued that the workplace is an environment where company goals should be strived towards, one should not lose sight of the large amount of time employees need to spend in that environment. In addition, one can say that happy, motivated workers result in higher output, which, in turn, results in higher bottom-line performance.

This model (Anthony & Taylor, 2003:www.itsme.com) further relates to how old management models were two-dimensional and based on “me against you or us

against them”. However, today’s business models are also required to deal with feelings, i.e. emotions, as well as the larger context in which people operate, which make contemporary models more three-dimensional. Yet again, another “typical feminine” quality surfaces as a requirement for modern management styles, namely, the perception that women are more emotional than men and tend to show their emotions more easily, whether in a social or in a work environment. Often in the past, this “inherent female quality” has been regarded as an obstacle for women to becoming part of management, as can be seen from the many misconceptions about women listed previously in this chapter.

The model (Anthony & Taylor, 2003;www.itsme.com), as with other management styles, also gives importance to interaction by utilising information-sharing, systems and people, yet in a more interactive people-oriented exchange. This implies that managers are not only receivers, but givers too. The ‘management by interaction’ paradigm thus far seems to be the one documented model that takes into consideration all previous models discussed in this chapter, whether traditional or contemporary. It also highlights the importance of how perceived female traits are important aspects of management traits. One need not wonder why such importance is placed on these ‘typical female traits’ if an organisational community is comprised of human beings with deep-rooted emotions and a sense of belonging as well as the ability to flourish when in a happy environment. The components of this model (Anthony & Taylor, 2003;www.itsme.com) are:

- Intellectual/thinking components
- Emotional/feeling components
- Action/energetic components

- Context/unseen components.

These components seem to include almost all the previous characteristics and components discussed in this chapter and are grouped together as indicated in Tables 2.1 to Table 2.4:

Table 2.1: Intellectual/thinking

Intellectual	Thinking
Information	Knowledge
Planning	Documentation
Perception	Systems
Methods	Tools
Process: how, when, where, what, why	History
Research	Rules/ guidelines
Truth	Wisdom
Understanding	Awareness

Source: Anthony & Taylor, 2003:www.itsme.com

Table 2.2: Emotional/Feeling

Emotional	Feeling
Insight	Joy
Bonding	Satisfaction
Friendship	Passion
Warmth	Excitement
Anticipation	Fulfilment
Compassion	Creativity
Caring	Sharing
Fun/Playful	Communication

Source: Anthony & Taylor, 2003:www.itsme.com

Table 2.3: Action/Energetic

Action	Energetic
Giving	Energising
Receiving	Participating
Productive	Electrifying
Supporting	Unifying
Changing	Joining
Growing	Ebb and flow
Partnership	Expansion/contraction
Chaos/confusion	Involvement
Dynamic	Powerful

Source: Anthony & Taylor, 2003:www.itsme.com

Table 2.4: Context/Unseen

Context	Unseen
Truth	Paradox
Instinctive	Intriguing
Mysterious	Basic
Balance	Freedom
Safety	Security
Strength	Nourishing
Trust	Community
Independence/dependence	Complementary differences
Symbolic	Synergistic

Source: Anthony & Taylor, 2003:www.itsme.com

2.7.5 More contemporary views on management styles and how they impact on S.A corporations

According to Pierce and Newstrom (1993:16,21&22), the following styles in modern management are observed:

- Fundamental management tasks remain the same in all industries across the globe, i.e. to make people capable of joint performances through common goals, values and the right organisational structure, as well as the correct training and development needed to perform and cope with change. However, it is believed that the meaning of this task has changed, partly because the performance of management has changed the workforce from largely unskilled workers to highly educated knowledge workers.
- Successful, accomplished managers in modern organisations understand that management is about human beings. The task of management is to make people capable of joint performance to make their strengths effective and their weaknesses irrelevant.
- Management deals with the integration of people in a common venture. The ways in which managers operate are the same the world over. However, the way in which management is conducted might differ; therefore, one of the major challenges that management in developing countries faces is to identify those parts of the culture and tradition to be used as building blocks. In S.A., *ubuntu* is one such example of how embracing one aspect of our rich and diverse culture can be integrated with a modern management approach.
- Because each organisation requires a commitment to common goals and values, simple yet clear objectives need to be put into place. It is

management's duty to continuously reaffirm these objectives and think it through, as well as exemplify such objectives, values and goals. It would thus appear that completely flattening hierarchical corporate structures seems impossible, as drivers will always be needed to ensure the company's objectives, goals and values are adhered to. This particularly applies to lower down the hierarchical structure where ongoing awareness of the organisation's values and goals needs to be communicated to employees.

- Management must enable the organisation and its members to grow and develop as the need and opportunity arise. Therefore, for this reason, it makes sense that the current top management in corporate S.A. also needs to concentrate on developing its existing talent pool, of which females form a large part. The mere reason that males still dominate the higher sections of the corporate ladder is an indication of career development opportunities being missed by female professionals. By developing the human capital effectively in corporate S.A, this gender imbalance could be addressed and, at the same time, the company could benefit from a larger, talented, yet capable, pool of professionals.
- Because organisations and industries comprise individuals with different skills and knowledge, close attention should be given to building strong communication, individual responsibility and empowerment. This could probably tie in with the whole *ubuntu* approach which modern S.A. corporations aim to embrace. At the same time, empowerment of individuals could result in a sense of ownership and responsibility for their own successes and failures. Through empowering individuals, the

company could benefit from ambitious professionals' drive to succeed and produce high quality results. By ignoring the contribution that female professionals have to make, a company not only ignores the principles of *ubuntu*, it also ignores complete development of its overall human capital, together with the possibility of higher bottom-line performance.

- The quantity of output, bottom-line performance, market standing, innovation, productivity, people development, quality and financial results are measures of an organisation's management performance. This performance is to be measured and judged on an ongoing basis. On the basis of this, management continuously needs to take cognizance of external changes that might impact on the performance measurements as mentioned above. Such influences in modern S.A. corporations typically translate to:
 - ~ The Economic Empowerment Act that aims to eliminate discrimination
 - ~ Re-entering into the global economic arena
 - ~ A higher degree of educated employees
 - ~ Awareness of gender inequality in corporate S.A.
- The results of a successful organisation exist internally as well as externally, i.e. a satisfied customer (external) results from satisfaction received from the supplier, which, in turn, breeds satisfied and eager employees (internal customers). Once again, satisfied employees are the result of proper human capital development, which, if not done properly, could lead to the perpetuation of the prevailing gender inequality. Therefore, companies not acknowledging the positive contribution to be

made by female employees could result in unhappy female professionals leaving the corporation, which could bring about a possible decrease in professional talent for the organisation. A lack of capable professional talent in an organisation impacts on the bottom-line performance as a result of poor quality or service being passed on to the external customer.

2.7.6 Contemporary corporate management styles in the new democratic S.A

According to Warner & Joynt (2002:217-219) modern management styles in corporate S.A. are marked by:

- *Ubuntu*, which refers to humanness.
- A desire for co-operation, teamwork and communal decision-making with the core focus on the group's contribution rather than on the individual's contribution.
- Experimenting with Japanese-style work methods such as self-directed work teams and employee empowerment through task-level participation and multi-skilling.
- Unfair labour practices are being eroded by unilateralism and have resulted in a more participative management style.
- Unitarian ideas are reflected in managerial ideologies whereby the organisation is regarded as a "happy family", thus breeding a culture of loyalty towards the organisation.
- A shift towards a more democratic, co-operative and motivational style becomes inevitable.
- Higher education rates result in higher employee expectation levels in terms of personal growth and fair treatment, as well as better incomes.

2.7.7 Popular international contemporary management traits

Despite all the existing traditional theories on management, Morse and Lorsch (in Lewis, 1980:288) argue that no one best approach to management exists. In the light of this statement, one can only try to seek a trend in what the management requirements for modern corporations are and attempt to list the common management behavioural patterns that prove to be successful.

Much has been written about the changing face of organisations and the need for change to existing approaches to management. Some of the most popular observations according to the Harvard Business Review (President & Fellows of Harvard College, 1998:140) are:

- Flexibility in management
- Flatter hierarchical structures
- Teamwork and cross-functional participation
- Acceptance of diversity
- Skills transfer
- Good leadership in management.

Another source, namely an on-line newsletter, "Changing styles for the new millennium" (2002:www.itsme.com), that obtains its information from various sources, describes some traits of a modern manager as:

- Rationally analyses a situation, developing systematic selection of goals and purposes
- Is goal-orientated, directs energy towards resources and organisational structure and concentrates on the problem to be solved

- Perpetuates group conflict
- Is anxious when relative disorder arises
- Uses his/her accumulation of collective past experiences to get where he/she is going
- Innovates by fiddling with existing processes
- Sees the world in black or white
- Influences others through logic, facts and reason
- Views work as an enabling process that involves a combination of ideas, skills, timing and people
- Regards work as something that should be done or tolerate
- Has an instinct for survival
- Seeks to minimize risks and tolerate the mundane
- Does not have a high degree of involvement in work
- Relates to people according to whatever role they play in a sequence or decision-making process
- Focuses on how things should be done
- Pays attention to procedure
- Has had a life that has been mostly straightforward and predictable and in which things are taken for granted
- Regards himself or herself as guardian and regulator of existing affairs by believing in duty and responsibility to the organisation as well as belonging to the organisation
- Sees himself or herself as an integral part of social standard and structure
- Develops himself or herself through socialization and seeking a balance to maintain social relations

- Finds harmony by living up to family, social and company's expectations
- Forms moderate to widely distributed personal involvement and attachment with others
- Feels threatened by open challenges to his/her ideas and is easily troubled by aggressiveness.

Despite the dominance of loyal behaviour towards society, family and the organisation seen amongst these traits and the high level of detail and meticulousness, a certain level of flexibility and humanness, yet being focussed on bottom-line performance, is also required of management in contemporary organisations. This could very well be the reason why, ideally, leadership qualities should be integrated into management styles. Contemporary leadership styles will be discussed in-depth in Chapter 3.

2.8 How conventional and contemporary management styles can be integrated in corporate S.A.

Despite all the proposed paradigms for contemporary management styles, some of the conventional methods might, however, still be necessary from time to time. This perception is supported by Johnson (1995:70) who argued that an autocratic management style will always have a place where a crisis requires quick decision-making skills, whilst democratic management styles will be useful in stable and steadily growing organisations. Johnson predicts that by the year 2010, the most appropriate management style will be based on an executive's ability to switch from one style to another depending on the situation and circumstances at hand. At the same time, Kang (in Johnson, 1995:70) says that successful managers in

the year 2010 must be able to maintain their identities whilst, at the same time, being able to behave outside the context of their upbringings, i.e. be multi-modal in their cross-cultural abilities. Kang's view appears to be in accordance with the 'competing values' model of Barker (in Pierce & Newstrom, 1993:32) that relies on strong leadership skills in a manager. The 'competing values' model is fully discussed in Chapter 3.

It appears that contemporary and conventional management styles cannot operate mutually exclusive from each other in the modern corporate environment.

2.9 The representation of women in top management positions in corporate S.A.

The latest census figures obtained from the BWA show that only 8 of the country's 364 corporate CEO's are women (Postma, 2005:www.bwasa.co.za) compared to 2003 when the only female CEO was Maria Ramos of Transnet (Singh, 2003:23).

According to the Institute of Directors (Cameron, 2003:57), 60% of boards in S.A. are still dominated by aging males, set to retire within the next few years. In the financial sector, only 12% of senior management and 30% in middle management are women, and the resources sector has only six women (Cameron, 2003:57). The total number of directors in order to establish the percentage women to men in the resources sector was not indicated.

Statistics S.A. indicates that of legislators, senior officials and managers combined, only 29% are women (Cameron 2003:57). The publication does

however, not indicate the year in which the study was conducted, but it is assumed that these are the latest figures available.

2.10 Some perceived inherent female characteristics reflected in modern management models

From the following requirements, as listed in modern management models it appears that women should capitalise on their perceived inherent female strengths (constructed and nurtured by society) to progress to higher management levels within today's corporate environment:

Team-building

Team-building is considered a quality more easily observed in women (Antal, Berthoin & Krebsbach-Gnath, 1993:46-49). From this it can be derived that in a management role women will have the ability to more easily encourage the team to cooperate as a unit.

According to Glaser and Smalley's research (1995:9) of >200 successful women in United States corporations, women are viewing themselves more readily as leaders than bosses and more readily empower their subordinates. This management approach encourages teamwork, since power is shared and success is reached by building on everyone's different strengths. According to the modern management paradigm contemporary managers are also required to be leaders.

Flexibility

Although research indicates that males' brains are 10% larger than that of females, female brains have more nerve cells in certain areas (Krotz, 2005:www.microsoft.com). In addition, the corpus collusum in female brains is larger than in males. The corpus collusum refers to the group of nerve fibres that connect the brain's left and right hemispheres. Therefore women are considered to transfer data faster between the computational left brain and the intuitive, visual right brain. Hence women's superior capability at multitasking and being more flexible.

Acceptance of diversity

Acceptance of diversity is a key component of contemporary management styles in modern corporate S.A., since S.A. is a multicultural society where diverse cultural behaviours are extended to the workplace.

Maddock and Parkin (1994:29-40) describes a corporate culture known as "Barrack Yard", based on bullying whereby supervisors intimidate and ignore subordinates. This phenomenon generally occurs in organisations dominated by men in senior management positions (Maddock & Parkin, 1994:29-40). According to Krotz (2005:www.microsoft.com), women are more tolerant of differences and therefore more skilled at managing diversity.

2.11 Summary

This chapter addresses the issue of whether traditional management approaches are still effective in contemporary corporate societies. The need for a new

management paradigm is discussed in the light of what management competencies are required of individuals to be regarded as successful managers in corporate S.A. and whether women possess these competencies. Various contemporary management models are discussed as well as some traditional management models. Due to an ever-changing economic, political and technological climate, as well as S.A.'s re-entry into the global arena, traditional management styles in corporate S.A have come under scrutiny and face some challenges. One challenge, particularly pertinent to the study, is the fact that nowadays more women are equally well educated as men, yet only 18% of S.A.'s professionals are female managers.

From the different management models discussed and the latest management trends, it appears that stereotypical female qualities such as empathy, nurturing, trust and humanity are playing pivotal roles as management skills in contemporary organisations.

The outdated traditional misconceptions about women in management are highlighted against women's competency levels to be equally capable managers in corporate S.A. Misconceptions about women's management capabilities stem from social stereotyping as a result of cultural, historical and social beliefs and demands. Stereotyping of female behaviour thus appears to be nothing but a social construct.

Chapter 3

**Leadership competencies required in modern corporate
S.A. and the degree to which professional women possess
those competencies**

*Leadership is the art of getting someone else to do something
you want done because he wants to do it.*

~ Dwight Eisenhower

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3.1 Introduction

“Yesterday, natural resources defined power. Today, knowledge is power. Yesterday, leaders commanded and controlled. Today, leaders command and coach. Yesterday, leaders were warriors. Today, they are facilitators. Yesterday, managers directed. Today, managers delegate. Yesterday supervisors flourished. Today supervisors vanish”. These were Dr Waitley’s words at a Toastmaster’s gathering in December 2000, (Webb, 2001:www.visionaryleadership.com) when describing contemporary leadership management in organisations. This excerpt from his speech clearly highlights that a need towards new leadership approaches is acknowledged.

No scientific proof exists to support the assumption that leadership differences are gender driven (Bass, 1990:37). Do these differences really exist, or are society’s expectations and beliefs merely extended to the boardroom? Corporate governance has traditionally been perceived as a “boys-only game”. Is this because women do not possess good leadership qualities, or is it merely because corporate South Africa is still very much characterized by a patriarchal corporate culture? Different leadership training theories (Aburdene & Naisitt, 2002:www.itsme.com; Bass, 1990:38&47; Bittel & Ramsey, 1985:468-472; Drucker, 2002:80-89; Hooper-Box, 2003:51; Joubert, 2001:10&11; Lewis, 1980:287; McGregor, 1960:132; Pierce and Newstrom, 1993:32) exist, as developed by various authoritative figures on leadership.

These leadership training theories appear to be an attempt to equip leaders with the necessary skills to effectively lead an organisation. However, a more

contemporary approach towards effective skills development for leaders is referred to as executive coaching. Coaching is regarded as a strong component in developing competent leadership and is aimed at developing people to be more effective, more fulfilled, and to acquire useful skills. It is believed that coaching in S.A. can develop leaders who are, in turn, able to develop leaders underneath them, which could subsequently result in a larger leadership pool in any corporation (O'Flaherty, 2004:35).

In an ever-changing economic and political climate, however, it is important to note that leadership styles need to adapt to stay abreast of these changes. This raises the question of whether hard and fast rules regarding the most effective and efficient leadership styles exist. Also, to what extent do gender, appropriate qualifications, skills, training and experience play a role in determining an effective leadership style under particular circumstances? In an attempt to answer these questions, these issues are addressed in this chapter.

3.2 Leadership behaviour theories

According to Albanese (1987:371), leadership behaviour is marked by characteristics such as the following:

- It occurs anywhere and does not only occur in an organisational context. That is why, for example, mobs have leaders and not managers. Small informal groups have leaders, not managers. Leadership can be, but is not necessarily limited to organizations.
- Leadership does not owe its legitimacy to the authority vested in a formal job position. Leadership is legitimate if it results in voluntary followers.

- It implies no accountability relationship between leaders and followers. A leader is not accountable for the behaviour of followers in the same sense that a manager is accountable for the job behaviour of those managed.

3.2.1 Theory X and Theory Y

McGregor (1960:132) reveals, in a study on “leadership behaviour and theories”, what are known as Theory X and Theory Y:

Theory X, regarded as an old and orthodox theory, refers to management’s belief that subordinates are lazy, resist change, require continuous close supervision and are unmotivated to perform well. According to theory Y, management sees subordinates as mature, production-orientated individuals with a desire to contribute towards the organisation’s overall success. By implication, Theory X managers lead by being authoritative and directive and through socially distancing themselves from their subordinates. Theory Y managers are assumed to be democratic, participative and eager to assist workers in developing themselves to reach their full potential. However, recent studies indicate that under particular circumstances, a leader might demonstrate theory X behavior under some conditions and Theory Y behaviour under other conditions, to achieve a desired goal or objective.

3.2.2 Theory Z

A theory that is less extreme than either Theory X or Y, yet appears to overlap with both theories, was subsequently developed and is referred to as Theory Z (Lewis, 1980:287). According to Theory Z, people are

evolving, dynamic energy systems. The theory is based on determining the employee's behavioural stage, rather than trying to change behaviour. A need is thus created for a managerial role that is more analytical than corrective. According to Theory Z (Lewis, 1980:288), employees exist within an industrial framework at one or more of four broad behavioural stages, namely:

- Puritanical

These people have a basic need for safety and lack a desire for promotion, believe that profits are bad, and resist change. However, a high quality of standards is maintained.

- Power

These employees have a basic need for independence and security. They take no help from others and offer no help in return.

- Group

People in this behavioural stage seek recognition and acceptance from the group and are regarded as conformists who fear to rock the boat.

- Free

These people lack fear, work independently, do not accept irrationality, lack group loyalty and refuse to conform to standard operating procedures.

3.2.3 Humanistic leadership approaches

Several humanistic leadership theories and approaches surfaced during the 1950's to 1960's, of which Rensis Likert's theory was considered the most important. According to Likert's theory (in Dessler, 1986:353-354), an effective leadership approach is based on trust and employee participation that will invariably lead to employee satisfaction and, ultimately, to organisational effectiveness.

Another humanistic approach (Bittel & Ramsey, 1985:469) based on two actions, is described as follows:

- Reduction of hierarchical structures and management's initiation of changes in physical structures such as shared recreational facilities for management and subordinates.
- The manager's effort to acknowledge and reward employees' contributions to organisational success and the creation of an organisational climate that enhances interpersonal communication between subordinates and manager.

3.2.4 The leader as facilitator

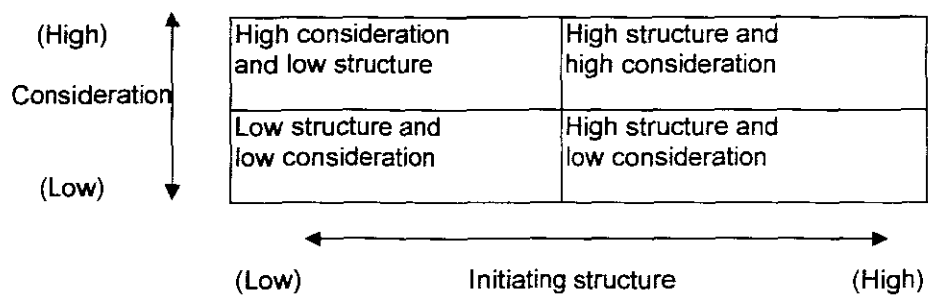
Another theory by Likert (Bittel & Ramsey, 1985:469), known as the 'leader as facilitator' theory, regards the leader as a linkage between organisational levels. In this role, the leader is the facilitator for the organisation through planning, co-ordinating and identifying organisational needs and in gaining employee commitment in achieving organisational goals.

3.2.5 T-group training

T-group training (Bittel & Ramsey, 1985:470), also referred to as laboratory or sensitivity training, resulted from a need for a more humanistic management style and was developed by Warren Bennis, Edgar Schein and Chris Argyris, who are regarded as well-known researchers and theorists on leadership. In this instance, T-groups are set up in a laboratory situation away from the work environment to encourage confrontation between people and issues. By encouraging confrontation, participants are consciously made aware of their own feelings and those of others. The underlying assumption is that, in so doing, these participants develop an understanding of the need to support team co-operation in order to achieve organisational goals. This approach, however, was not acknowledged without skepticism and criticism from other researchers. According to Bass (in Bittel & Ramsey, 1985:470), evidence exists that sensitivity training may result in less effective teams.

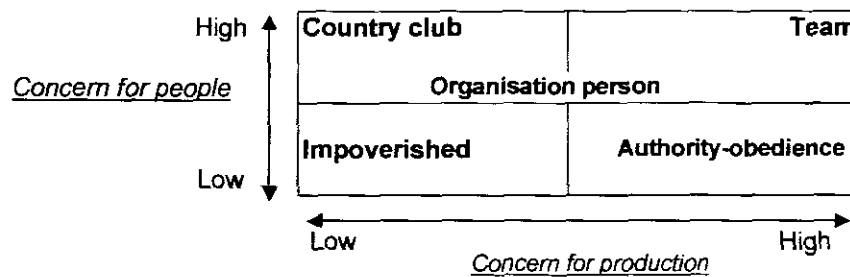
3.2.6 The Managerial Grid

Figure 3.1: Managerial grid leadership style



Source: Bittel & Ramsey, 1985:470

Figure 3.2: Extremes of the Grid



Source: Bittel & Ramsey, 1985:470

The managerial grid is a widely accepted and popular leadership training theory based on two perceived leadership behaviour patterns in organisations, namely:

- Consideration for subordinates, i.e. employee-centered behaviour
- Initiation of structure, also referred to as task-orientated behaviours.

The managerial grid approach equips the leader with skills in both humanistic behaviour as well as the task-related issues of leadership responsibility. The various quadrants of the grid are identified as (Bittel & Ramsey, 1985:470):

➤ Impoverished leadership

Representing no leadership at all.

➤ Country-club leadership

Representing complete concern for others and creating a stress-free work environment.

➤ Authority-obedience leadership

Relates to total concern for production and minimum concern for people in the company.

➤ Organisation-person leadership

Represents a leadership style that maintains a balance between employee well-being and satisfactory bottom-line performance.

➤ Team leadership

Epitomises ideal successful leadership. Achieves organisational goals through trust and co-operation.

3.2.7 Interactional and contingency theories

The rationale behind these theories (Bass, 1990:38&47) is that successful leadership performance depends on the interaction of the leader's behaviour and the given situation.

- Path-Goal theory

This theory is built around the assumption that career goals that are important to employees can be either intrinsically or extrinsically linked to the work/job itself. The leader's task is to either provide employees with these goals or with the means to attain these goals through training, coaching or guiding. Despite widespread support for this theory from several studies, the implementation thereof as a usable tool is still unclear.

- Situational theory

The leader has to adapt his or her behaviour according to the job maturity of his or her group, i.e. the employees' ability to do the job or their motivation and willingness to do the job. In other words, the leadership behaviours take on the form of consideration and structuring.

3.3 Contemporary leadership theories

Drucker's (2002:80-89) predictions on the leadership role of CEO's over the next fifteen years are underlined by, amongst others, transforming corporate governance. He argues that one of the biggest mistakes of traditional management is that made by individuals who want to run the organisation only for the short-term interest of the shareholders. This behaviour, being financial considerations in today's economy, is the ultimate driving force behind ownership interest. He suggests that modern CEO's should strike a balance between financial satisfaction for shareholders by increasing profits and good corporate governance. By avoiding the issue of corporate governance, the future long-term success of a corporation might be jeopardised. At the same time, he says that ownership structure has fundamentally, dramatically and permanently changed in all major economies in the world, but does not specify how. If one considers only the S.A. economy, ownership structures did in fact change over the past ten years of democracy, largely due to affirmative action and Black Economic Empowerment (BEE) policies as enforced by government legislation. These policies were put in place to ensure fair opportunity to all in a democratic economic climate. This also includes recognizing the worth of women in our country's economy.

Fears, if any, that might exist on the part of some global corporations to invest in S.A. as a result of these policies could thus be regarded as a shortsighted viewpoint. This view ties in with Drucker's first point on how companies need to look at more than just the short-term financial interest of the shareholders, and instead, consider the long-term sustainability of the corporation. In other words, although S.A. is a young democracy, the country has a very stable and growing economy, and equal opportunity will remain to form an integral part of corporate governance in this country. As part of providing equal opportunity to all, corporate S.A. should perhaps prepare itself towards accepting more females in leadership roles in the future.

3.3.1 The 'competing values' model

Pierce and Newstrom (1993:32) suggest a contemporary leadership model, called the 'competing values' model, which emphasizes the importance of avoiding "either-or" considerations and addresses the leadership skills required to manage specific organisational concerns. A total of eight leadership roles are identified by this model, and these roles are integrated by four competing value perspectives in the following manner:

- Open system model

This model supports activities that are creative, risk-taking, externally orientated and flexible. The two integrated leadership roles involved are:

- Innovator role - Envisioning the future and identifying risks needed for change.

- Broker role - Requires political astuteness for an individual to be an external liaison to acquire the necessary resources.

- The 'rational goal' model

This model is marked by leadership activities that are competitive and structured, where goal-orientation and productivity are of the greatest importance. The two leadership roles involved are:

- Producer role – Task-orientated and with an understanding of how to motivate employees to achieve the end goal.
- Director role – Relies on emphasising and designing goals, roles and tasks for high-output performances.

- Internal process model

The internal process model relies on leadership activities needed for internal organisational stability, which is a conservatively structured approach that includes the following two leadership roles:

- Monitor role – Where information is analysed and controlled to facilitate logical problem solving.
- Co-ordinator role – Continuity is maintained throughout the organisation through careful planning and organising.

- Human relations model

Interpersonal collaboration is emphasised, based on people's need for affiliation. The two leadership roles involved are:

- Facilitator role – Mediates conflict and develops group cohesive, participative decision-making.
- Mentor role – Develops people through skills development, availability and trust.

3.3.2 The relation between the 'competing values' model and leadership in contemporary corporate S.A.

The competing values model (Pierce and Newstrom, 1993:32) clearly emphasizes the need in corporate leadership for flexibility, adaptability and skills development of employees. Through skills development, a company is committed towards recognizing the potential in its employees and is willing to invest in its human capital. This is an important consideration in attempting to bridge the gender gap that still prevails in corporate S.A.

"Africa must breed new leaders", a newspaper headline (Sunday Times, 10 October 2004) reads. This headline was inspired by the views on leadership of Eskom's chairman of power utilities, Reuel Khoza. Khoza believes that African values have distinctive positive contributions to make towards business culture amidst growing worldwide awareness that few true leaders are emerging. Khoza's views are that leaders should be bred in a number of ways that include teaching leadership theory at school and developing centres at major corporations. He firmly believes that there are distinctive features that African values can bring to

business culture. These features include humanity (*ubuntu*) and communal relations, which add to recognition of an individual's worth and can lead to innovation. His view on ideal leadership in Africa is that it is characterised by probity, humility, integrity, compassion and humanity.

3.3.3 Changing from old management approaches to modern leadership styles

Aburdene and Naisitt (2002:www.itsme.com) describe the changing style of old management approaches to modern leadership styles as a way of creating:

- empowerment
- restructuring
- teaching
- acting as role model
- openness
- questions and answers.

The six transformations can be achieved as indicated in the tables below:

Table 3.1: Empowerment

From a traditional management style	Towards a modern leadership style
Punishment	Reward
Respect demands	Invitation to speaking out
Drill sergeant	Motivator
Limits and defines	Empowers
Imposes discipline	Values creativity
"Here's what we're going to do"	"How can I serve you?"
Bottom line	Vision

Source: Aburdene and Naisitt (2002:www.itsme.com)

Table 3.2: Restructuring

From a traditional management style	Towards a modern leadership style
Control	Change
Rank	Connection
Hierarchy	Network
Rigid	Flexible
Automatic annual raises	Pay for performance
Performance review	Mutual contract for results
Mechanistic	Holistic
Compartmental	Systemic

Source: Aburdene and Naisitt (2002:www.itsme.com)

Table 3.3: Teaching (coaching)

From a traditional management style	Towards a modern leadership style
Order-giving	Facilitating
Military archetype	Teaching archetype

Source: Aburdene and Naisitt (2002:www.itsme.com)

Table 3.4: Role modelling

From a traditional management style	Towards a modern leadership style
Issues orders	Acts as role model
Demands unquestioning obedience	Coaches and mentors others

Source: Aburdene and Naisitt (2002:www.itsme.com)

Table 3.5: Openness

From a traditional management style	Towards a modern leadership style
Keeping people on their toes	Nourishing environment for growth
Reach up/ down	Reach out
Information control	Information ability

Source: Aburdene and Naisitt (2002:www.itsme.com)

Table 3.6: Questions and answers

From a traditional management style	Towards a modern leadership style
Knows all the answers	Asks the right questions
Not interested in new answers	Seeks to learn and draw out new ideas

Source: Aburdene and Naisitt (2002:www.itsme.com)

On closer inspection, the six transformations mentioned above coincide with the traditional role of a mother towards her child, as expected by society. The mother as the primary caretaker in a young child's life is expected to act out these "styles" towards her child(ren). It is commonly believed that young girls generally want to be like 'mommy', whereas men tend to want to marry women who are like their mothers, which means that the mother has fulfilled her duty as role model. She is traditionally the one who is expected to constantly guide, teach, empower and respond to her young children's questions with the right answers.

Is this not perhaps a sign that, fundamentally women are already "trained" by the very same society which stereotypes them, to responsibly and confidently resume leadership roles with minimum effort? Could a combination of these "motherly

skills”, sufficient career experience in a particular field and the appropriate academic qualifications possibly mean that women are more ready for leadership roles in corporate S.A. than we are willing to admit? If so, it would thus mean that such female professionals might even have a differentiated advantage over their male counterparts.

The most recent leadership model specifically aimed at S.A. businesses was designed by two Stellenbosch University academics, professors Theron and Spangenberg (in Joubert, 2001:10&11). The model, referred to as the leadership behavioural inventory (LBI), is a tool that is aimed at businesses committed to optimising their performances. The LBI, constructed as a questionnaire, was designed around the need for change in leadership styles in a post-1994 S.A. economy. Theron and Spangenberg maintained that leadership management now requires the need to simultaneously lead people competently and to drive transformation, whilst effectively managing the performance of its work units.

The LBI assesses the capabilities needed of an effective leader to implement major changes whilst sustaining unit performance in the corporate S.A. context. The LBI, which is regarded as an easy-to-use questionnaire, basically measures the behaviours needed of a leader to develop and implement a challenging vision for an organisation, department or project team. The model addresses leadership strengths and weaknesses along a four-phased leadership process that provides the required insight to develop a custom-made leadership development programme.

The four phases in the questionnaire are:

- Environmental orientation
- Vision formulation and sharing
- Preparing the organisation for implementing the vision
- Implementing the vision.

Transformational leadership is the nucleus of the model, with elements of management and supervisory leadership behaviours of guidance, as well as support and corrective feedback integrated into the model. Except for the three-stage model of environmental orientation, visioning and implementation of the vision, the LBI is regarded as a fully S.A.-specific instrument. Although the inventors of this model regard it as a complete leadership paradigm for corporate S.A, it only addresses one aspect of what is actually required of leadership management in contemporary S.A. Although being a visionary is a very important characteristic if one is to be a good leader, the model does not address issues such as mentoring, coaching and empowerment, which are equally important leadership characteristics. It is therefore safe to say that this model still leaves much room for improvement in its attempt to address the requirements and challenges faced by leadership in corporate S.A.

3.4 Characteristics of good leadership in corporate South Africa

A general definition of good leadership is the ability to influence fellow group members in ways that will assist in achieving the team's goals. Poor leadership, on the other hand, is the ability to influence fellow members in ways that interfere with achieving the group's goals (Johnson, 1987:88).

3.4.1 Anatomical model

Shirley Hickmen-Smith, a South African executive coach, helps leaders to develop and nurture their full potential by using an anatomical model (Hooper-Box, 2003:51). This model is developed by Carl-Mays and views each part of the body as an essential leadership quality, which, when combined, form a fully rounded leader. Leadership characteristics are assigned as follows and apply to both men and women:

- First, a leader must have a heart, with the practice of self-awareness, courage and perseverance being part of it.
- The muscles signify vitality and endurance for planning ahead.
- The hands put goals in writing and research, achieve, seek solutions and “lend a helping hand”.
- Shoulders are for sharing responsibilities and working shoulder to shoulder with associates.
- The brain represents the power of the mind and thinking like a leader.
- Eyes visualise the end result.
- The ears are to listen with and for learning.
- The mouth is to be used for complimenting others and vocalizing thoughts.
- The feet are for “running a strong race”.

3.4.2 Views on leadership characteristics required in corporate S.A.

Gwede Mantashe, leader of the S.A. National Union of Mineworkers, (Hooper-Box, 2003:55) also outlines a set of characteristics he assigns to good leadership.

These characteristics are not gender specific but more aimed at leadership in general, and are:

- Assertiveness
- Decisiveness
- Passion about what they do

At the Interactive Leadership Forum for 2000, Mohatma Ghandi and Martin Luther King were repeatedly used as prime examples of good leaders, as opposed to Bill Gates and Richard Branson (Cairns, 2003:94). According to industrial psychologist, William Petersen, the reason for this conclusion is that good leadership goes beyond ego and self-interest and is accompanied by a vision that is more far-reaching than bottom-line profits. Supporting Petersen's view is executive coach, John O'Brien, who claims that successful leaders in S.A. have integrity that is manifested in their decision-making, management of people and resources and exercise of good authority through empowerment and social responsibility.

A two-year study into leadership styles in Africa, commissioned by Eskom CEO, Reuel Khoza, (Paton, 2003:97) reveals the following:

- The hallmark of African leadership is the ability to handle paradox.
- In traditional African societies, the emphasis falls on collective rather than individual rights and responsibilities. Therefore, the way in which disputes are resolved is based on fairness and the need to hear both sides of a story.

- The most effective leadership is based on being democratic, yet being able to make hard-core decisions.
- Neocolonial and first generation postcolonial leaders appeared to display monarchical tendencies.
- At corporate level, black leadership leads according to a work ethic “inherited from apartheid-sponsored managers”. These ethics are perceived by fellow black employees lower down the corporate level as artificial and could be problematic for black managers.

The above results are an indication of how important it is for a successful leader to be culturally aware and sensitive to his/her subordinates. In such a culturally diverse society as South Africa, with a relatively young democracy, this is of particular importance.

Between the years 1900 and 1950, researchers tried to research common personality traits in good political and industrial leaders throughout history. However, in 1948 and again in 1974, a well-known expert on the subject, Stogdill (in Bittel & Ramsey, 1985:468), published reviews of over 300 empirical studies on the subject. The results concluded that no evidence exists to support the impression that good leadership is linked to particular characteristics or personality traits. These findings were supported by others such as Mann, in an article in the *Psychological Bulletin* in 1959, as well as by Bass, as published in 1981 (Bittel & Ramsey, 1985:468). It is further argued that the lack of correlation between personality traits and leadership qualities can be attributed to:

- The fact that all people are leaders at some point and followers most of the time. That is why the chairperson of a school governing body will not necessarily be a good leader for a summer camp or a good general manager at a bank.
- In addition, ideal traits often described as essential for leadership, such as loyalty, honesty, fairness and discernment, can just as easily equip one for a Parent of the Year award. Besides, it is well known that not all great leaders possessed these attributes; for example, Adolf Hitler.

It appears that good leadership characteristics are neither gender bound nor related to particular personality traits. Instead, it appears that good leadership skills are acquired over time, through training and experience by individuals with a desire to excel, or who find themselves in situations or positions where leadership functions need to be performed.

3.5 The degree to which women in corporate S.A. possess leadership competencies

A relatively modern view of leadership traits was obtained from an on-line newsletter (Aburdene & Naisitt, 2002:www.itsme.com) and these are described as:

- Using one's personal power to influence the actions of others.
- An intuitive, mystical understanding of what should be done.
- Directing energy towards guiding people towards practical solutions.
- Working towards developing harmonious interpersonal relationships.

- Viewing work as developing fresh approaches to problems, or finding new options for old ones.
- Relating to others in an intuitive and passionate manner.
- Focusing on the decision that needs to be made.
- Communicating through messages that heighten emotional response.
- Seeing oneself as constantly evolving.
- Developing oneself through personally struggling for psychological and social balances.
- Frequently having mentors.
- Being able to tolerate aggressive interchange by encouraging emotional involvement with others.
- Finding self-esteem through self-reliance and expression.

From the traits mentioned above, it appears that to a large extent, leadership traits are reliant on evoking emotion from others to trust and follow the successful leader. Yet, at the same time, the successful leader is a visionary who does not lose sight of his/her clear goals and objectives, emanating from a strong desire to succeed. If ambitious women with the desire to succeed, but deterred from reaching their aspirations, did not exist, the phenomenon of the “glass ceiling” would not exist.

The glass ceiling (Greenberg, 2005: www.discriminationattorneys.com), in the context of this study, refers to that invisible barrier a professional woman reaches that prevents her from further career growth in her organisation, as decided upon by a predominantly male top management. It is quite easy to conclude, rightly or

wrongly, from this phenomenon that, traditionally, men might possibly feel threatened by female leadership. This could perhaps be as a result of their desire to exercise and maintain control over females, which, in most cases, stems from outdated cultural and social norms prescribing that women should “know their place”.

According to a study by Hinde, Perret-Clermont and Stevenson-Hinde (1987:198&199), parents significantly affect the social adjustment, interpersonal competence and peer relationships of their children in the way they encourage their children’s “I can problem solve” (ICPS) skills. The study indicates that girls’, but not boys’, ICPS skills relate to their mothers’ ICPS skills and problem-solving child rearing style. Child rearing style is the extent to which a mother guides and encourages her child to think of his/ her solutions to a problem.

The study clearly highlights the influence that mothers, regarded as society’s primary caregivers, have over their children’s social behaviours and perceptions. As such, mothers can be seen as the leaders of society’s future leaders. As more women enter the corporate playing field, the chances are that, as mothers, professional women might aim to eliminate outdated stereotypical mind-sets in their young children. It is to be hoped, then, that a new generation of men and women who equally respect each other as different genders, both in the domestic environment as well as in the workplace, will be bred. The ideal situation would be a society where both sexes acknowledge and respect each other’s differences and where professional people are recognized for their skills and rewarded on merit, irrespective of gender. Could it be that we are already starting to move in

that direction with the birth of the new-age “metrosexual man”? Metrosexual men (Bekker, 2004:P4 Radio) are modern men who are perceived as being in touch with their feminine sides without losing their masculinity, who have a keen interest in good food and wine, are conscious of their appearance, are well groomed, and enjoy the finer things in life.

As noted in Stogdill’s research (Bass, 1990:37), leadership traits are not associated with any particular inborn human characteristics. Instead, it appears that leadership traits are a combination of an individual’s personal desire for excellence and skills acquired through training, maturity and experience. None of the characteristics thus far identified as being required from a successful leader are gender bound.

However, certain stereotypical perceptions still exist that label certain behaviours as inherently feminine. Such feminine qualities are perceived as crucial in leadership roles when co-operation from subordinates needs to be cultivated. Typically, these feminine traits are (Aburdene & Naisitt, 2002:www.itsme.com; Bass, 1990:38&47; Bittel & Ramsey, 1985:469; Drucker, 2002:80-89; Hooper-Box, 2003:51; Joubert, 2001:10&11; Lewis, 1980:287; McGregor, 1960:132; Pierce and Newstrom, 1993:32):

- Nurturing (need to transfer skills and knowledge)
- Flexibility
- Empathy
- Fairness
- Integrity

- Loyalty.

No scientific proof could be found to support the notion that there is a direct correlation between psychological and physiological gender differences (Bass, 1990:37). In fact, the first behavioural differences between different genders are observed in early childhood when the child's development is influenced by its surroundings. In other words, sexual stereotypes are adopted in childhood and roles deemed appropriate by culture and society are assumed for particular genders. Social and cultural influences and expectations play a large part in accepted gender behavioural patterns (Allan & Bacon, 1984:335; Allen & Santrock, 1993:358-359; Carlson, 1984:335; Hjelle & Ziegler, 1981:137; Papalia & Wendkos Olds, 1994:246).

However, Barry (1998:www.weeklywire.com) refers to a link between the hormone testosterone and competitive behaviour, based on a study conducted by Blum. Testosterone seems to prepare people for conflict, and levels are generally higher in men than in women. The study conducted in 1980 amongst housewives, female sales clerks, as well as career women in predominantly male environments found levels of testosterone in all these women. It was found that the testosterone levels were higher in career women, meaning that women in competitive environments become more competitive. Blum (1998:www.weeklywire.com) interpreted the results as indicating that women in competitive environments become more competitive and therefore produce more testosterone, thus reaching the conclusion that biological differences could possibly respond to the environment. She also points out that humans are, after all, an evolving species.

It would appear that females are equally competent to assume leadership roles in any organisation if given the opportunity to perform under conditions related to their respective areas of expertise. Judging by the gender gap that exists at board level in most S.A. organizations, it seems that professional women are not adequately provided with the same opportunities as their male counterparts to prove themselves or to grow into such positions.

3.6 Women in leadership roles in corporate S.A.

For the purposes of the study, Eskom's view on leadership development and recognizing the value of women are of importance, due to the corporation's successful implementation of and commitment to investing in female talent. A promotional article (Letlape, 2004:49) demonstrated Eskom's commitment to the development of, and investment in female talent in an "O" Magazine. Letlape, a woman and human resources director for Eskom, believes that women present a balanced management style that can accommodate different situations in the workplace, which, in itself, enhances productivity. Eskom has embarked on a programme to develop women for top management positions by recruiting ninety women with mathematics and science backgrounds to complete an MSc- degree in business management engineering. These women will work in various disciplines in Eskom and undergo in-depth training in all aspects of the business in order to become successful leaders in their respective areas of responsibility. So committed is Eskom to this initiative that flexible working hours and working-from-home arrangements have been introduced. These arrangements were introduced to ensure that the company retains its valuable pool of female talent.

According to the former president of the Black Management Forum (BMF) in S.A., Bheki Sibiyi, women's participation in corporate S.A. remains a big challenge (Sibiyi, 2003:9). He feels that corporate S.A. is not brave enough to appoint women into high profile corporate executive or leadership positions. National Woman's Day in S.A. is celebrated annually in August, yet women's significant contribution towards our economy is still not fully recognized.

Examples of such women are:

- Ivy Matsepe-Cassaburi: Telecommunications
- Linda Zama: Petroleum
- Anna Mokgokong: Academic
- Phumzile Mlambo-Ngcuka, Wendy Luhabe, Danisa Baloyi and Philisiwe Buthelezi: Black economic empowerment champions
- Bridgette Radebe: Mining.

Another addition to leadership in corporate S.A. is Maria Ramos, CEO of Transnet, who accepted office in January 2004 after resigning as national treasury director-general (Singh, 2004:20).

According to Nolitha Fakude, former president of the Black Management Forum, women are still struggling to climb the corporate ladder and judging by the latest statistics, supplied by the Employment Equity Commission, more than 80% of senior- to middle management is still comprised of men (Cameron, 2003:26). Niven Postma (2005:www.bwasa.co.za), CEO of the Business Women Association in S.A., supports the notion that corporate S.A. is still very much male dominated.

Of the top 20 most influential business leaders in corporate S.A., ranked by The Financial Mail, only one is a woman, namely Maria Ramos (Singh, 2003:23). The criteria for selecting these 20 individuals rested on their abilities to (Williams, 2003:12):

- Be important power players in their respective sectors
- Get things done or be able to stop things from getting done
- Take risks, but have judgement
- Have decisive influence beyond their sphere of business.

3.7 How perceived gender differences can be linked to good leadership competencies in women in corporate South Africa.

According to executive coach Hickman-Smith, internationally, management and leadership are associated with typical female traits that come more easily to women than to men (Hooper-Box, 2003:53).

These typical feminine traits she refers to are:

- Women's ability to be better listeners than men
- Females' more tender and gentler approach
- Women's ability to read between the lines
- Empathy
- High level of interpersonal skills
- Consultative communication style.

Society, in general, still perceives the above characteristics to be associated with women only. The above perceptions are extended to the boardroom, hence the traditional male dominance in leadership positions in corporate S.A. If, however, one looks at the skills and characteristics required of contemporary leaders, females are, in fact, highly competent leaders.

3.8 Summary

According to Stogdill's research (in Bass, 1990:37) no scientific evidence exists to support the perception that good leadership is associated with particular inherent personality traits/characteristics. Although no evidence seems to exist indicating that particular psychological traits are present in good leaders, it seems that the following major characteristics are observed in good leaders, irrespective of gender (Aburdene & Naisitt, 2002:www.itsme.com; Bass, 1990:38&47; Bittel & Ramsey, 1985:469; Drucker, 2002:80-89; Hooper-Box, 2003:51; Joubert, 2001:10&11; Lewis, 1980:287; McGregor, 1960:132; Pierce and Newstrom, 1993:32):

- Desire to succeed
- Loyalty
- Good knowledge of their organisations and environments
- Cultural awareness
- Empathy
- Ability to transfer skills and knowledge
- Fairness
- Assertiveness
- Decisiveness

- Passionate about what they do.

It appears that women are equally competent leaders. Due to the gender-stereotypical perceptions of society, women have unknowingly been trained by society to be good leaders. It would even appear that women could be regarded as performance improvers, whereby they can apply the inherent female stereotypical characteristic of nurturing into a tool of skills-transfer. In so doing, they transform individual performance into group performance. Another inherent stereotypical female characteristic that comes into play is women's ability to be relationship builders, whereby their needs for establishing consensus and creating harmony become key leadership traits. In view of all this, it would even appear as though professional women in corporate S.A. could possibly be regarded as better leaders than they are currently recognized to be.

CHAPTER 4

How professional women in corporate S.A. can be identified as a brand

"The emotional, sexual, and psychological stereotyping of females begins when the doctor says: 'It's a girl'."

~ Shirley Chisholm

4.1 Introduction

William Shakespeare once wrote: “He that filches from me my good name, robs me of that which not enriches him and makes me poor indeed” (Othello:Act I). Could Shakespeare’s words be an indication of just how far name association, trademarks and branding date back to, and the importance thereof?

Centuries ago, the Egyptians used to put their names on the bricks used for paving of pyramid floors (Travis, 2000:23). However, recorded data on branding date back to more than 2000 years when the ancient Romans and Greeks put their “maker’s marks” on selected products (Ellwood, 2001:12). If a trademark was stolen in England in the 16th century, the culprit faced being nailed by the ears to a public pillory (Travis, 2000:23).

The word “branding” originates from the Scandinavian word for burning, which is *bränna* and the Swedish word for a fire is *brand*. Literally, brand means to burn a mark on something; similar to a brand-mark put on cattle with a hot iron (Nilson, 1999:57).

A brand can be regarded as a promise of consistent predictable quality for a successfully differentiated product or an asset with a distinct brand identity. Brand identity results from building and promoting the product’s personality by using a well-planned strategy that will ultimately instill brand loyalty amongst the target market. A power brand can be seen as a brand that is particularly adapted to the environment and survives and flourishes as a result thereof. In other words, power brands should offer distinct and credible (differentiation) benefits to the end-user

that are relevant to the end-user's needs and wants. Successful brands share one commonality among them, namely, consistent high quality to the customer (Murphy, 1987:3).

Wits Business School has launched a programme to assist women in skills development that, at the same time, hones their leadership potential. This programme initially emanated from a perception that women are not branded well enough (Cape Times, 27 January 2003). Female professionals may be regarded as a brand on the basis of their socially perceived unique (differentiated) female qualities that could give an added positive dimension to a management role in corporate S.A. The modern management paradigm in the corporate industry has created a need for more feminine qualities to come to the fore. These unique feminine qualities and the significance thereof in a management role were discussed in depth in Chapters 2 and 3 under the various contemporary management and leadership styles.

Cognisance should be taken of the importance of maintaining a balance between the brand and the needs of the target market. The reason is that placing too much emphasis on the brand, rather than on the target market's needs, could result in missing the overall objective of the branding process. In the context of the study, the brand refers to professional women, whilst the target market refers to corporate South Africa.

4.2 Defining a brand

Many published definitions exist about what a brand is. Some definitions refer to a brand as that distinctive identity of a product which the end-user can identify with, or how a brand stands for product differentiation on the basis of service, a promise of consistent predictable quality, value and reliability (McManus, 1998:19).

Other definitions refer to the “quantifiable, long-term strategic marketing process of building and overseeing the perceived value of an asset” (Bentley, 1999:2). Another definition relates to a brand’s values, expected performance, covenant of goodness with its users, predictability, an unwritten warranty, a presentation of credentials, a mark of integrity, trust, and reduced risk accompanied by a good reputation and a collection of memories (Travis, 2000:20).

4.3 Perceived feminine characteristics as a positive differentiated quality in a management position in corporate S.A.

The modern management paradigm, as seen in previous chapters, is built around flexibility, flatter hierarchies, teamwork and cross-functional participation, diversity and skills transfer. It thus appears that, based on social stereotyping and expectations on the ideal role and behaviour of women in society, “typical feminine characteristics” could be positively applied in a management role in corporate S.A. When differentiating a brand, one should remember not to differentiate the brand out of the market. It is therefore important that differentiation falls within the basic requirements of the target market. In this context, it can be argued that perceived inherent female qualities, as a brand

differentiation, add a positive dimension to a management role to the target market, this being corporate S.A. By taking full cognizance of the requirements of the modern management paradigm (President & Fellows of Harvard College, 1998:140), inherent female qualities may contribute positively towards a management role in the following ways:

- Workforce diversity

Females are more apt to apply the slow but sure building of sustainable relationships with clients (Harvard Business Review on Managing People, 1998:140). This tendency can, therefore, be positively applied in building sustainable long-term work relationships in a diverse work environment.

- Flexibility

Flexibility more or less ties in with the previous point. With the desire to maintain long-term relationships in mind, one has to be flexible in this ever-changing economic environment. Change management, to a large extent, relies on a manager's ability to be adaptable and sensitive to different cultures, races, creeds and religions in the workplace.

- Flattening of hierarchies

Females are perceived to be less competitive than their male counterparts. Based on this assumption, a flattened organisational hierarchy seems to provide the ideal platform for fewer "bosses".

- Teamwork and cross-functional participation:

In an online newsletter, “Advancing Women”, women are considered less confrontational and competitive than men and they possess a better ability to participate in cross-functional activities and team efforts (Advancing Women, 2002:www.advancingwomen.com).

- Skills transfer

The perceived inherent nurturing qualities of females allow them to more readily share and transfer their skills to fellow employees and subordinates (Sunday Times, 2 November 2003).

4.4 Professional women as a brand in corporate S.A.

The most important attributes of a successful power brand are the product itself, the brand personality and the guarantee of quality and consistency. These brand attributes could relate to professional females as follows (Tennant, 1994:36):

- The product

A product, as an attribute of a successful brand, should not only meet the end-users’ needs, but also live up to their expectations and demands. As a product, female professionals, the tangible, human asset, are capable of matching the demands of corporate S.A.

- Brand personality

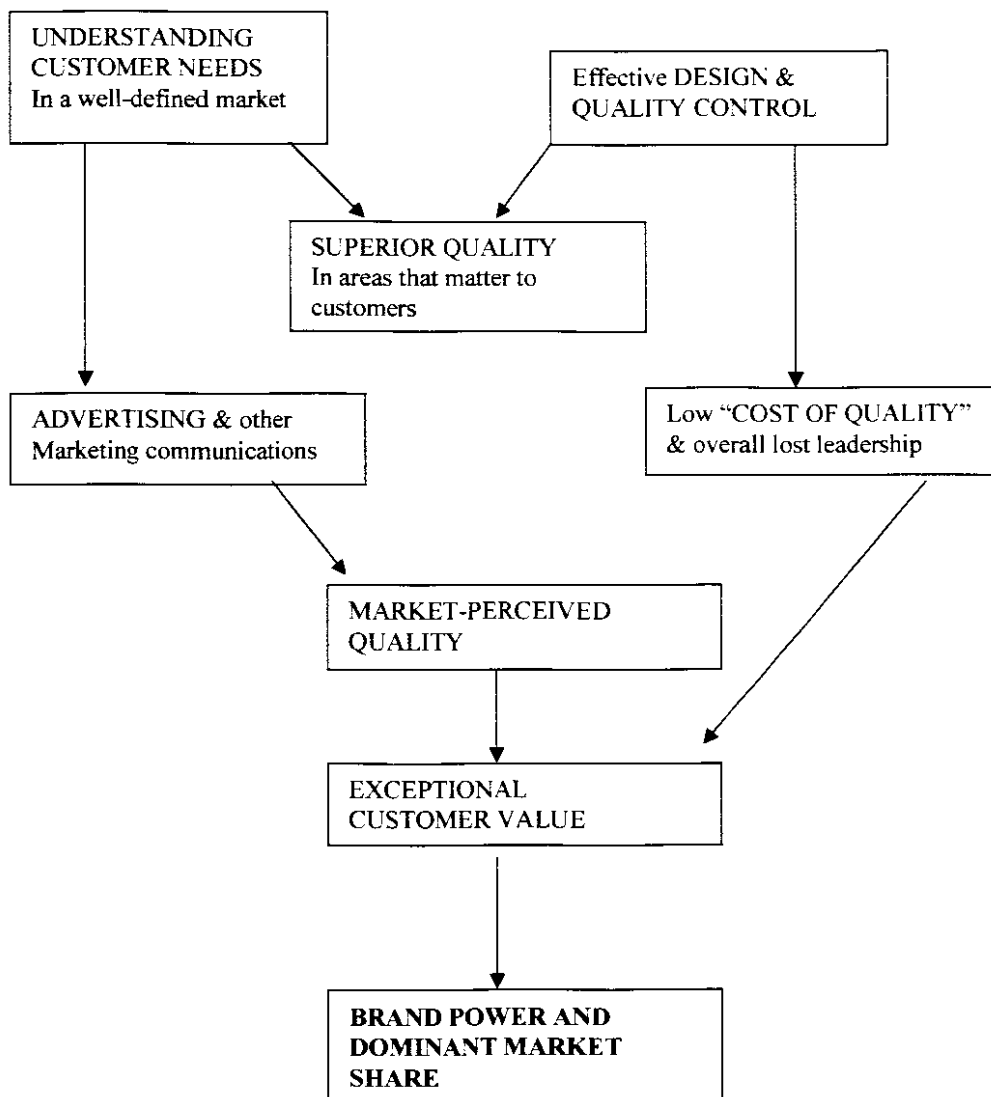
A brand’s personality embodies all the characteristics it has to offer over and above its functional purpose and primary characteristics (Tennant,

1994:36). Natural female qualities could be regarded as all those characteristics required to create a brand personality for female professionals. Typically, in females, the brand personality would take on the following dimensions: intuitiveness, adaptability, strength and subtlety.

- Guarantee of consistent quality

The basic mechanism for creating power brands, as illustrated in Figure 4.1, highlights the importance of consistent quality. “Brand power is essentially the power of customer-perceived quality” (Gale, 1994:67-69).

Figure 4.1: The basic mechanism for creating power brands



Source: Gale, 1994:67-69

This model may be applied to professional females in corporate S.A. as follows:

By understanding the overall needs of corporate S.A. in terms of management, relevant “key performance measurements”, as an effective design and quality control system, may be implemented. If successfully met, these key performance measurements may lead to superior quality performance.

By fully understanding the needs and demands of corporate S.A., the appropriate communication to the target market leads to perceived quality of professional women as a power brand by the market. In turn, the perceived market quality, if consistently applied in a management role, lends exceptional value to the organisation. Since added value is a non-quantifiable entity, it could be regarded as an added benefit to the organisation. The result is presumed to be an organisation with a dominant market share due to leveraging of its human potential.

4.5 Reasons for wanting to brand professional women in corporate S.A.

- Differentiation

A personal brand differentiates an individual from other people. Personalised branding of female professionals will aim to provide the opportunity for them to stand out from the rest of the competition in corporate S.A., on the basis of their brand values, brand identity, brand image and brand quality. For strategically positioned brands that offer differentiated benefits and that are distinct from the competition, as well as desired by the end-user, a competitive advantage may be presumed (Wood, 2000:665).

These brand values would typically refer to persistence (Advancing Women, 2002:www.advancingwomen.com), nurturing instincts (Sunday Times, 24 November 2002) and adaptability (Cape Argus, 5 March 2003). The brand identity of female executives would centre on the following brand perspectives in terms of the Aaker model (Aaker, 1996: Pretext):

- female professional (the brand as a product)
- femininity (the brand as a symbol)
- professionalism (the organisational environment)
- perceived female strength as perseverance (the brand as a person).

- Brand Consistency

Personal branding leads to consistency. Consistency, in turn, is the result of being reliably the same in most situations due to the execution of the brand's differentiated components mentioned above. Consistency ensures long-term trust and loyalty with key audiences. Consistency of female executives as a brand stems from the perception that the inherent female qualities are transposed into their career lives to add a positive dimension to any management role. Therefore, as a brand, female professionals will allow corporate S.A. to know what to expect of them because they will communicate from the same platform, regardless of the circumstances. The benefits of consistency (Aaker, 1996: 219) are:

- Ownership of the brand's position

A consistent brand identity can lead to a virtual ownership of a brand position. Examples hereof are Marlboro owning the masculine position for cigarettes, and Black Velvet, the smooth and sensual dimension for whiskey. If successfully established as a brand, professional women in corporate S.A. may be positioned as nurturing, flexible and open to diversity, whilst striving for excellence through skills transfer and team-building efforts.

- Ownership of the brand identity symbol

Brand identity consistency provides an opportunity to own an identity symbol, which may be in the form of a person, symbol or slogan. The identity symbol makes it easier for the target audience to understand, remember and link it to the brand. This gives rise to increased competitive power for the brand, which means that if the brand identity symbol is strong, competitors cannot use the same brand-building strategy.

In the case of professional women as brand, the brand identity symbol can be in the form of a slogan that emphasizes “femininity and strength” in women. Femininity stems from being female, which makes it easier to link this characteristic to female executives. Strength as a characteristic in women, stems from women being perceived as the primary caregivers and child-bearers in society. The advantage of combining “femininity and strength” in the brand slogan is that these two characteristics are easily identifiable with women. In other words, the target audience will be able to understand, remember and link these characteristics with the brand more readily.

- Cost efficiencies

With a consistent brand strategy and a strong brand-identity symbol in place, a cost-saving mechanism is put into place when communication programmes need to be implemented. New brands, in particular, face difficulties in building and sustaining awareness, as well as in creating

a brand image and identity. A well-known brand-identity symbol that is closely associated with the brand can prove to be cost effective in the sense that a lengthy, costly communications campaign to create brand awareness is eliminated.

The brand identity symbol for female executives is based on a concept that does not need much selling. Traditionally women have been perceived as the strong pillars of society. It is not difficult either to understand why females should be regarded as feminine. Therefore, a lengthy and costly communications campaign to convince the target audience of the validity or authenticity of the brand identity symbol is eliminated.

- Brand clarity

An executive, as a brand, stands for something. Such an executive's personal brand leverages the power of clear non-verbal messages. It also assists in determining the verbal messages that need to be conveyed. Brand clarity attempts to tie in with the brand identity, which is fixed and definite. In the case of professional women as a brand, the brand clarity created is based on the brand as feminine, strong and capable with the ability to contribute and apply their skills to the overall success of the organisation.

- Brand authenticity

Personal branding allows a leader to speak with authenticity. As a brand, professional female executives will be allowed to communicate who they really are and what they stand for. A leader who speaks with sincerity is more persuasive than one speaking the party line. Communication, therefore, must seem effortless and genuine.

4.6 Branding of professional women through ESP, instead of USP's

Consumers do not necessarily buy a product; they purchase the emotional experience (Bentley, 1999:2).

It can almost with certainty be stated that having the competitive advantage is not enough for any brand to be successful. It is also important that the target market perceive the brand as superior. As mentioned before, the criteria a brand needs to fulfil to be successful depends upon distinct values, differentiation, identity and appeal. The appeal aspect is crucial to a brand as it relies on the emotional reason a customer trusts and relies on a brand (Nilson, 1999:66).

4.6.1 The target market's emotional association with a brand

In building a brand, product differentiation through unique selling propositions (USP's) is not easy if the product features are not so unique. The USP of a product or service refers to the feature(s) that can be used to separate it from the competition, i.e. those unique benefits and qualities that create product and brand differentiation (Internet marketing dictionary, 2005:www.internet-marketing.dictionary.com).

However, according to Sampson (Sunday Times, 29 September 2002), in the past, brand managers placed too much emphasis on the functional benefits of a product. He argues that there should be concentration on the image and emotional benefits of a brand instead. When brand differentiation through USP's becomes difficult, emotional selling propositions (ESP's) become a more powerful branding tool. This is particularly true when professional women need to be chosen for management positions over their male counterparts purely on the basis of job experience, skills and qualifications. ESP's refer to those unique benefits and qualities that will create an emotional need amongst the target market to be involved with that particular product or brand. In other words, that distinctive and attractive brand personality with which people "feel" they can engage. Based on widespread social perception, this distinctive brand personality of women takes on the following dimensions: nurturing, intuition, emotional strength and subtlety.

Brands with no personality are easily forgotten. Brand personality refers to those human characteristics associated with a brand. Examples hereof are the feminine Virginia Slim cigarettes, the athletic Nike sportswear or the pretentious American Express credit card. Buying decisions are made on promises that transcend products, and promises are firmly rooted in human emotions. How customers feel about a brand is no longer a casual question, but a crucial one instead (Travis, 2000:3&9). Travis (2000:20) describes a brand as a mark of trust and a collection of memories. Since trust and memories are emotional experiences, an emotional selling proposition may be considered a powerful selling tool in the branding process.

According to Bannister (1997:15), S.A. group managing director for advertising agency Hunt Lascaris, USP's were once the preferred method for building brands. However, in today's technologically advanced and rapidly changing economic environment, it has become easy to copy a product, hence tougher competitive trading conditions. Another point Bannister mentions is people's obsession with image; therefore, marketers use a brand's ESP to incite emotion in their target market. Emotions are intangible, yet are a powerful way of having a hold over the end-user.

Examples of how ESP's last longer when the brand's inner essence is captured are:

- Epol's love & vitagen
- Exclusive Books being the thinking person's bookshop
- "Emotion of giving", captured by Kardies.

In order to stay competitive, businesses need to offer a distinctive personal and emotional experience to their customers (Barlow & Maul, 2000:5). By the same token, professional women, as a brand, might be more powerful if marketed on their ESP's. Various studies (Aaker, 1996:201; Ellwood, 2001:174; Travis, 2000:8) refer to how people build relationships with brands. The success of a brand depends on the closeness of the target market to the brand. Former studies have investigated the differences in which people perceive and evaluate brands on the basis of brand equity (Aaker, 1991; Aaker & Biel, 1993; Keller, 1998) as well as brand personality (Aaker, 1996:201). In Figure 4.2, the Aaker model (Aaker, 1996:pretext) indicates how a brand can be perceived as having a personality

similar to that of humans. This perception leaves the door open to believing that brands can be treated as people. Hence the 'relationship' consumers form with preferred brands. BMW owners, for example, often have a love affair with their cars, or women often find that 'adorable' pair of shoes. Although relationships with humans differ from those with products, one should take cognizance of the fact that consumers do not distinguish between brands and the manufacturer of a brand.

4.6.2 The 'Brand DNA' theory

According to McGill (1998:70), the people at the interface with the consumer representing the manufacturer add a further personal dimension to a brand. McGill studied the differences between man-made and natural categories and concluded that "people treat some brands and products as if their characteristics are produced by an underlying, defining essence, analogous to DNA or a soul, and not by human design or construction" (McGill, 1998:70-80). McGills's argument confirms yet another proof of the emotional relationship between brand and consumer.

Since a brand personality is ultimately based on human personality traits, professional women, as human beings, already possess all the required brand personality traits required to be recognized as a successful brand.

If brands are perceived as having personalities parallel to that of humans, the branding process should be based on emotional selling propositions. The rationale behind this perception is that emotions are one psychological function all human

beings can relate to. Ellwood (2001:227) refers to the 'brand DNA', which centres on the following components:

- rational benefits
- emotional benefits
- brand proposition
- brand personality.

The 'brand DNA' theory suggests that even if all the components required of a successful brand are present, but the emotional benefits to the end-user are not effectively communicated, the branding process is incomplete.

Since the time of Plato, it has been widely believed that people are aware in four ways. According to Murphy (1987:80), Jung's teachings on human psychology refer to these four functions as:

- Thinking, which deals with logic and rationale
- Sensation, which is the direct perception of phenomena
- Feeling, which is concerned with emotions
- Intuition, which is the ability to sense the intangible in a situation.

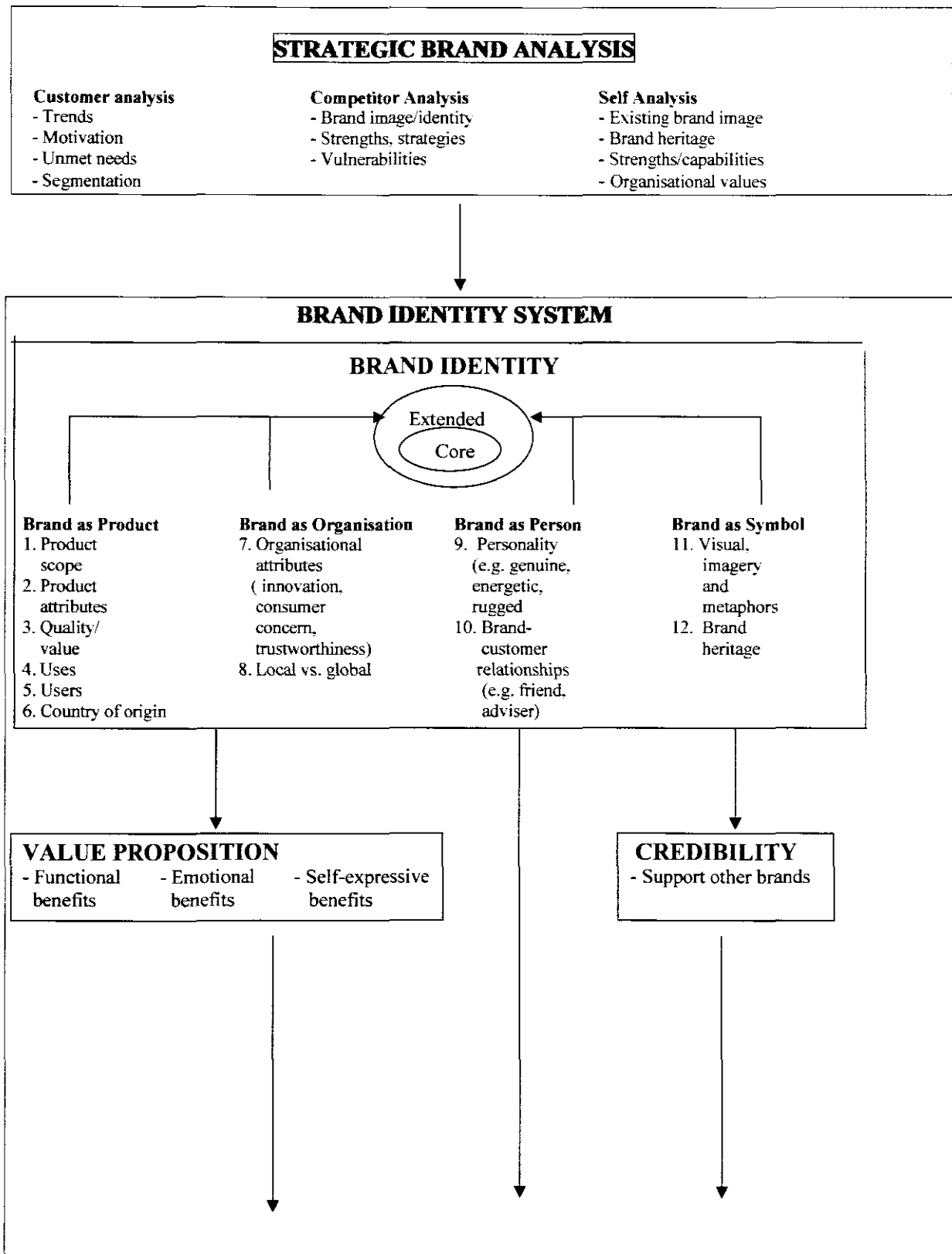
Jung's 1971 theory states that each individual's orientation to life can be understood in terms of his/her psychological type. A psychological type is the combination of attitudes and psychological functions. Attitudes refer to extroversion and introversion. Individuals vary according to the combinations of attitudes and psychological functions that constitute their types. Jung's theory suggests that individuals use one of the attitudes and one of the functions in life (Muchinsky, Kriek & Schreuder, 2002:78). Murphy (1987:80) suggests that a

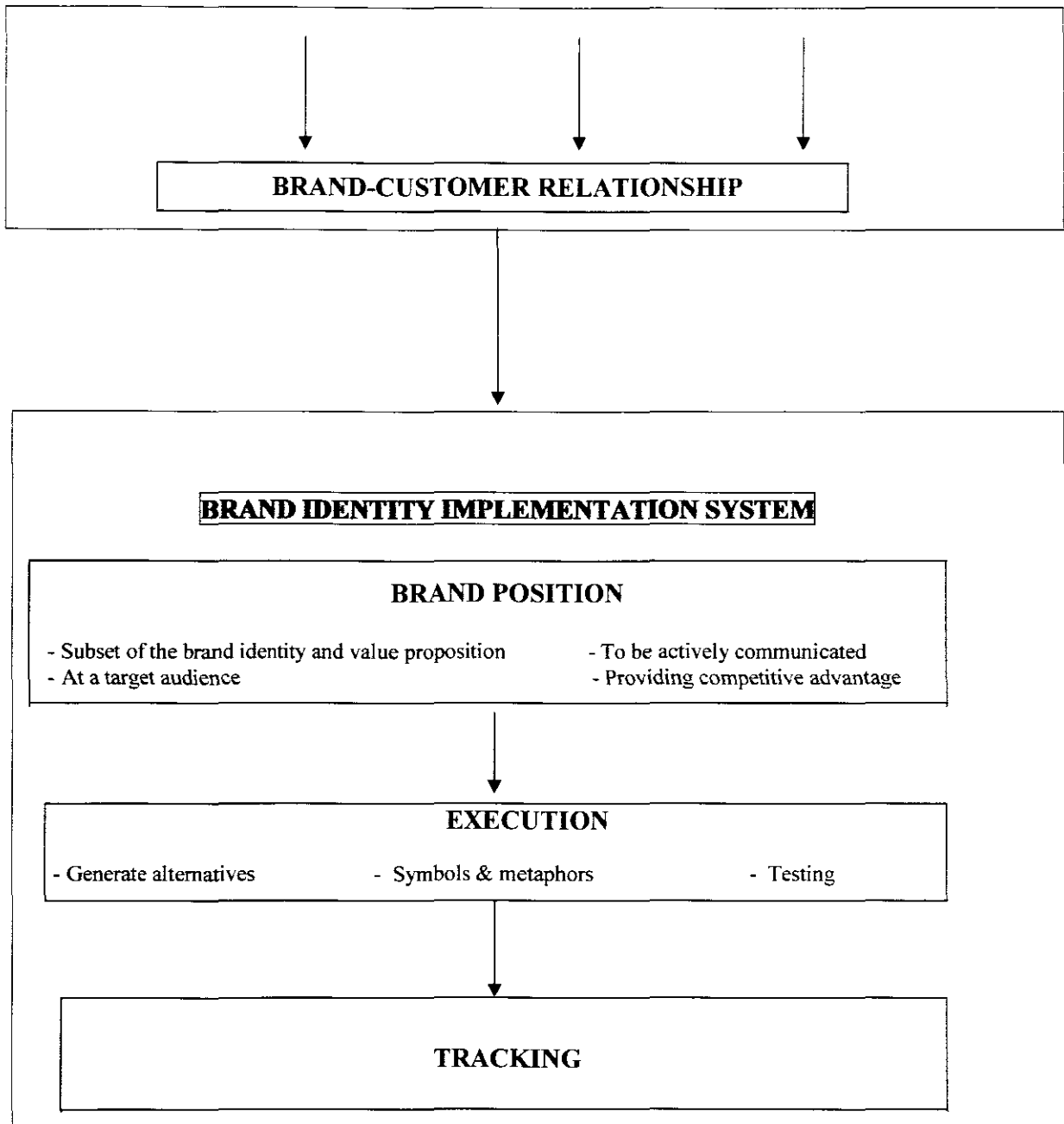
'point of difference' appeals to people in one of the above four ways and is best illustrated by how people are aware. He argues that because humans are open to four kinds of appeal, brands can appeal in any number of ways. He also believes that brands can have four ways in which to be distinct from the competition. In other words, if brands are believed to appeal in any one of the above four ways, the point of difference for female professionals, as a brand, can be identified as 'feeling'. This point of difference (i.e. selling point) may be referred to as the ESP for the purpose of this study. Murphy (1987:80) further suggests five basic guidelines in identifying a point of difference for new products:

- Recognizable by end-user
- Desirable, referring to need and want
- Based on element of familiarity, referring to a link to the known
- Credible on delivery, referring to being true to promise
- Communicated in every aspect of presentation, referring to visibility of the brand.

4.6.3 The Aaker model

Figure 4.2: The Aaker model





Source: Aaker, 1996: Pretext

Aaker designed the above model to act as a guideline for the strategic brand-building process. This model can guide the brand-building process of professionals in corporate S.A. as follows (Aaker, 1996: Pretext):

4.6.3.1 Strategic brand analysis

- Customer analysis

Customer analysis, for the purpose of the study, refers to an analysis of corporate S.A. at executive level in terms of the factors that will influence the branding of female professionals. These factors are identified as:

- Market trends

The market (corporate S.A.) trends identified are the political and social shifts that are happening in the new S.A. The political influences refer to government's intervention, whereby companies are obliged to address gender inequality in the workplace and rectify the imbalances in male-female ratios. In terms of social changes, more women are entering the workplace as a result of more females studying traditionally male fields such as information technology, engineering, science, finance and general business management.

- Unmet needs

The market's unmet needs are reflected in the imbalance of male-female ratios at senior executive level, which invariably leads to a smaller available skills pool. Leadership skills are not gender bound. Therefore, by ignoring the female talent available, the management and leadership needs in corporate S.A., as per modern paradigms, are not effectively met.

- Segmentation

In terms of segmentation of the target market, the emphasis falls on corporate S.A. at middle- to senior-executive level, which is still very much dominated by males.

- Competitor analysis

The competition refers to professional male executives making up the majority of middle- to senior-management levels in corporate S.A. with the same level of academic qualifications and background as females who are not necessarily as high up in the corporate ladder.

- Brand image/ identity of the competition

In the context of the study, professional males have not been identified as a brand yet. Therefore no brand image or identity of the competition exists to act as a benchmark in the branding process of female professionals.

- Strengths of the competition

Professional males were traditionally the preferred choice for career advancement up the corporate ladder, hence the male dominance in S.A. boardrooms. The “old boy’s club” mentality is further reinforced by boardroom discussions on the golf course and in the pub or club and female executives are normally excluded from this close “males-only circle”. Therefore, the competitive strength male executives have over female executives is the existing camaraderie amongst men at boardroom level. In addition, existing misconceptions about women that prevent them

from excelling to boardroom level also contributes towards a strong competitive place for men in corporate S.A.

- Vulnerabilities of the competition

The “boys club” mentality at boardroom level could jeopardise automatic progression of male professionals up the corporate ladder in S.A., which puts them in a vulnerable position in terms of employment-equity laws. As a result of government’s intervention in terms of employment-equity laws, S.A. companies are legally obliged to address the imbalance of male-female ratios. Another vulnerability is that male professionals, as the “competition” for the purpose of this study, have not been branded yet and, therefore, do not have a brand identity to compete against professional women, as a brand, in corporate S.A.

- Self (brand) analysis

- Existing brand image

What the study aimed to achieve was to identify professional women in corporate S.A. as a brand. Therefore, there is, as yet, no existing brand image formed in the minds of the target market. However, the ideal brand image to be achieved will be formed around the perceived inherent female characteristics that can be positively applied, to supplement the skills required of a good leader in corporate S.A. These perceived inherent feminine qualities combined with the inner strength often associated with women will form the basis of the brand image.

- Brand heritage

Based on historical misconceptions and expectations about the role of women in our society, women have unknowingly been equipped by society with most of the important skills required of a good leader. This being so, those skills required in terms of modern leadership paradigms are already present in women and need not be acquired through additional training. In the context of branding, these typical female characteristics regarded as skills required for a leadership role invariably differentiate female executives, as a brand, from the men in that market.

- Strengths/capabilities

What are described as differentiated qualities in females can also act as the strength of the brand.

- Own values

The Aarker model refers to organisational values, but in terms of the study, it seems more appropriate to call them the brand's (female professional's) own set of values. Ideally, these values would refer to those perceived positive aspects of womanhood that society associates with women and which, incidentally, coincide with the requirements of a good leader. From an early age, females are expected to subscribe to a strict set of values and principles. These values and principles are usually based on integrity, high morals and good ethics, amongst others, in preparation for their future roles as mothers, caregivers and primary educators of the future society.

As a brand, professional women would then subscribe to the following set of values:

- Reliability and loyalty
- Honesty and integrity
- Self-motivation
- Self-discipline
- Inner strength
- Good ethics and morals
- Transparency

4.6.3.2 The brand identity system

- Brand identity

- The brand as a product

The ‘value adding product’ under discussion is the female professional who has additional talents and skills to offer to the existing skills pool in corporate S.A. Currently, these female talents and skills are under-utilized, as is evident from the male dominance in the S.A. boardrooms.

- The brand as a gender

Aaker’s model refers to the brand as an organisation, but in the context of the study, it is more appropriate to refer to the brand as a gender under this sub-heading. The gender under discussion is females at executive level in S.A. corporate companies.

- The brand as a person

According to the Aaker model (Aaker 1996: Pretext) and the “Dimensions of Brand Personality” (Aaker, 1997:347-357), a human personality can be assigned to any brand, whether human or not. The idea is for the target market to create a familiar, “feel good” emotional association with the brand that will lead to long-term brand loyalty. In the case of professional women, no need exists to assign any human traits or personalities to the brand, as the brand already consists of human beings.

- The brand as a symbol

A brand symbol can also be a metaphor or a slogan. In the case of branding professional women, a slogan might be most appropriate. One popular saying that instantly comes to mind is the one that refers to how “behind every successful man is a great woman”. If literally interpreted, this saying could imply that it is the norm for women to make a significant contribution and yet not receive first-hand recognition for the resultant success. If translated into the roles of women in corporate S.A., qualified women should be allowed to openly contribute towards the overall bottom-line performance of the organisation by being allowed to assume appropriate management or leadership roles on merit. The nagging fact remains that although male-female employee ratios might look promising in corporate S.A., the males still dominate at senior-management levels.

- The brand value proposition

The overall benefits qualified female executives, if given the chance, are able to contribute to the available skills pool in corporate S.A. are additional skills and talents, thus adding to the organisation's bottom-line performance.

- Brand credibility

By seeking to build professional women into a brand, the idea is not to propagate the notion that females are better workers than their male counterparts or that they are superior. By branding female executives, the aim is to create awareness of the valuable contribution women can make and to complement the existing male-dominated skills pool in S.A. at senior-executive level. If female professionals are successfully branded and this results in corporations being committed to investing in their women employees, a platform will be created whereby gender differences cease to exist in favour of bottom-line performance and productivity. In generic marketing terms, the situation would compare with two opposing brands co-existing in one market and complementing each other to the overall benefit of the target audience.

- Brand-customer relationship

Sustainable brand-customer relationships result from the market's acceptance of the brand's value proposition as well as its reliability and credibility in the market. In the case of female executives as a brand, the aim is to build a relationship in corporate S.A. (the market) based on the overall values, credibility and value-added proposition, as mentioned above.

4.6.3.3 The brand identity implementation system

- Brand position

The brand position refers to how the market perceives the brand; hence the importance of ensuring that as a brand, professional women live up to the expectations created in the market. Professional women embarking on the path of being branded in an attempt to further their respective careers to senior management positions should, at all times, deliver on the brand's promise of superior performance and self-development.

- Execution plan

The execution plan should involve a large-scale market awareness campaign. Large-scale media involvement and networking would play a pivotal role in marketing professional women as a brand to corporate S.A. Influential organisations and forums with a strong presence in the market, such as the Business Women's Association of S.A. and the Black Management Forum, would prove beneficial as networking platforms to create brand awareness amongst the target market. Media interest generally follows after such reputable organisations become involved in a particular worthwhile course.

The awareness campaign should also include the extensive use of powerful slogans and metaphors that emphasize the value that professional women can add to the market.

- Tracking

The success of the brand-building campaign should be measured on an ongoing basis to establish the success of the campaign by implementing an appropriate tracking system. The following criteria should be used to establish the success rate of the marketing campaign:

- The resultant financial outcome as a direct result of appointing (on merit) a qualified woman in a relevant leadership role.
- The change in male-female ratios at senior executive level after an organisation has committed to the campaign, and the resultant bottom-line performance over a reasonable time period.
- Continuous evaluation of the campaign's relevance in the market through ongoing interaction with networking groups.

4.6.4 Identifying female professionals as a brand in corporate SA.

The brand personality of female executives meets the criteria as set out in the basic guidelines for product differentiation as follows (Murphy, 1987:80):

- Recognizable by end-user

As a product, female professionals are recognizable by the target market.

- Desirable (need and want)

Based on the modern management paradigm requirements, a need for 'natural' female qualities in a management role has arisen.

- Based on an element of familiarity (link to known)

Females' contribution in corporate S.A. is not unknown. Although not seemingly fully representative at executive level, many females have been present in a professional capacity at various levels in organisations in corporate S.A.

- Credible on delivery (true to promise)

Credibility on delivery ties in with consistency of female executives as a brand, which stems from the perception that the 'inherent' female qualities are transposed into their career lives to add a positive dimension to any management role. Therefore, as a brand, female professionals will allow corporate S.A. to know what to expect of them because they can communicate from the same platform, regardless of the circumstances.

- Communicated in every aspect of presentation (visibility)

This point generally guides the communication process of products through advertising and promotion. It can also be interpreted as the consistent brand identity relating to female professionals. This brand identity is a representation of what female professionals stand for and have to offer to corporate S.A.

- Guides and enhances the brand strategy

According to Aaker (1996:219), clear brand identities and positions assist in overall strategy formulation and may lead to a sense of pride and purpose among employees.

- Competitive advantage

Aaker (1996:219) further suggests that a brand identity provides a value proposition, and a strong brand identity makes it difficult for the competition to copy.

4.6.5 Mission statement for female professionals as a brand in corporate S.A.

A mission is intended to set one business apart from other businesses (Pearce & Robinson, 2000:27) by shaping its strategic posture through determining its goals and philosophies. The mission statement, on the other hand, describes the firm's product, market and technological areas of emphasis in a way that reflects its values and priorities. Pearce and Robinson (2000:27&28) believe that a mission is formulated around the following beliefs:

- The product/service can provide value in line with its price
- The product/service can satisfy its target market's needs that are not currently met adequately
- The technology used can provide a cost- and quality competitive product/service
- With support and commitment from within the organisation, the business can grow to be profitable and sustainable
- The business's management philosophy will give rise to a favourable public image leading to financial and psychological rewards for those willing to invest their labour and money in assisting the business to be successful.

Based on the above-mentioned mission statement beliefs, the components for a brand mission statement for professional women in corporate S.A. can be translated as:

- The product: professional women
- The primary market: corporate S.A.
- Technological development: competencies and skills of professional women.

The brand statement for professional women in corporate S.A. will read:

“We, as professional women in corporate S.A., will continue to support and contribute to economic growth and development through ongoing commitment, whilst maintaining a high value- and moral system. We will continue to grow and develop within ourselves and plough back our knowledge and skills into the corporate community through coaching, sharing and applying what comes naturally, as well as cultivating and fostering a highly productive, yet people-orientated work environment.”

4.6.6 Identifying the target market's needs

The need of the target market, namely corporate S.A., for a new management paradigm has been identified. Incorporated into modern management paradigms (Allen & Santrock, 1993:358-359; Antal, Berthoin & Krebsbach-Gnath, 1993:46-49; Johnson, 1995:190; Krotz, 2005:www.microsoft.com) is the need for, amongst others, what have traditionally been perceived as typical feminine characteristics, namely:

- empathy

- nurturing
- loyalty
- desire to create team participation
- skills development.

4.6.7 Building the brand

To brand professional women in corporate S.A., the Aaker model (Aaker. 1996: pretext) can be used as a guide in the brand-building process:

- Defining the brand

An effective way of defining professional women as a brand would be to first determine the brand position and then state it. The positioning statement will define who and what the brand is, what it stands for, what it is and how it can add value. Professional women, as a brand, would be positioned as skilled, competent professionals who can add value to a management role in corporate S.A., in an attempt to increase the pool of skilled professionals available.

- Identifying the brand's differentiated qualities

Those differentiated qualities of a brand that separate it from its competitors invariably create brand supremacy. In the case of professional women, those perceived inherent female characteristics that coincide with the requirements of some modern management paradigms can be regarded as differentiated qualities.

- How does the brand add value?

If professional women are successfully branded, it would be due to the value-added component of the brand to its target market. It appears that men and women are on a par psychologically, yet adopt different social roles and responsibilities based on social and cultural expectations. In addition, women still appear to be under-represented in top management positions. Therefore, it can be argued that all the available talent in corporate S.A. has not been fully explored and utilized. Therefore, by acknowledging professional women as a successful brand, the value such undervalued skills and talent can add to the existing skills pool is also acknowledged.

- The brand's objective

For the purpose of this study, the brand's main objective is to address gender imbalances at executive level in corporate S.A.

- Creating brand confidence

Brand confidence, for the purpose of this study, relies heavily on the emotional association between the perceived natural attributes of women and the needs of contemporary management models.

A confident brand has a clear identity. In the case of female executives, the identity has been clearly established on the basis of a combination of professional capabilities and feminine characteristics, which could also result in brand consistency.

4.6.8 Market entry

An effective way of entering the market will be through visibility. Although professional women have been around in corporate S.A. for a long time, they have never been branded before in an attempt to address gender inequalities in the workplace. Ways of creating brand awareness and increasing visibility can be achieved through:

- Joining key organisations and associations that will lead to being noticed
- Involvement in key community projects
- Networking in the right circles, i.e. professional bodies
- Media involvement on achievements
- Successful completion of high-profile projects
- Optimisation of visibility during August: the month in which S.A. celebrates Woman's Day.

4.6.9 Brand management

- Maintain brand effectiveness

It can now be concluded that some of the requirements of good leadership also include what have traditionally been perceived as inherent female qualities. Above all, it appears as though these feminine traits can be seen as differentiated qualities in the context of branding of female professionals in corporate S.A. These differentiated female qualities in a leadership role are characteristics everyone is familiar with, as all people are influenced by women in their personal lives; whether it be their mothers, wives, sisters, daughters or female friends.

In a personal setting, these female traits are normally associated with trust, comfort and safety. Transferred to the workplace, the qualities associated with women might have the same psychological spin-offs on colleagues and subordinates, males and females alike. That being so, in the context of branding of female professionals, these feminine qualities could stand to strengthen the brand's effectiveness in the long run as the target market's association with the brand seems positive.

- Consistency

Managing the consistency of a brand is an important factor in leveraging a brand. Fortunately, for female executives to be regarded as a successful brand, there is already a consistency in differentiated brand characteristics present. The consistency in this case comes from the age-old stereotyping of female behaviour in society, which is not necessarily bad, as it can be applied positively for the purpose of this study. Typically, these feminine traits, whether misconceived or not, would create a positive need for association amongst the target audience.

What can also count in favour of female professionals as a brand is the fact that a brand's image is normally created in the target audience's mind over a period of time, based on its consistent and reliable performance over that period. Therefore, in the case of branding professional women, the target audience, namely corporate S.A., just needs to accept female executives as a brand worth investing in. Women's worth and contribution to the business world would no longer be a point that needs to be proven

first. If this were so, awareness campaigns, particularly from government, would not exist, i.e. annual national Women's Day and a commitment to address gender inequality in the workplace through legislation.

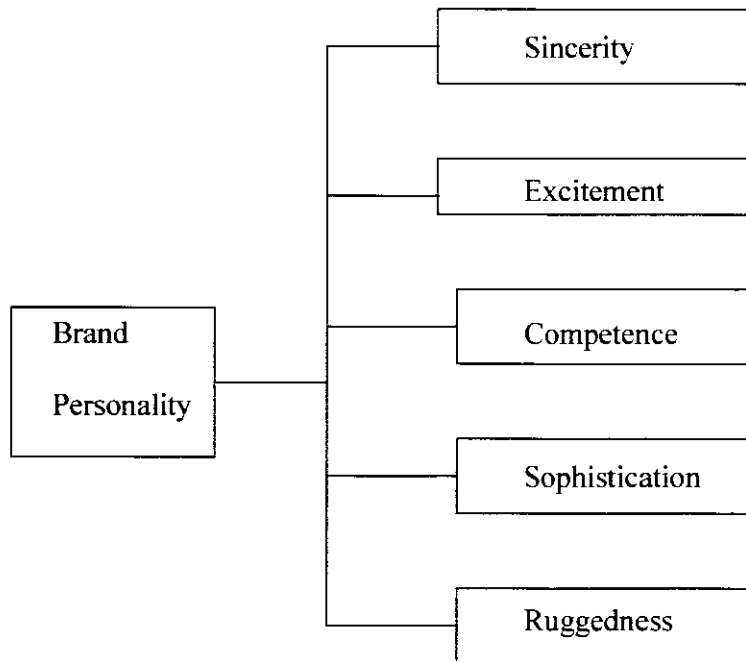
4.6.10 Jennifer Aaker's 'brand personality' framework as a tool in branding female professionals through ESP's

ESP's in branding are about a brand's distinctive differentiated qualities that the target market, i.e. people, feel they can engage with. Based on the perception that great brands appeal to people's emotions, professional women can be branded in corporate S.A. through ESP. Corporate S.A. is made up of people. All people have women present in their lives in a personal capacity in one form or another, be it their mothers, other female relatives or close friends.

Therefore, everyone in corporate S.A. can relate to those "typical female" qualities needed to enhance a management/leadership role in corporate S.A., as defined by contemporary management/leadership models. The mere fact that these perceived feminine traits have an emotional link justifies branding of professional women through emotional selling propositions.

Figure 4.3 represents Jennifer Aaker's 'brand personality' framework as a tool to describe and measure the brand personality of professional women as a brand in corporate S.A.

Figure 4.3: The Jennifer Aaker 'brand personality' framework



Source: Aaker, 1997:www.valuebasedmanagement.net

Aaker's brand personality dimensions framework (Aaker, 1997:www.valuebasedmanagement.net) describes and measures the personality of a brand in five core dimensions, in which each dimension is divided into a set of facets, as follows:

- Sincerity
Down-to-earth, honest, wholesome, cheerful.

- Excitement
Daring, spirited, imaginative, up-to-date.

- Competence
Reliable, intelligent, successful.
- Sophistication
Upper class, charming.
- Ruggedness
Outdoorsy, tough.

Aaker (1997:www.valuebasedmanagement.net) further measures each facet by a set of traits. These traits, indicated below in brackets, are interpreted for the purpose of the study as follows:

- Down-to-earth (family-oriented, small-town)
The family orientation element can be used to identify the role women are perceived to automatically adopt in society to fulfil their roles as mothers and nurturers.
- Wholesome (original)
Originality as a brand personality trait could refer to women 'naturally' possessing those feminine qualities needed for leadership roles.
- Cheerful (sentimental, friendly)
Women are generally perceived as less confrontational (Papalia & Wendkos-Olds, 1994:246) and hence more friendly than men.

Another stereotypical belief (Carlson, 1984:335) is that women are more sentimental than men. These are qualities needed in a leadership role as empathy and humanity are becoming increasingly important aspects of modern leadership paradigms.

- Imaginative (unique)

The uniqueness of women lies in those differentiated qualities that led society to make gender behavioural distinctions in the first place. As for imagination, women and men are equally intellectually capable. Imaginative abilities/skills or the lack thereof are thus individual rather than gender abilities. In today's business environment, the only constant is change itself. Therefore, leaders should possess the ability to be imaginative in their approach.

- Up-to-date (independent, contemporary)

The fact that more women are entering the workforce is an indication of how they are keeping informed about career trends and developments. A larger female workforce also brought about a lot of independence amongst modern women. All these are a sign of the contemporary mindsets of women, which is another good quality to possess in a leadership role where one should be able to adapt and move with the times, hence the appeal of change-management/leadership models for contemporary businesses.

- Reliable (hard working, secure)

Reliability, security and industry are some of the traits associated with a mother figure which can also be seen as typical feminine characteristics.

- Intelligent (technical, corporate)

Intelligence is not a gender-bound quality; it is another trait women have ownership of, although not exclusively. With more women entering fields such as engineering, science and information technology in large corporations, there is no doubt as to these traits being owned by women as well as men.

- Successful (leader, confident)

A successful person exudes confidence, and this is a trait not confined to any particular gender. Therefore, it is also a quality women as professionals can be associated with in the quest for creating a brand. As the 'natural' owners of some of the key components of contemporary leadership models, women can thus be regarded as leaders in leadership.

- Upper class (glamorous, good looking)

Women are generally perceived as more glamorous, with larger visual appeal, than are men, which adds to the 'upper class' dimension of Aaker's brand personality.

- Charming (feminine, smooth)

Charming, feminine and *smooth* are words more readily used to describe women than 'real' men. As important brand personality traits, these are already possessed by women.

- Outdoorsy (masculine, Western)

Masculinity is normally associated with strength. Women, as caregivers and nurturers in society, cannot be successful in their roles if they do not have the necessary strength to do so. In addition, the rising numbers in the female workforce and female independence indicate a move towards Westernisation, which is essential in this era of globalisation.

4.7 Summary

Identity, quality, differentiation, guaranteed consistency and clear communication to the target audience appear to be the cornerstones of the branding process. In order for female professionals to be identified as a successful brand, these elements of the branding process need to be adhered to in a way that will add benefit to any management role in corporate S.A. Such benefits would centre on the core needs and demands of the modern management style.

In this chapter, the perceived inherent female qualities appear to meet the demands of the modern management paradigm. In doing so, a distinctive differentiated power brand is created. Using ESP's in a branding strategy seem to

be a more powerful tool than USP's of a brand, therefore professional women may be more successfully branded on their ESP's.

Chapter 5

**Empirical investigation into whether professional women
in corporate S.A. can be identified as a brand and
whether they possess the key competencies required for a
leadership role.**

*"One who asks a question is a fool for five minutes; one who
does not ask a question remains a fool forever."*

~ Chinese proverb

5.1 Introduction

The purpose of the research project is to determine whether it is possible to identify professional women in corporate S.A. as a brand. The study further aims to determine which key competencies are required of a good leader in a management position in corporate S.A. and whether women possess those key competencies.

With the current gender imbalances at executive level in corporate S.A., it appears that female professionals' capabilities and skills are not being acknowledged. In an attempt to assist in bridging the gender gap, the study aims to identify professional women as a brand. Whilst identifying professional women as a brand, the researcher's objective is also to create awareness of how stereotypical beliefs can cloud human judgement and objectivity. In this study, it was shown that stereotypical beliefs about inherent female characteristics traditionally led to many misconceptions as to why women were not suitable for top management positions. However, when looking at modern management paradigms, it appears that those perceived inherent feminine characteristics could add a positive dimension to any management position in contemporary corporate S.A.

If modern S.A. corporations can follow Eskom's example (Letlape, 2004:49), for instance, by acknowledging the skills of professional women and investing in them, they stand a good chance of broadening their pool of skilled people in their organisations. Through investing in one's human capital, loyal and high-calibre employees are bred and the company's bottom-line performance is often enhanced.

5.2 Primary research project

The research project covers the following areas:

- Stating the primary and secondary objectives
- The primary research process, which includes:
 - The geographical scope
 - Selection of respondents
 - Questionnaire design
 - Primary data collection
 - Data analysis.

5.2.1 Statement of the objectives

The objectives of the primary research project are:

- The primary objective

The primary objective of the study is to determine whether female professionals in corporate S.A. can be identified as a brand.

- Secondary objective

The secondary objective of the study is to determine which key competencies and inherent characteristics are required of a good leader in a management position in corporate S.A. and to what degree women possess these key competencies and inherent characteristics.

5.2.2 Research process

5.2.2.1 Geographical scope

The geographical scope of the study covers the Western Cape, Eastern Cape, Kwa-Zulu Natal and Gauteng. The corporations targeted for the study are predominantly spread over these regions. Because the study is aimed at professional women throughout corporate S.A, this broad geographical spread aims to be a representative sample.

Table 5.1 below lists the target industries selected for the sample, by location.

Table 5.1: Industries and companies featuring in the sample population

No.	Type of industry Targeted	Companies	Cities	Province
1	Banking	Nedcor	Johannesburg Cape Town	Gauteng Western Cape
2	Pharmaceutical	Pfizer	Cape Town	Western Cape
3	Petrochemical	PetroSA, Caltex Sasol	Cape Town Cape Town Sasolburg	Western Cape Western Cape Gauteng
4	Oil exploration	PetroSA	Cape Town Mosselbay	Western Cape Western Cape
5	Gas	Afrox	Cape Town East London Durban	Western Cape Eastern Cape Kwa-Zulu Natal
6	Auditing	Ernst & Young	Cape Town	Western Cape
7	Media & Publishing	Media 24 Johnnic Publishing	Cape Town Johannesburg	Western Cape Gauteng

5.2.2.2 Selection of respondents

Only companies from the target industries willing to participate were used in the study. Of the overall sample population, no two companies delivered the same number of respondents. Twenty participants in positions ranging from middle- to senior management in each of the target companies were targeted to participate in the survey, which amounts to a total sample of 280. Of the 280, 170 questionnaires were received on time and used for the study.

Due to time constraints, the nature of the study and strict corporate legislation regarding confidentiality, the majority of the respondents requested that the answers not be regarded as a reflection of their respective companies' policies and views. Instead, the respondents' answers are a reflection of their personal views, despite their positions held in the different companies. For the sake of uniformity and ease of interpretation, it was decided that all responses be regarded as being those of individuals from corporate S.A.

The research tool was a questionnaire that was e-mailed to the sample population. A two-week lead-time was allowed for distributing and receiving completed questionnaires. All questionnaires received were included in the survey. Questionnaires received after the due date were discarded and excluded from the survey. A total of 19 questionnaires were received late.

5.2.2.3 Questionnaire design

The primary data for the empirical study was obtained by means of a structured questionnaire as per appendix C. When the questionnaire was designed, the intention was to make it easy for the respondents to understand and complete. Confidentiality was promised to all respondents.

Areas covered in the questionnaire were the following:

- Section 1: Management skills
- Section 2: Leadership skills
- Section 3: Competency levels of female professionals
- Section 4: Female professionals as a brand in corporate S.A.

The following types of questions were used in the questionnaire:

- 27 multiple-choice questions, namely:
 - Section 1: questions 1.1 – 1.9
 - Section 2: questions 2.1 – 2.10
 - Section 3: questions 3.6 – 3.12
 - Section 4: question 4.6
- 16 dichotomous questions, namely:
 - Section 2: questions 2.12 – 2.17
 - Section 3: questions 3.1 – 3.5
 - Section 4: question 4.1 – 4.5
- 1 open-ended question, namely:
 - Section 4: question 4.7

5.2.2.4 Data collection

The structured questionnaires were e-mailed to the respondents with a two-week lead-time for completion thereof. Questionnaires not received within the specified time-frame were discarded and excluded from the survey. No reminders to the respondents regarding a timeous response were issued because of the relatively large sample population. Of the total responses received, 168 completed questionnaires were e-mailed back to the researcher, whereas 2 were completed on hard copies and personally delivered by participants.

5.2.2.5 Data analysis

Data was tabulated using “one-way frequency tables” (McDaniel & Gates, 1998:34) in order to draw the necessary conclusions and to interpret the results effectively. The one-way frequency table included data collected from the total number of completed questionnaires returned on time. The percentages were also allocated on this basis.

5.3 Evaluation of the feedback

Despite the fact that only 60.71% of the total sample population responded correctly and timeously, a general interest was detected due to the nature of the research problem. All the respondents requested that the results of the survey be made known to them as gender discrimination is quite a topical and sensitive issue in corporate S.A. Although the majority of the female respondents greeted the survey with enthusiasm, a small percentage of the male respondents described it as either controversial or sensitive. Whatever the feelings of the respondents

towards the survey, the overall response seemed very encouraging and showed that there is a definite interest in the market in gender equality at work.

Apart from time constraints that prevented the recording of more responses, no real problems from the respondents were experienced.

5.4 Summary

This chapter provides a description of the research process followed in conducting the empirical study into whether professional women in corporate S.A. can be regarded as a brand. The geographical scope, the limitations, sample size and sample types were discussed, as well as the reasons therefore. Initially, 20 participants in positions ranging from middle- to senior management in each of the target companies were targeted to participate in the survey, which amounts to a total sample population of 280 respondents. Of the 280, only 170 fully answered questionnaires were received on time and used for the study. The responses used for the study thus represent 60.71% of the initial planned sample population. Both male and female respondents participated in the study.

The study was conducted by means of a structured questionnaire that was e-mailed to respondents, and responses were expected back within a two-week timeframe. The questionnaire was designed with the intention of making it easy for the respondents to understand and complete. Confidentiality was promised to all respondents. Areas covered in the questionnaire addressed management and leadership skills, as well as competency levels of female professionals in management positions and female professionals as a brand in corporate S.A. The

types of questions used in the questionnaire were multiple- choice, dichotomous questions and one open-ended question.

Chapter 6

Results of the empirical study

"The beginning of wisdom is found in doubting; by doubting we come to the question, and by seeking we may come upon the truth."

~ Pierre Abelard

6.1 Introduction

Due to the seemingly male dominance in middle- to senior management positions in corporate South Africa, advancement opportunities in management for professional women still appear to be limited. Although different management or leadership styles do not appear to be gender-bound, women are still perceived as being less capable of assuming top management positions in corporate S.A. Yet, leadership and management skills are acquired through appropriate training and experience. The empirical study aimed to determine how professional women can be identified as a brand in corporate S.A, in an attempt to be marketed as equally competent for top management positions. The study also aimed to determine which key competencies and inherent characteristics are required of a good leader in a management position in corporate South Africa and to what degree women possess these key competencies and inherent characteristics. The study was conducted amongst middle- to senior managers, both male and female, over a wide spectrum of industries representative of corporate S.A. The items measured were:

- Management skills required in corporate S.A.
- Leadership skills required in corporate S.A.
- Competency levels of female professionals
- Possibility of branding female professionals in corporate S.A.

6.2 Tabulated results

6.2.1 Section 1: Management skills

This section of the questionnaire aimed to investigate what the sample population regarded as relevant management skills.

Question:

How important do you rate the following criteria as good management skills? Please mark the appropriate answer with an “X”

Table 6.1: Raw score

		1 Very Important	2 Important	3 Unimportant	4 Irrelevant	5 Unsure	Total no. of valid responses
1	Teamwork	121	39	10	0	0	170
2	Cross-functional participation	62	87	11	0	10	170
3	Acceptance of diversity	93	77	0	0	0	170
4	Desire for skills transfer	88	82	0	0	0	170
5	Good leadership characteristics	140	30	0	0	0	170
6	Knowledge of area of expertise	60	100	10	0	0	170
7	Embracing a visible, take-charge approach to a management role	63	77	21	0	9	170
8	Team leadership	132	38	0	0	0	170
9	Drive to succeed	110	60	0	0	0	170

Table 6.2: Percentage score

		1 Very Important	2 Important	3 Unimportant	4 Irrelevant	5 Unsure	Total no. of valid responses
1	Teamwork	71.20%	22.90%	5.90%	0.00%	0.00%	100%
2	Cross-functional participation	36.50%	51.20%	6.50%	0.00%	5.90%	100%
3	Acceptance of diversity	54.70%	45.30%	0.00%	0.00%	0.00%	100%
4	Desire for skills transfer	51.80%	48.20%	0.00%	0.00%	0.00%	100%
5	Good leadership characteristics	82.40%	17.60%	0.00%	0.00%	0.00%	100%
6	Knowledge of area of expertise	35.30%	58.80%	5.90%	0.00%	0.00%	100%
7	Embracing a visible, take-charge approach to a management role	37.10%	45.30%	12.40%	0.00%	5.30%	100%
8	Team leadership	77.60%	22.40%	0.00%	0.00%	0.00%	100%
9	Drive to succeed	64.70%	35.30%	0.00%	0.00%	0.00%	100%

Comments

The three qualities rated as very important for good management skills are:

- Good leadership characteristics: 82.4%
- Team leadership: 77.6%
- Teamwork: 71.2%

The following three criteria were rated highest as important management skills:

- Knowledge of area of expertise: 58.8%
- Cross-functional participation: 51.2%
- Desire for skills transfer: 48.2%

A small percentage of the respondents regarded the following skills as unimportant:

- Embracing a visible “take-charge” approach to a management role: 12.4%
- Cross-functional participation: 6.5%
- Teamwork: 5.9%
- Knowledge of area of expertise: 5.9%

These results indicate the importance of teamwork within an organisation and the desire for skills transfer from management. A sound knowledge of a manager’s area of expertise also rated amongst the important skills required of a good manager.

6.2.2 Section 2: Leadership skills

Section 2 aims to investigate what leadership competencies are deemed relevant for this study.

Question

On a scale of 1-5, how important do the following criteria rate as good leadership skills? Please place an “X” in the appropriate box.

Table 6.3: Raw score

		1 Very Important	2 Important	3 Unimportant	4 Irrelevant	5 Unsure	Total no. of valid responses
10	Self-confidence	111	48	11	0	0	170
11	Influence	123	47	0	0	0	170
12	Drive to succeed	129	41	0	0	0	170
13	Self-knowledge	74	96	0	0	0	170
14	Self-control	90	80	0	0	0	170
15	Self-motivation	131	39	0	0	0	170
16	Empathy	98	60	12	0	0	170
17	Loyalty	70	92	8	0	0	170
18	Honesty	136	34	0	0	0	170
19	Fairness	132	28	10	0	0	170

Table 6.4: Percentage score

		1 Very Important	2 Important	3 Unimportant	4 Irrelevant	5 Unsure	Total no. of valid responses
10	Self-confidence	65.30%	28.20%	6.50%	0.00%	0.00%	100%
11	Influence	72.40%	27.60%	0.00%	0.00%	0.00%	100%
12	Drive to succeed	75.90%	24.10%	0.00%	0.00%	0.00%	100%
13	Self-knowledge	43.50%	56.50%	0.00%	0.00%	0.00%	100%
14	Self-control	52.90%	47.10%	0.00%	0.00%	0.00%	100%
15	Self-motivation	77.10%	22.90%	0.00%	0.00%	0.00%	100%
16	Empathy	57.60%	35.30%	7.10%	0.00%	0.00%	100%
17	Loyalty	41.20%	54.10%	4.70%	0.00%	0.00%	100%
18	Honesty	80.00%	20.00%	0.00%	0.00%	0.00%	100%
19	Fairness	77.60%	16.50%	5.90%	0.00%	0.00%	100%

Comments

The following qualities were regarded as very important leadership traits and scored >70%:

- Honesty: 80.0%
- Fairness: 77.6%
- Self-motivation: 77.1%
- A drive to succeed: 75.9%
- An individual’s ability to exercise his/her influence: 72.4%

Although self-motivation and a drive to succeed are qualities of strength, it also appears that a large percentage of respondents feel that a good leader needs to show humaneness with his/her honesty and fairness.

Although not by an overwhelmingly high percentage, the following qualities were considered important leadership qualities:

- Self-knowledge: 56.5%
- Loyalty: 54.1%

Question

Please answer “Yes” or “No” by placing an “X” in the appropriate box.

Table 6.5: Raw score

	Yes	No	Total no. of valid responses
20 Good leadership traits are acquired through training	116	54	170
21 Good leadership traits are acquired through maturity	98	72	170
22 Good leadership traits are acquired through experience	131	39	170
23 Leadership traits are inborn	115	55	170
24 Good leadership traits are gender bound	0	170	170
25 Women can be considered equally competent leaders compared to men	170	0	170

Table 6.6: Percentage score

		Yes	No	Total no. of valid responses
20	Good leadership traits are acquired through training	68.20%	31.80%	100%
21	Good leadership traits are acquired through maturity	57.60%	42.40%	100%
22	Good leadership traits are acquired through experience	77.10%	22.90%	100%
23	Leadership traits are inborn	67.60%	32.40%	100%
24	Good leadership traits are Gender bound	0.00%	100.00%	100%
25	Women can be considered equally competent leaders compared to men	100.00%	0.00%	100%

Comments

100% of the respondents felt that leadership traits are not gender bound and that women can be considered equally competent leaders compared to men. At the same time, 77% of the respondents agreed that good leadership traits are acquired through experience. More than half of the respondents agreed that:

- Good leadership traits are acquired through training (68.2%)
- Leadership traits are inborn (67.6%)
- Good leadership traits are acquired through maturity (57.6%)

6.2.3 Section 3: Competency levels of female professionals in corporate S.A.

Section 3 aimed to determine whether female professionals possess the competencies required as leaders in top management positions.

Question

Please indicate whether you agree or disagree with the following statements by placing an “X” in the appropriate box.

Table 6.7: Raw score

		Agree	Disagree	Total no. of valid responses
26	Women generally lack the necessary skills for management positions in corporate S.A.	27	143	170
27	Women generally lack the necessary training for management positions in corporate S.A.	81	89	170
28	Women are less willing than men to accept a transfer	51	119	170
29	Women are more frequently absent from work than men	12	158	170
30	Women do not want the increased responsibility associated with a management role in corporate S.A.	9	161	170

Table 6.8: Percentage score

		Agree	Disagree	Total no. of valid Responses
26	Women generally lack the necessary skills for management positions in corporate S.A.	15.90%	84.10%	100%
27	Women generally lack the necessary training for management positions in corporate S.A.	47.60%	52.40%	100%
28	Women are less willing than men to accept a transfer	30.00%	70.00%	100%
29	Women are more frequently absent from work than men	7.10%	92.90%	100%
30	Women do not want the increased responsibility associated with a management role in corporate S.A.	5.30%	94.70%	100%

Comments

>70% of the respondents disagreed that:

- Women do not want the increased responsibility associated with a management role (94.7%).
- Women are more frequently absent from work than men (92.9%).
- Women generally lack the necessary skills for management positions in corporate S.A. (84.1%).
- Women are less willing than men to accept a transfer (70.0%).

These results contradict some of the traditional misconceptions about women in management positions.

What is interesting, though, is that almost half (47.6%) of the respondents agreed that women lack the necessary training for management positions. It would thus appear that corporations could invest in their female talent pool through:

- the necessary training
- exposure
- management skills transfer to women.

Question

How well do women rate in corporate S.A. as competent leaders? Please mark your answer with an “X”.

Table 6.9: Raw score

		1 Very Important	2 Important	3 Unimportant	4 Irrelevant	5 Unsure	Total no. of valid responses
31	Self-discipline	128	32	10	0	0	170
32	Ambition	92	70	8	0	0	170
33	Interpersonal competence	120	41	9	0	0	170
34	Assertiveness	71	71	28	0	0	170
35	Decisiveness	90	80	0	0	0	170
36	Organisational awareness	78	69	23	0	0	170
37	Passion for the organisation and its values	102	60	8	0	0	170

Table 6.10: Percentage score

		1 Very Important	2 Important	3 Unimportant	4 Irrelevant	5 Unsure	Total no. of valid responses
31	Self-discipline	75.30%	18.80%	5.90%	0.00%	0.00%	100%
32	Ambition	54.10%	41.20%	4.70%	0.00%	0.00%	100%
33	Interpersonal competence	70.60%	24.10%	5.30%	0.00%	0.00%	100%
34	Assertiveness	41.80%	41.80%	16.50%	0.00%	0.00%	100%
35	Decisiveness	52.90%	47.10%	0.00%	0.00%	0.00%	100%
36	Organisational awareness	45.90%	40.60%	13.50%	0.00%	0.00%	100%
37	Passion for the organisation and its values	60.00%	35.30%	4.70%	0.00%	0.00%	100%

Comments

- The majority of the respondents regarded self-discipline (75.3%), interpersonal competence (70.6%) and a passion for organisational values (60.0%) as very important leadership skills women should possess in order to be regarded as competent leaders. These aspects tie in with what is prescribed by modern leadership models.
- Less than half of the respondents rated the following aspects as important leadership skills:
 - Decisiveness (47.1%)
 - Assertiveness (41.8%)
 - Ambition (41.2%)

6.2.4 Section 4: Female professionals as a brand in corporate S.A.

This section of the questionnaire aimed to determine whether professional women in corporate S.A. can be identified as a brand. Questions were constructed around the importance of brand differentiation and whether typical feminine traits can be regarded as differentiated female qualities. Respondents were also requested to identify what they consider to be typical inherent female characteristics.

Question

Please answer Yes or No by placing an “X” in the appropriate box.

Table 6.11: Raw score

		Yes	No	Total no. Of valid Responses
38	Product differentiation can be regarded as the cornerstone of branding	120	50	170
39	Typical feminine traits can be regarded as a differentiated female quality	99	71	170
40	Women have certain characteristics that equip them for management positions in corporate S.A.	170	0	170
41	People are inclined to buy into a brand because of the "feel good" emotion the brand evokes within the buyer	142	28	170
42	People are inclined to buy into a brand because of the brand's unique selling propositions	129	41	170

Table 6.12: Percentage score

		Yes	No	Total no. of valid Responses
38	Product differentiation can be regarded as the cornerstone of branding	70.60%	29.40%	100%
39	Typical feminine traits can be regarded as a differentiated female quality	58.20%	41.80%	100%
40	Women have certain characteristics that equip them for management positions in corporate S.A.	100.00%	0.00%	100%
41	People are inclined to buy into a brand because of the "feel good" emotion the brand evokes within the buyer	83.50%	16.50%	100%
42	People are inclined to buy into a brand because of the brand's unique selling propositions	75.90%	24.10%	100%

Comments

While 70.6% of the respondents believed that product differentiation can be regarded as the cornerstone of branding, 100% believed that typical feminine qualities can be regarded as a differentiated quality in women.

More respondents (83.5%) agreed that people buy into a brand because of the 'feel good' emotion it evokes. Although a significant number (75.9%) of the respondents agreed to buying into a brand for its unique selling proposition, emotional selling scored higher (83.5%).

Question

Which of the following can be considered as inherent female qualities? More than one answer is allowed. Please mark the appropriate answers(s) with an “X”.

Table 6.13: Raw score

		Number of Responses	Total no. of valid responses	Total no. of misses
43	Nurturing	170	170	0
44	Flexibility	80	170	90
45	Empathy	170	170	0
46	Loyalty	91	170	79
47	Decisiveness	42	170	128
48	Giving	140	170	30

Table 6.14: Percentage score

		Percentage Responses	Total % of valid responses	Total % of misses
43	Nurturing	100.00%	100%	0.00%
44	Flexibility	47.10%	100%	52.90%
45	Empathy	100.00%	100%	0.00%
46	Loyalty	53.50%	100%	46.50%
47	Decisiveness	24.70%	100%	75.30%
48	Giving	82.40%	100%	17.60%

Comments

100% of the respondents perceived “nurturing” and “empathy” as typical feminine qualities. The other large score was obtained when 82.4% of the respondents perceived “giving” as another typical female quality.

Question

Please list one or more additional, if any, inherent female characteristics not mentioned above.

Table 6.15: Raw score

		Total no. of Responses	Total no. of valid respondents	Total no. of misses
49	Conscientious	1	170	169
50	Communicates well	9	170	161
51	Fosters inclusive environment	1	170	169
52	Encourages teamwork	15	170	155
53	Not ego driven	1	170	169
54	Co-operative	13	170	157
55	Multi-skilled	7	170	163
56	Deals with multiple roles	1	170	169

Table 6.16: Percentage score

		total % Responses	Total % of valid respondents	Total % of misses
49	Conscientious	0.59%	100%	99.41%
50	Communicates well	5.29%	100%	94.71%
51	Fosters inclusive environment	0.59%	100%	99.41%
52	Encourages teamwork	8.82%	100%	91.18%
53	Not ego driven	0.59%	100%	99.41%
54	Co-operative	7.65%	100%	92.35%
55	Multi-skilled	4.12%	100%	95.88%
56	Dealing with multiple roles	0.59%	100%	99.41%

Comments

Although the open-ended question was answered poorly, the respondents perceived good communication, teamwork and co-operation to be the most relevant female characteristics.

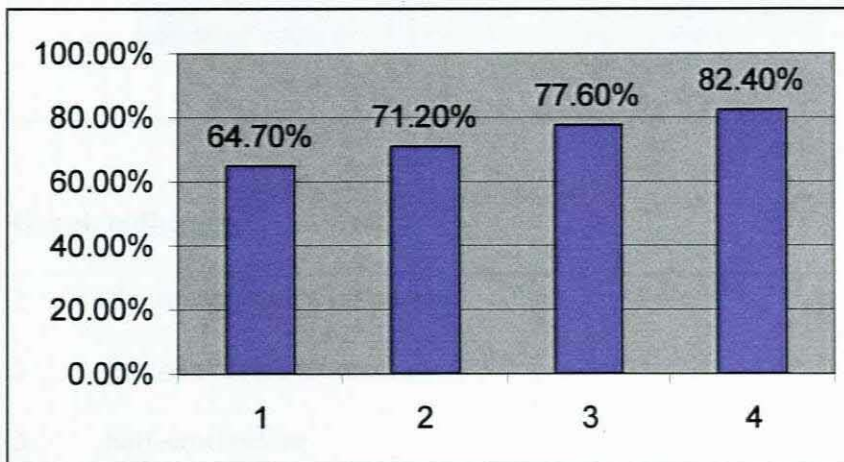
6.3 Selected results

The results highlighted in this section reflect the most popular responses in terms of management skills, leadership skills and perceived inherent female characteristics as differentiated qualities in professional women in corporate S.A. The competency levels of female professionals in corporate S.A. were fully covered in the literature study, hence omitting of Section 3 results in this section.

➤ Section 1: Management skills

The graph in figure 6.1 shows what were identified as the most important management skills required:

Figure 6.1:



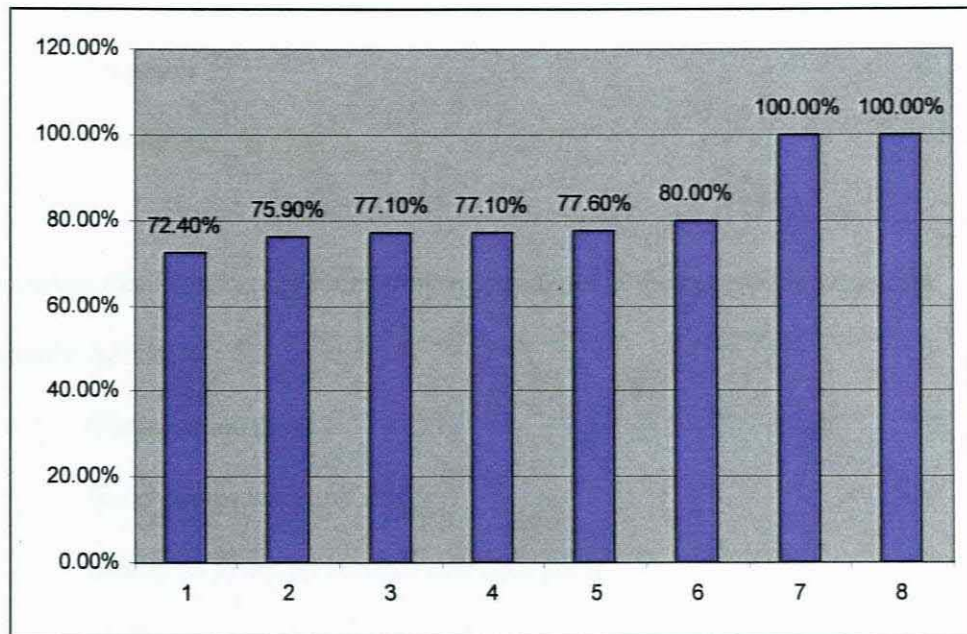
Graph indicators

- | | |
|---|--|
| 1 | Drive to succeed |
| 2 | Teamwork |
| 3 | Team leadership |
| 4 | Good leadership characteristics |

➤ Section 2: Leadership skills

The graph in figure 6.2 below shows how the respondents perceived the key competencies required of a good leader:

Figure 6.2



Graph indicators

- | | |
|----------|--|
| 1 | Exercising one's influence |
| 2 | Internal drive to succeed |
| 3 | Self-motivation |
| 4 | Leadership traits are acquired through maturity |
| 5 | Fairness |
| 6 | Honesty |
| 7 | Good leadership traits are not gender bound |
| 8 | Women are equally competent leaders compared to their male counterparts |

➤ Section 4: Female professionals as a brand in corporate S.A.

The following characteristics were perceived as being inherent female qualities and regarded as differentiated qualities in women in an attempt to identify professional women as a brand in corporate S.A.:

- Nurturing
- Empathy
- Giving.

The following qualities were perceived by respondents in the open-ended question as inherently female:

- Conscientiousness
- Good communication skills
- Ability to foster an inclusive environment
- Ability to encourage team work
- Ability to deal with multiple roles
- Not ego driven
- Multi-skilled.

As a brand, female professionals can be differentiated on the basis of their perceived inherent feminine qualities that can add a positive dimension to a leadership role. Since an integral part of branding is brand differentiation, socially perceived inherent feminine traits can be regarded as brand differentiation.

One of the successes of a brand relies on its ability to satisfy the target market's needs. In the context of the research problem, corporate S.A. is the target market

with a need for a modern management/leadership approach. In an attempt to assist in broadening the pool of capable leadership talent, branding of professional women could assist in the recognition of the under-utilised available (female) human capital. The above-mentioned characteristics are in line with the requirements of contemporary management/leadership styles.

6.4 Summary

In this chapter, all the results from the empirical study are analysed. The chapter highlights the key competencies of a good manager as well as those of a leader in corporate S.A. The results also show that women are regarded as equally competent leaders to their male counterparts in corporate S.A. if given the opportunity. Lastly, the results in Section 4 show that what are perceived as inherent female characteristics can be used to differentiate professional women as a brand.

Chapter 7

Conclusions and recommendations

"Only one man in a thousand is a leader of men, the other 999 follow women."

~ Groucho Marx

7.1 Introduction

The under-representation of female executives in corporate S.A. impacts negatively on the skilled pool of available professionals in the country. It means that fewer skilled and qualified people are being acknowledged as part of the broader corporate community in terms of adding value to bottom-line performance. At the time of the study, very few S.A. corporate companies were actively committed to investing in their women in order to rectify the gender imbalances at management level. Examples of two companies that are actively investing in their women are Nedcor and Eskom. Nedcor is also the official sponsor of the Business Women's Association of S.A.

In its attempt to address the gender imbalances, the study has proved that professional women in corporate S.A. can be identified as a brand. It was found that the differentiated female qualities and the brand personality based on women's perceived inherent characteristics are the cornerstones of female professionals as a brand. It also appeared that what society imposed upon women for ages in terms of behaviour and their traditional roles in society, in fact equipped women unknowingly with the tools to become new-age leaders as prescribed by contemporary management and leadership models.

A typical customer-focused brand pre-empted the target market's needs for that particular product/service. In the case of professional women in corporate S.A. as a brand, the need was established for those qualities and traits associated with women in terms of modern leadership paradigms.

7.2 Summary of chapters

The primary objective of the study is to determine whether female professionals in corporate S.A. can be identified as a brand. The first secondary objective is to determine which key competencies and inherent characteristics are required of a good leader in a management position in corporate S.A. and to what degree women possess these key competencies and inherent characteristics. The second secondary objective of the study is to determine to what extent female executives are under-represented in management positions in corporate S.A. A summary of chapters 1 to 6 gives insight into the how these objectives were achieved.

Chapter 1

Chapter 1 refers to branding, brand values and the brand-building process. Reference is also made to the importance of acceptable male-to-female ratios and the under-representation of females in corporate S.A. The overall requirements of the new management models and good leadership qualities are also discussed as well as the relation between female competencies, good management and leadership skills.

Chapter 2

Chapter 2 addresses the issue of whether traditional management approaches are still effective in contemporary corporate S.A. The need for a modern management paradigm and the key competencies required of individuals to be regarded as successful managers in corporate S.A., as well as whether women possess these competencies are discussed. Various contemporary management models versus some traditional management models were discussed in terms of their relevance

in contemporary corporate S.A. From the different management models discussed and the latest management trends, it appears that stereotypical female qualities such as empathy, nurturing, trust and humanity are playing pivotal roles as management skills in contemporary organisations.

Chapter 3

Chapter 3 proved that good leadership traits are neither inborn nor gender-bound, which led to the conclusion that women can be equally competent leaders. Therefore, due to society's historical gender-stereotypical perceptions, it seems that women have unknowingly been trained by society to be good leaders.

Chapter 4

This chapter shows how perceived inherent female qualities appear to meet the demands of the modern management paradigm, which can, in marketing terms, be regarded as a differentiation for professional women as a brand in corporate S.A.. Because using ESP's in a branding strategy seems to be a more powerful tool than the USP of a brand, professional women may be more successfully branded on their ESP's.

Chapter 5

This chapter describes the research process followed in conducting the empirical study into whether professional women in corporate S.A. can be regarded as a brand. The study was conducted by means of a structured questionnaire that was e-mailed to the various respondents. Completed questionnaires were expected back within a two-week timeframe. The questionnaire addressed management and

leadership skills as well as competency levels of female professionals in management positions and female professionals as a brand in corporate S.A. The types of questions used in the questionnaire were multiple-choice questions, dichotomous questions, and one open-ended question.

Chapter 6

Chapter 6 provides an analysis of all the results from the empirical study. The chapter highlights the key competencies required of good managers and leaders in corporate S.A.

7.3 Conclusions

7.3.1 Gender differences

Gender behavioural differences result more from environmental influences such as social, cultural and historic expectations and norms rather than from biological influences. Human behaviour resulting from these environmental influences appears to be extended to the workplace, hence the existing misconceptions about female employees. The study has also proved that management and leadership skills are neither inborn nor gender-bound.

7.3.2 Leadership in management in modern corporate society

Despite traditional misconceptions about women's inability to be good managers, the study has proved just the opposite. Modern management paradigms express a strong need for contemporary managers to adopt more of what have traditionally been perceived to be typical feminine characteristics. In other words, the new management paradigms require that most of the perceived inherent feminine

characteristics form an integral part of managerial skills. At the same time, good managers in any organisation are also required to be good leaders. Some of the key elements in leadership management are that leaders should adopt a more humanistic approach and, at the same time, be willing to coach and transfer skills. An example of how humanity is integrated in modern S.A. corporate culture as a result of an ever-changing economic environment is the *ubuntu* approach.

7.3.3 Competency levels of women in top management positions in corporate S.A.

The study concludes that women are as competent as their male counterparts to assume top management positions in corporate S.A. Good leadership skills, however, are to a large extent acquired through training, proper exposure and experience over time. Given the right opportunity, women will be given a chance to put their leadership skills to good use in any organisation.

7.3.4 Under-representation of women in leadership positions in corporate S.A.

Women are still under-represented in corporate S.A., as two preliminary studies in this regard showed. Yet corporate S.A. currently experiences a shortage of skilled executives at middle- to top management due to a stabilized political and economic climate, as well as a further expected >4% economic growth for 2005 (Sunday Times, 10 October 2004). In an attempt to bridge the gender gap at executive level in corporate S.A. and to broaden the pool of skilled professionals, it is advised that corporate S.A. recognize the contribution female professionals have to make. One way of investing in the female portion of their human capital would be to provide more skills training opportunities to women. This statement is supported by the findings in the empirical study that showed 84.1% of

respondents believed women in corporate S.A. generally lack the necessary training for management positions in corporate S.A.

7.3.5 Branding of professional women in corporate S.A

The cornerstones of a successful brand are brand personality and brand differentiation. One of the successes of a brand relies on its ability to satisfy the target market's needs. In the context of the research problem, corporate S.A. is the target market with a need for a modern management approach. In an attempt to assist in broadening the pool of capable leadership talent, branding of professional women could assist in the recognition of the available human capital.

Since an integral part of branding is brand differentiation, perceived inherent feminine traits can be regarded as brand differentiation. ESP's in branding are about a brand's distinctive differentiated qualities the target market, i.e. people, feel they can engage with. Based on the perception that great brands appeal to people's emotions, professional women can be branded in corporate S.A. through ESP. As a brand, female professionals can be differentiated on the basis of their perceived inherent feminine qualities that can add a positive dimension to a leadership role.

7.3.6 Objectives of the study

Were all the objectives of the study achieved?

➤ Primary objective

The primary objective of the study was to determine whether female professionals in corporate S.A could be identified as a brand.

The study showed that professional women in corporate S.A. possess all the key components of a brand in terms of brand identity, brand personality, brand differentiation and brand consistency. Therefore female professionals can thus be regarded as a brand.

➤ Secondary objective #1

The first secondary objective of the study was to determine which key competencies and inherent characteristics are required of a good leader in a management position in corporate South Africa and to what degree women possess these key competencies and inherent characteristics.

The key competencies required of a good leader in a management position in corporate South Africa had been identified through contemporary management and leadership models. Based on the requirements of these paradigms, it would appear as though women are no less competent than their male counterparts to fulfil leadership roles in corporate S.A. In fact, it seems that women were unknowingly prepared by society as natural leaders. However, the only component absent is the lack of experience as a result of male dominance in top management, predominantly due to traditional misconceptions regarding women's alleged inability to excel in top management positions.

➤ Secondary objective #2

The second secondary objective of the study was to determine to what extent female executives are under-represented in management positions in corporate S.A.

Women are still under-represented in top management positions in corporate S.A., as indicated by preliminary studies conducted, which indicated a strong male dominance in the boardroom.

7.3.7 Conclusions drawn from the empirical study's results

Section 1: Management skills

It appears that skills transfer, good leadership skills, co-operation and a good knowledge of one's area of expertise are important skills required from good managers. None of these skills is gender specific, and all can be acquired through proper training. Therefore, if given the opportunity to acquire these skills, qualified women could prove to be competent managers.

Section 2: Leadership skills

Leadership skills seem to originate from a combination of appropriate training, maturity, experience and the individual's ability to exercise influence over others. Honesty, fairness and self-motivation rated highest in the study as skills required of a leader. None of these factors is gender specific but, rather, they rely on the individual's desire to excel.

Section 3: Competency levels of female professionals

The results showed that the majority of the respondents disagreed with traditional misconceptions about female employees in terms of:

- Women's unwillingness to accept a transfer (70%)
- Women's lack of desire to accept increased responsibility (94.7%)
- Women being more often absent from work than men (92.9%)

Section 4: Female professionals as a brand in corporate S.A.

The results showed that 70.6% of the respondents agreed that brand differentiation is the cornerstone of branding. Of the respondents, 100% believed that socially perceived inherent female characteristics can be regarded as differentiated qualities for women as a brand. In addition, 83.5% of the respondents indicated that people buy into a brand because of the "feel good" emotion it evokes, whilst 83.5% of the respondents agreed that a brand sells better through emotional selling propositions. Collectively, these results indicate that socially perceived inherent feminine characteristics could be used as the foundation in brand differentiation of professional women as a brand in corporate S.A. In addition, a branding strategy based on ESP's of the brand will prove more effective than selling the concept through a USP strategy.

7.4 Recommendations

Recommendations in terms of branding professional women in corporate S.A. are given below:

7.4.1 Using existing policies and social perceptions to catalyse the branding process of female professionals

If the problem of gender inequality in the workplace did not exist, the South African government would not be taking such a stern stance on rectifying the issue. The commitment of parastatels such as Eskom and PetroSA towards empowering women in their respective organisations could act not only as a benchmark, but also as an inspiration to other private corporations to follow suit.

Based on the results of the empirical study in section 3, it appears that a majority of the respondents view women as competent leaders. This means that the time is right for corporate S.A. to embrace the idea of investing actively in the female portion of their human capital.

7.4.2 Media involvement and national Women's Day as tools in the branding process

Results from Section 4 in the empirical study indicated that women can be regarded as a differentiated brand; therefore, the branding campaign should include excessive media coverage to ensure optimum exposure to the target market. In line with the annual Women's Day celebrations in August, all forms of printed and electronic media should be employed to reach the target market. Ideally, influential organisations and forums need to buy into the concept of marketing professional women as a brand. Examples of such forums and associations would include:

- The Business Women's Association of S.A.
- The Black Management Forum
- The Women Hope Education and Training Trust (WHEAT Trust).

Because the organisations needed to support the idea of marketing professional women must to be well established and reputable, the target audience will tend to take them more seriously than an idea marketed by an unknown entity. By the same token, the media would be more inclined to co-operate with well-known organisations.

Typical examples of printed media aimed at the target market:

- Sunday Times
- Argus
- Cape Times
- Business Today
- Financial Week
- Engineering News.

Typical television programmes to target would be:

- SABC 3: 3 Talk
- SABC 2: Motswako
- SABC 1: Morning Live.

7.4.3 Branding professional women using the ESP strategy

Corporate S.A. is made up of people. All people have women present in their lives in a personal capacity in one form or another, be it their mothers, other female relatives or close friends. Therefore, everyone in corporate S.A. can relate to those 'typical female' qualities needed to enhance a management/leadership role in corporate S.A. as defined by contemporary management/leadership models. More than half (58.2%) of the respondents agreed that the perceived typical female characteristics can be regarded as differentiated female qualities. The mere fact that these perceived feminine traits have an emotional link justifies branding of professional women through emotional selling propositions. This point is supported by 83.5% of the respondents, who agreed that people buy into a brand because of the "feel good" emotion it evokes within the buyer.

7.4.4 Using the brand's differentiated qualities in the ESP marketing strategy

Of the respondents, 70.6% related to the fact that product differentiation is the cornerstone of branding. In the case of professional women as a brand, the brand differentiation will come from the perceived inherent female characteristics that coincide with requirements of some modern management paradigms. The requirements of the modern management and leadership models will in marketing terms relate to the needs of the target market (corporate S.A.).

7.4.5 Creating 'brand value' awareness

If professional women can be successfully branded, it will be due to the value-added component of the brand to its target market. It appears that men and women are psychologically on par, yet they adopt different roles and responsibilities on

the basis of social and cultural expectations. In addition, women still appear to be under-represented in top management positions. So, it can be argued that all the available talent in corporate S.A. is not fully explored and utilized. Therefore, by acknowledging professional women as a successful brand, the value their undervalued skills and talent can add to the existing skills pool is also acknowledged.

7.4.6 Creating brand confidence

A confident brand has a clear identity and position in the market. In the case of female executives, the brand identity will be clearly established on the basis of a combination of professional capabilities and perceived typical feminine characteristics, which could also result in brand consistency. Since women are spontaneously associated with these feminine characteristics, adopting this strategy will take less effort in convincing the target market of the brand's capabilities in this respect.

7.4.7 Management skills

It appears that management skills are not gender specific, but rather acquired through appropriate training. Yet, the strong male dominance at senior management level in corporate S.A. is indicative of women not being given the opportunity to grow in their respective careers. Of the respondents, 84.1% agreed that women are generally lacking in the skills for senior management positions. Therefore, the issue of providing the opportunity for professional women to acquire these skills and investing more in the female share of their human capital needs to be addressed by S.A corporations.

7.4.8 Leadership skills

From the empirical study's results, it appears that both management and leadership skills are acquired through appropriate training and, as 100% of the respondents agreed, are not gender specific either. Once again, by investing in their female employees through career advancement programmes, organisations can increase their skills pool and, in so doing, increase their bottom-line performance.

Various options exist to accommodate working mothers who, for example, have the ability to grow, but lack the opportunity. Companies can look at possibilities such as:

- flexi-time working hours for women
- day-care centres on the premises for career women with small children
- women working from home

7.4.9 Competency levels of female professionals

Of the respondents, 52.4% agreed that women lack the necessary training for senior management positions. Therefore, as another way of investing actively in professional women, organisations can provide study assistance to those female individuals who show growth potential but do not have the available funds to further their studies.

7.4.10 Female professionals as a brand in corporate S.A.

Since 100% of the respondents believed that socially perceived inherent female characteristics could be regarded as differentiated qualities for women as a brand, these inherent female characteristics should form the basis of the brand differentiation strategy. In an attempt to assist in bridging the gap of gender inequality in corporate S.A., professional women may be branded as a valuable company asset. By acknowledging the skills and competencies of professional women and investing in them, corporate S.A. stands a good chance of broadening the pool of skilled people available. Through investing in one's human capital, loyal and high-caliber employees are bred, which may ultimately lead to enhanced long term bottom-line performance for the company.

7.5 **Future studies**

The study only attempted to identify professional women as a brand in corporate S.A. A follow-up study that will include a full-scale marketing plan of how the target market will be reached should be done. For this, the following information needs to be gathered:

- Specific types of industries and/or organisations willing to embrace the idea of investing in female professionals.
- Are corporations ready to accept that they should invest in the female portion of their human capital in order to increase the skills pool? If so, to what extent would the overall bottom-line performance of such corporations be affected and over how long a period of time?

- The willingness of relevant existing reputable and well-established organisations, forums and societies to support the idea of branding professional women as a brand.

Although the information was not utilised in the study, it was discovered that there was a significant increase in female students at universities over the past ten years in fields such as engineering, science and information technology. However, there is still a notable absence of females in senior management positions in these respective disciplines. This might be a future study worth undertaking. An outcome of such a study might be that the challenges faced by women in these disciplines could be investigated and identified.

Another possible future study can be to brand male professionals in corporate S.A. in an attempt to create a competitive brand in the market. The advantage of such a study would be that the researcher would at least have an existing brand (female professionals), built in the study, to act as a benchmark. Another possible advantage of such a study would be the resultant healthy brand-competitive market that will be filled with high-caliber, performance-driven and competitive professionals.

Of the respondents, 84.1% agreed that women lack the necessary skills for management positions. Another area that might be researched is the correlation between male-female ratios at top management level and whether adequate training opportunities and assistance to women are provided by the respective organisations.

7.6 Summary

This chapter refers to the conclusions drawn from both the empirical as well as the literature studies. In terms of achieving the overall objectives of the study, it was concluded that:

- The primary objective of the study was achieved in that female professionals in corporate S.A can be identified as a brand as they possess all the key components of a brand.
- The first secondary objective was achieved by determining the key competencies and inherent characteristics required of a good leader in a management position in corporate South Africa. It was also established to what degree women possess these key competencies and inherent characteristics.
- The second secondary objective of the study was to determine to what extent female executives are under-represented in management positions in corporate S.A. It was found that men still heavily dominate S.A. boardrooms.

The brand-building strategy most suited to branding professional women in corporate S.A. was based on a combination of ESP's and the Aaker 'brand personality' framework. The latter was chosen due to its personal analogy between a brand and a human being, which makes it easier for the target market to relate to. The target market, i.e. corporate S.A., consists of people with feelings and emotions, who have an association with women in one form or another in their lives. Thus, professional women, as a brand, earned brand consistency from the target market's perception of dependability and the feelings associated with women.

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ADDENDUM

QUESTIONNAIRE ON PROFESSIONAL WOMEN AS A BRAND IN CORPORATE SOUTH AFRICA

The purpose of the questionnaire

The purpose of the questionnaire is to determine whether female executives in corporate South Africa can be marketed as a brand.

Confidentiality

Please note that all the information provided by participants will remain strictly Confidential and will be used for the sole purpose of research.

Instructions

Please return questionnaires on or before than the 23 July 2004.

Rating scale

- 1 = Very important
- 2 = Important
- 3 = Unimportant
- 4 = Irrelevant
- 5 = Unsure

SECTION 1: MANAGEMENT SKILLS

Referring to the rating scale of 1-5 above, how important do you rate the following criteria as good management skills? Please place an "X" in the appropriate box.

		1	2	3	4	5
1.1	Teamwork					
1.2	Cross-functional participation					
1.3	Acceptance of diversity					
1.4	Desire for skills transfer					
1.5	Good leadership characteristics					
1.6	Knowledge of area of expertise					
1.7	Embrace a visible, take-charge approach to a management role					
1.8	Team leadership					
1.9	Drive to succeed					

SECTION 2: LEADERSHIP SKILLS

Referring to the rating scale of 1-5 above, how important do the following Criteria rate as good leadership skills? Please place an "X" in the Appropriate box.

		1	2	3	4	5
2.1	Self-confidence					
2.2	Influence					
2.3	Drive to succeed					
2.4	Self-knowledge					
2.5	Self-control					
2.6	Self-motivation					
2.7	Empathy					
2.8	Loyalty					
2.9	Honesty					
2.10	Fairness					

Please answer Yes or No by placing an "X" in the appropriate box.

		Yes	No
2.12	Are good leadership traits acquired through training?		
2.13	Are good leadership traits acquired through maturity?		
2.14	Are good leadership traits acquired through experience?		
2.15	Are leadership traits inborn characteristics?		
2.16	Are good leadership traits gender bound?		
2.17	Can women be considered as equally competent leaders to men?		

SECTION 3: COMPETENCY LEVELS OF FEMALE PROFESSIONALS

**Please indicate whether you Agree or Disagree with the following statements
By placing an "X" in the appropriate box.**

	Agree	Disagree
3.1 Women generally lack the necessary skills for management positions in corporate South Africa.		
3.2 Women generally lack the necessary training for management positions in corporate South Africa.		
3.3 Women are less willing than men to accept a transfer.		
3.4 Women are more frequently absent from work than men.		
3.5 Women do not want the increased responsibility associated with a management role in corporate S.A.		

Referring to the rating scale of 1-5 above, how do women rate as competent Leaders in corporate SA? Please place an "X" in the appropriate box

	1	2	3	4	5
3.6 Self-discipline					
3.7 Ambition					
3.8 Interpersonal competence					
3.9 Assertiveness					
3.10 Decisiveness					
3.11 Organisational awareness					
3.12 Passion for the organisation and its values					

SECTION 4: FEMALE PROFESSIONALS AS A BRAND IN CORPORATE SOUTH AFRICA

Please answer Yes or No by placing an "X" in the appropriate box.

	Yes	No
4.1 Can "product differentiation" be regarded as a cornerstone of branding?		
4.2 Can typical feminine traits be regarded as a differentiated female quality?		
4.3 Do women have certain characteristics that equip them for management Positions in corporate S.A?		
4.4 Are people inclined to buy into a brand because of the "feel good" emotion That the brand evokes within the buyer?		
4.5 Are people more inclined to buy into a brand because of the brand's "Unique Selling Propositions"?		

4.6 **Which of the following are perceived inherent females qualities? More than one answer is permitted. Please answer the appropriate Question(s) by placing an "X" in the appropriate box.**

4.6.1 Nurturing	
4.6.2 Flexible	
4.6.3 Empathetic	
4.6.4 Loyal	
4.6.5 Decisive	
4.6.6 Giving	

4.7 **Please list one or more perceived inherent female characteristics not mentioned above.**

Thank you very much for your co-operation and assistance.

Marion S. de Wet

