Vol.4, Iss.1
ISSN: 2663-0478 (P)
ISSN: 2707-6083 (O)

ORGANIZATION LEADERSHIP & DEVELOPMENT QUARTERLY

Centre for Organization Leadership & Development

2021

Consulting Case Study – COLDC

Conference Proceedings

- **OLDN 2021**
- **AODA 2021**

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The Organization Leadership & Development Quarterly (OLDQ) adheres to its Editorial Mission and strives to publish scholar-practitioner articles with deep philosophical orientation and transformative value. – *Dr. Justine Chinoperekweyi*

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OLDQ Editorial Purpose

Our mission is to share and ignite insightful conversations that enhance knowledge, skills, and application; and strengthen synergies among OD professionals and organizations.

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ORGANIZATION LEADERSHIP AND DEVELOPMENT QUARTERLY

Leadership and Organization Development Resource

VOL.4 NO.1 **Q3/2021**

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Published Quarterly

Centre for Organization Leadership and Development (COLD), ISSN (P): 2663-0478, ISSN (O): 2707-6083

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EDITOR'S NOTE

It is with pleasure that we bring to you the OLDQ Volume 4, Issue 1 during these difficult times of the Covid-19 pandemic. As I highlighted in our previous Issue, the year 2020-21 has been marred with disturbing global challenges with negative effects recorded across economic sectors. Through the Organization Leadership and Development Network (OLDN), the mission of OLDQ has been ignited as in such times insightful conversations restore hope and facilitates transformation. As a scholar-practitioner publication, the OLDQ continued to make calls for articles contribution as a way to ensure consistency of our publication efforts. We are looking forward to strengthen our Editorial Team in order to ensure our publications aligns with the demands of contemporary scholarship. The Editorial Team should enhance Editorial rigour and commit to uphold the OLDQ Editorial Mission. The OLDQ Editorial Board is focused on enhancing real scholarship in the field of organization leadership and development.

In this Issue, we capture consulting case studies from Cohort 5 of the Certified Organization Leadership and Development Consultant programme by The Centre for Organization Leadership and Development (COLD). We also cover Conference Proceedings from the following:

- Organization Leadership and Development Network (OLDN) 2021
- African OD Association (AODA) 2021

With gratitude, I confirm the active participation of our members on these conferences. Our Editorial Mission also appreciates the publication of Segment Reports drawn from OLDN International Forums. OLDN successfully published the OLDN-BAFE, OLDN-ICE, OLDN-HRLS, and OLDN-WRCD 2021 Reports with multi-disciplinary insights. We look forward to more scholar-practitioner articles from OLDN members and the broader community.

Please note that most of the OLDQ articles and findings will be discussed on the **OLDN Conversations and Publications Club**. Thank you so much for taking time to read this *Issue*. The world is no better place without engaging into insightful and transformation-focused conversations. Hence, we welcome your feedback and OD & Leadership success stories.

Managing Editor

Dr. Justine Chinoperekweyi

Volume 4; Issue 1

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Editorial Contributions:

The views expressed in OLDQ are those of the authors and do not necessarily represent those of COLD.

Article Reprints:

For reprints, please contact the editorial team at info@centreold.com.

Website: www.centreold.com

Submissions & Correspondences:

All correspondence, letters, and articles should be send to: Editorial Team through email: info@centreold.com

Published by: *Centre for Organization Leadership & Development (COLD)*
(ISSN (P): 2663-0478; (O): 2707-6083)

Design & Artwork:
COLD
Email: info@centreold.com

ENHANCING EMPLOYEE PERFORMANCE THROUGH WORK LIFE BALANCE & FLEXI HOURS – ECOBANK ZIMBABWE

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ACTION LEARNING PROJECT

ORGANIZATION DEVELOPMENT CONSULTING

for

CERTIFIED ORGANIZATION LEADERSHIP AND DEVELOPMENT CONSULTANT

Supervised by:

JUSTINE CHINOPEREKWEYI, Ph.D

2021

Preparatory Consulting Work

The consulting engagement involved two internal consultants and two external consultants. The consultants conducted preparatory work to enhance understanding of Ecobank and initiate discussions with the client representative – Head of HR.

The preparatory work was conducted through secondary data review and preliminary discussion with the client. The focus was to enhance strategic foresight and facilitate alignment with the bank's performance measure.

Step 1: Review of the bank's history and published information

The consultants took time to review documents that provided information concerning the history of the bank. This was especially beneficial to the external clients (S. Chizanga and N. Bandawa), for them to have an appreciation of the organization and its operations.

1.1 History of the bank

The bank was established in 2002 as Premier Finance Group, a merchant bank. In January 2011, Ecobank Transitional acquired 70% shareholding in Premier Finance Group and 30% Brainwork capital. Following the change of ownership, the institution rebranded to Ecobank Zimbabwe in May. Ecobank Zimbabwe Limited was granted authority to commence commercial banking business effective 01 January 2011, in terms of Section 16 of the Banking Act [Chapter 24:20]. This follows the institution's compliance with the minimum regulatory capital requirement of $12.5 million for commercial banks.

The banks' Head Office is located at number 2 Piers Road, Block A Sam Levy's' Village Borrowdale Harare and has 15 branches (4 branches at inception added 11 to date) across the country with 31 ATMs (11 offsite and 19 branches based). Ecobank Zimbabwe Limited is a subsidiary of Ecobank Transitional, the Pan African Bank with headquarters in Lome, Togo presence in over 30 African countries and as well present in South Africa, France, Dubai, and The United Kingdom.

In terms of Market share, the bank has 15% market share following CBZ (31%) and Stanbic (17%). In ranking the bank is number 3 in Zimbabwean financial Sector.

1.1.1 Ecobank Culture

There are six core values which are embedded in Ecobank's culture. These include:

Respect – which provides a healthy working environment for employees to work in as they relate with each other

Accountability - measuring oneself against the highest standards of integrity and taking responsibility by holding selves accountable for outcomes, good and bad.

Customer Centricity – Customers are at the heart of the bank.

Excellence - what happens when we consciously make the right choices repeatedly, especially when no one is looking, delivering outstanding results by harnessing a culture of exceptional execution at all levels every day.

Integrity - The quality of being honest and having strong moral principles.

Teamwork - working as a team, the best way which will translate into success.

Consultants Debrief 1

The consultants facilitated an online debrief session to discuss the findings and ensure alignment of perspectives and interpretation.

Step 2: Preliminary Conversation with client representative

The consultants arranged a briefing session with the client representative – Head of HR. The discussion aimed at:

- Proposing scope of work and to determine client readiness.
- Introducing the consulting team.
- Determine the significance of this consulting engagement.

Consultants Debrief 2

After the discussion with the Head of HR, the consultants arranged the second online debrief session and the following resolutions were discussed:

- The client provided three areas of concern that they wanted the consultants to assist in providing insight on as their OD assignment.
- The consultants resolved to focus on the area of work-life balance from the options provided to ensure the client received support in the areas they were concerned about.
- The consultants resolved to research more on the topic of work-life balance to get an in-depth understanding of the subject matter

1.2 Demystifying Work-life balance phenomenon

The consultants agreed to make use of secondary and primary data to understand Work Life Balance in relation to the bank. Articles on work-life balance were researched and interviews with employees were conducted to determine their understanding of the subject matter.

1.2.1 Current spectrum of Work-life balance

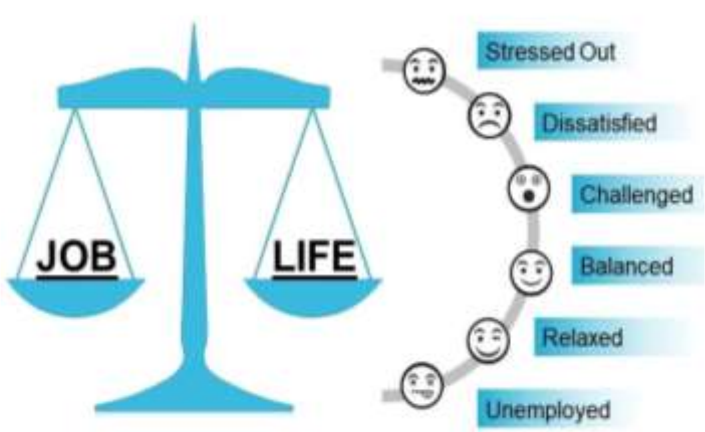
A brief summary of the literature on work-life balance reveals that organizations are currently operating in highly complex, uncertain, and chaotic environments. This complexity and unpredictability bring with it demands on the human lifestyle that puts a strain on both work demands and family commitments. Historically work-life has been lived as a dichotomy of professional life separated from one's personal life.

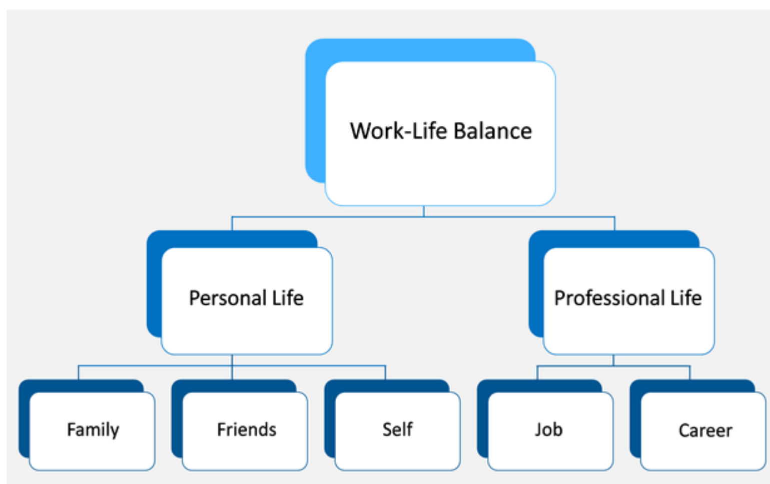
The 21st century has brought with it changes such as globalization and computer technology which has radically transformed the world of work. This transformation of the workplace combined with the diversity of family constructs that exist from married, single parents, widowed, blended families, and singles, who have increased pressures of providing for their families as well as being care givers places insurmountable pressure on the gainfully employed sector of the economy.

In addition, the phenomenon emerges as a response to the demographic, economic and cultural changes such as integration of women in the workplace, raising the number of couples both working outside the home, or transformation of family structures as well as population ageing. Also, work-life balance is one of the concerns of generation Y who value flexibility in time and space at work. The discussion on work-life balance therefore becomes critical in ensuring organizations continue to thrive

1.2.2 Definition of Work-life balance

Work-life balance is concerned with how employees manage and maintain a satisfactory balance between work and personal time and responsibilities (Crady et al 2008). A simple definition of work-life balance refers to a state of equilibrium in which the demands of both one's profession and personal life are equal (Lockwood, 2003).





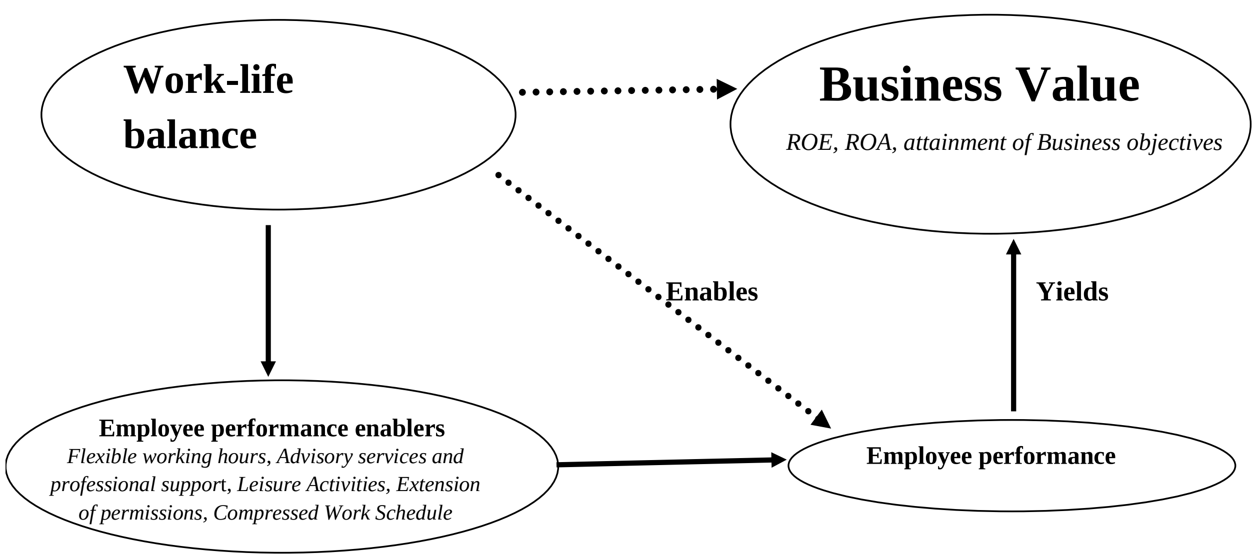
Source: Smith (2009)

Work-life balance from the employee viewpoint is seen as the dilemma of managing work obligations and personal/family responsibilities, while work-life balance from an employer's perspective is the challenge of creating a supportive company culture where employees can focus on their jobs while at work. The work-life organizational culture is the extent to which an organization's culture acknowledges and respects the family responsibilities and obligations of its employees to work together to meet their personal and work needs. Work hours and schedules can affect the health and wellbeing of workers for instance stress is one of the more commonly documented outcomes of long work hours and is recognized as a determinant of employee health and productivity. There are also a range of other costs that employers can incur because of high levels of work-life conflict, such as, recruitment and retention, individual productivity, employee attitudes, and behavior related to performance and efficiency.

1.2.3 Work-life balance and Business Value (ROE & ROA)

Work-life balance produces business value by enabling employee performance and some strategic motivational initiatives which catalyzes employee performance, and this will result in an increased ROE & ROA. Research shows that the implementation of work-life policies in organizations can have positive effects on retention, for example tele-working has direct performance benefits. Giving employees more control over work schedules and time may also contribute to process efficiency. Estimates of the direct costs of absenteeism due to high work-life conflict range from \$3-\$5 billion annually in Canada (Lowe, 2005). Family-supportive attitudes and behaviours by frontline supervisors and managers are also crucial for successful work-life programmes. From an employee's perspective, work-life balance requires a manageable workload, flexible work hours and being able to choose the days they work.

Fig 2 The link between Work-life balance and Business Value



Source: Adopted from Kabanda (2020)

When measuring the return on investment (ROI) of the work-life programmes it is important to consider employee time saved in executing duties, employee retention, increased motivation and productivity, absenteeism, and decreased health care costs and stress related illnesses. According to the American Initiative on Stress, 1 million workers are absent from work due to stress related complaints, and American firms have lost more than 5 million workdays annually due to illness, and more than half of the illnesses being stress related.

The top five family-friendly benefits that organizations can incorporate include: dependent care flexible spending accounts, flextime, family leave above required statutory leave days, telecommuting on a part-time basis, and compressed workweeks. There is however no one size fits all business case for work-life balance policies. Organizations need to customize their work-life programmes to suit their needs. However, employers need to portray an attitude that fosters commitment and understanding of the benefits of work-life balance.

2 The Market Overview (Competitive analysis of the bank)

Research on the effects of work-life balance on employee performance have not been confined to one geographical region but has been done in different regions across the world. As such, there has been a growing interest among scholars to determine what causes changes to employee performance (Drimlex, 2018). Below are some of the studies that have been conducted globally, regionally, and locally on issues relating to work-life balance in the banking industry. These provided guidance on variables that are peculiar to the concept under study therefore provides a map on what others found out and provides a basis for recommendations since the study falls under same industry despite being in different parts of the world.

A study done in Pakistan aimed at the theme of work-life balance, and to explain the significance of the said subject. The paper conducted study on effectiveness of workforce in the banking sector in Pakistan where the aim was to find out whether the employees can practice a sense of control. Does the employee stay prolific and productive for his team, while sustaining contented vigorous family life? Findings revealed that the banking sector of Pakistan is suffering through intense work life imbalance. Departments where the working force mainly comprises of line staff suffer tremendously as compared to other support staff in the workforce. Practical implication This paper implies that current work life balance practices in the banking sector of the country need to be addressed. Current practices are Parochial and line staff in the banking sector is suffering the most. Major steps are suggested in the study to overcome these issues which are directly influencing the performance of the line workforce. Some of the recommendations were the work by many theorists like Sparks, Cooper, Fried and Shirom (1997). The banking sector needs to focus on the following practices: Flextime, Telecommuting/Working from home, Provide special working arrangements for employees who are caring for young children or relatives and Paternity Leave.
Regionally, a study was conducted by Asumadu *et.al.* (2018) exploring the influence of work-life balance on employee commitment. In the banking sector where employees' work interferes with their social life, it is crucial to examine their commitment. The objectives of the study were to explore employees' perceptions on work-life balance and the relationship between work-life balance and commitment. The study employed a descriptive cross-sectional survey design with 115 employees responding to questionnaires and seven employees participating in interviews. The study found among others that unmarried employees balanced their work and family roles better than their married counterparts. Women also experienced more work-life conflict than men. There was a weak positive relationship between work-life balance and commitment among employees because they were not satisfied with paternity leave, study leave, and part-time work. The study concluded that work-life balance policies did not influence employee commitment that much. It was therefore recommended that bankers should benefit from paternity leave, study leave and part-time work to enhance work-life balance. In addition, industrial social workers

should educate bankers on how to balance their work and social responsibilities to manage both domains and perform efficiently and effectively at the workplace. Since married workers found it more difficult to balance work and social life, the study recommends that paternity leave is introduced in the organization for married men to support their wives during pregnancy. In addition, the management of bankers should pay more attention to how their female workers would enjoy more work-life balance policies so that women will enjoy more flexibility to enable them to adequately perform family responsibilities. Since respondents were not satisfied with part-time work, compressed work, study leave, work from home occasionally, the study concluded that management should make these policies flexible to enhance work-life balance. It was further recommended that the management of bankers should frequently organize socialization programmes for employees since respondents argued that they had little time for hobbies, leisure activities or maintaining friendships.

Locally, Bhebhe *et.al*., (2020) conducted a study which sought to investigate the impact of work-life balance on employee performance in the Zimbabwean Banking Industry. The study assessed how four identified dimensions of work-life balance namely flexible working hours, leave entitlement, technology-oriented work systems and job-sharing programs affect employee performance. The study found statistically significant evidence to support all the four hypotheses of this study. The study established that flexible working hours, leave entitlement, technology-oriented work systems and job sharing programmes have positive impacts on employee performance. It was recommended that banks should prioritize programs and practices that are aimed at making the working hours of employees more flexible. There should be a focus by banks on ensuring that employees share job responsibilities in a way that brings balance to both their work and life commitments. The study also recommended that banking institutions implement effective job-sharing programs that strike a balance between improving employee performance and sustaining corporate profitability.

Consultants Debrief 3

Inquiry & Engagement Methodologies

The consultants, based on the review of the bank's published information and the review of published materials on work life balance, resolved to make use of diagnostic and dialogic OD methodologies. External consultants, Shingirirai Chizanga and Noble N. Bandawa, were tasked to lead the dialogic OD methodologies through interviews and questionnaires. The following resolutions were made:

- Design data gathering instruments with the client system
- Internal consultants to debrief Branch Managers and other employees on the significance of the dialogic interventions with the external consultants

3.1 Consultants' Philosophical Orientation

The case study used pure qualitative research paradigm and the study approach was underpinned by a solid motivation for discovering the meaning and understanding of experiences on work-life balance in Ecobank Zimbabwe. A mixed approach was not used because of its contradictory nature as the quantitative and qualitative research paradigms hold different ontological assumptions

(Atieno, 2009). An interpretive perspective then holds assumption of contextual multiple realities (Harrison, Birks, Franklin & Mills, 2017). So, the interpretivism (qualitative study) was more prominent as it is appropriate in availing more complex phenomenon like effects of work-life balance on employee performance.

3.2 Questionnaires and interviews were used to gather information.

Questionnaires were sent via emails to respondents for them to give their views and experiences on work-life balance in the organization. Respondents were also to gives their views on the effects of introducing flex-hours on employees' performance. Interviews were also conducted by the consultants. Respondents at Ecobank Borrowdale and Bulawayo branches were interviewed to give their views.

3.3 Population and sample size

The study targeted all employees who are currently employed by Ecobank (full time, contracts, or students on attachment). Also, all the branches of Ecobank Zimbabwe were also targeted. There are 260 Ecobank employees (According to Ecobank files) composed of students on attachment, graduate trainees, and permanent employees.

3.3.1 Sample Size

In steady of dealing with the total population, the researchers had to come up with a sample to work on. This sample was believed to be a true representation of the total targeted population. To ascertain this representativeness of the sample size, a stratification sampling technique was applied by the researchers.

3.3.1.1 Population Stratification and Sample Size

The population was stratified per department (departments were the stratus). Four categories of departments were selected (Operations and Technology, Business, Branches and the fourth (other departments)). All other support departments were represented by "other departments" as a department. So, the sample will be a proportionate of the total population. The Krejcie and Morgan (1970) sample framework was then applied to come up with a sample size of 73 (according to Krejcie and Morgan 1970, a population of 260 requires a sample size of 73 despondences).

Stratum	*Branches*	*Business*	*Operations*	*Others*	*Totals*
Total Population	62	43	82	73	260
Sample size	17	12	23	20	73
Sample proportion to total population	24%	17%	32%	28%	1.0
Response rate	10	10	27	12	59
Response proportion	17%	17%	46%	20%	81%

Our response rate was 81% and it was above the targeted response rate of 80%. This states that out of 73 target sample size, 59 successfully responded to the questionnaire and interviews. However, it is imperative to also note that Operations had a higher response proportion more than its total population proportion and this may also imply that our findings were more skewed to Operations.

3.4 Justification of variables

It is also more important to justify all the variables which were used in this case study. These variables also constituted the questions which were asked during interviews and in the questionnaires.

Description	Justification
Demographic variables	
Age	To understand diversity there is a great link between work-life balance and work employee diversity
Marital status	Additional responsibilities, this may affect performance of an individual as some additional responsibility may be a burden to an employee. Work-life balance can be an elusive goal for working parents
Work experience	This may help in managing work pressure and home pressure
Number of dependents	Additional responsibilities, like marital status
Job Title	To understand Job pressure
Work-life balance variables	
Work hours	Longer the working hours the poor the work-life balance
Work vs Time	Is the work being completed on time
Happiness factors	Degree of work satisfaction
Time usage	Effective time usage – good work life balance
Priorities	What most employees prioritized (work or personal life)
Work issues	What are the issues which may affect performance
Personal issues	Personal issues which are also affecting work
Factors of performance	What can improve employee performance
Stress levels	This determines the level of satisfaction and shows the state, texture of the work

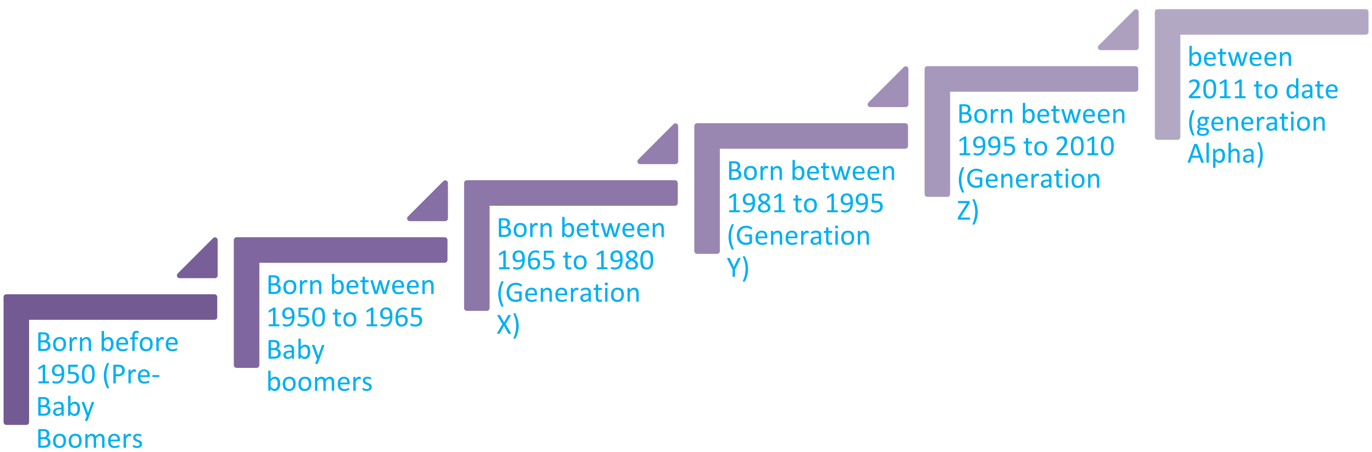
4 Findings

This section will present the findings from the case study. Findings to be presented are only those in line with our study topic. Both findings from the questionnaires and the interviews carried out will be presented in tables and pictographs for comparative analysis.

4.1 Demographics presentation

Demographics are important in showing employee diversity in Ecobank. Companies with a diverse workforce are generally more inclusive of different individual characteristics and perspectives. Information on employee demographics will then help to understand composite of Ecobank workforce.

Employee diversity (generational differences)



Source: Self Construct

Below are some of the explanations of these generational differences. These have a significant impact to the topic under review (work-life balance).

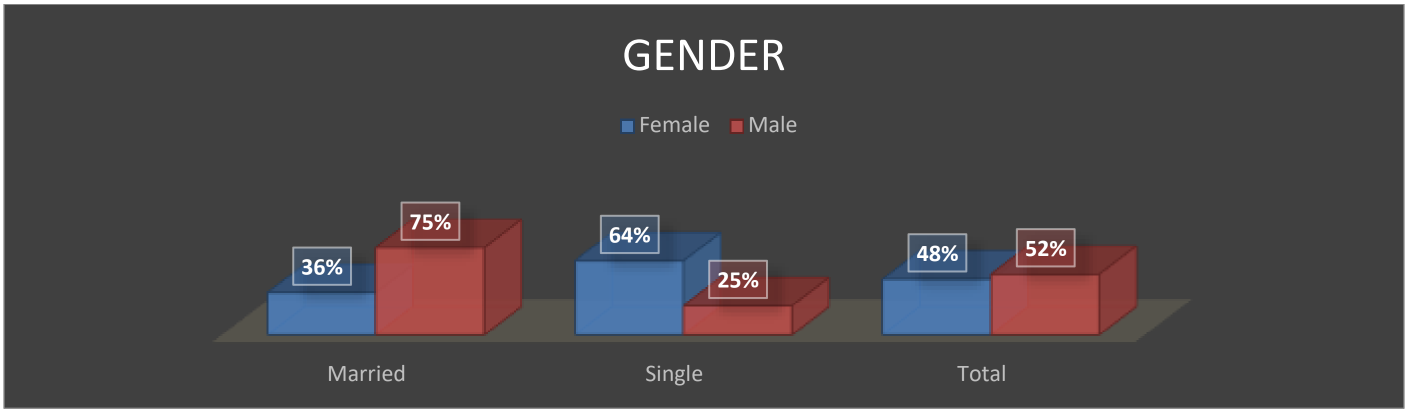
Born Before 1950 (pre-baby boomers)	Born between (1950 to 1965) Baby boomers	Born between (1966 to 1980) Generation X
✓ Most of them they are out of employment, pensioners	✓ most of these are authoritative. ✓ they love manual work. ✓ working towards their retirement.	✓ they place high importance in work-life balance, ✓ most of them do not sacrifice leisure time or any opportunity for work, ✓ more recognition and reward but more resourceful, self-reliant, skillful, and sometimes honest. ✓ Appreciation of technology
Born Between (1980 to 1995) Generation Y	**Born between 1996 to 2010 (generation Z)**	**Between 2011 to date (Generation Alpha)**
✓ they require smart work, ✓ most of them are techno-savvy and have an innate ability to work with technology. ✓ Digital friendly, ✓ no necessary need for brick and mortar (physical offices) for them to work but there is need for effective management. ✓ More flexible, they need dynamic work environment	✓ Most are still at school, ✓ too much zeal, like the other previous generation they are techno-savvy	✓ most of them not yet in the industry

From the above work employee diversity more lessons can be drawn

4.1.1 Gender

Gender			
	Married	Single	Total
Female	36%	64%	48%
Male	75%	25%	52%

Source: Excel Output



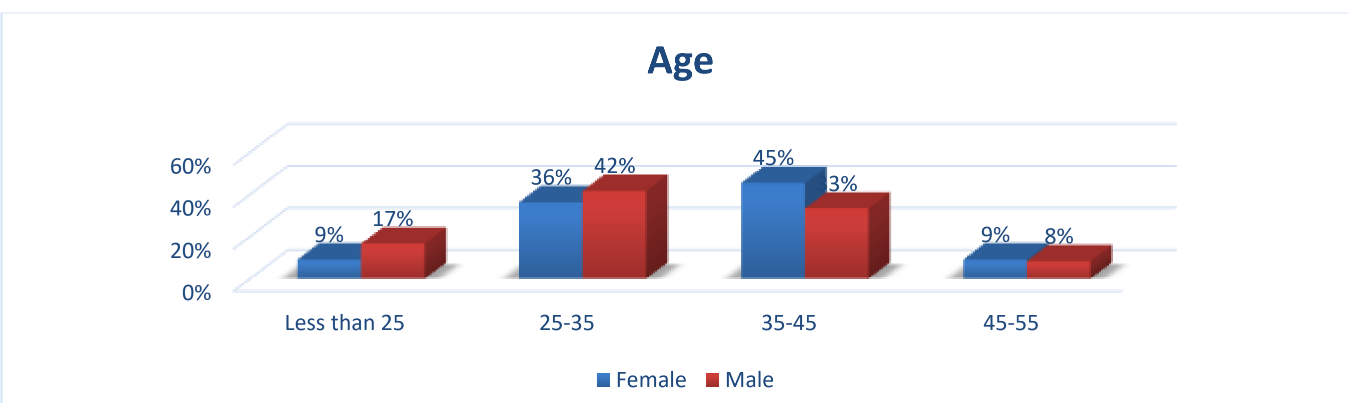
Source: Output from the findings

From the questionnaires and interviewed carried out, 48% of the total respondents were females and 52% were males. Among the males (52%), 75% of them were married and 25% single. For females (48%), 64% of them were single and 36% were married. It is also important to mention that there more male respondents than female.

4.1.2 Age

Age				
Age range	Less than 25	25-35	35-45	45-55
Female	9%	36%	45%	9%
Male	17%	42%	33%	8%

Source: Excel Output



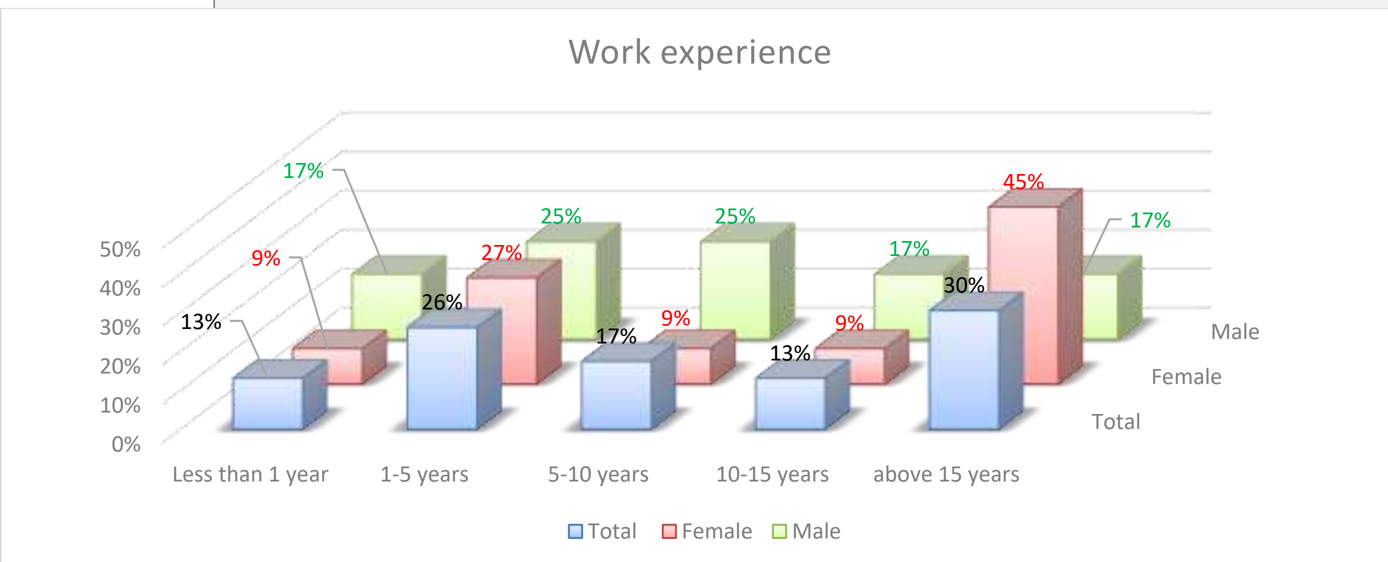
Source: Output from the findings

From the questionnaires send and interviews, most of the respondents were between 25 to 45 years of age. This shows that the bank is mainly popularized with part of a generation X group, most of the generation Y and partial group of generation Z. This is evidenced with 45% of all the male respondents were from this age groups.

4.1.3 Work Experience

Work Experience

Experience	Less than 1 year	1-5 years	5-10 years	10-15 years	above 15 years
Total	13%	26%	17%	13%	30%
Female	9%	27%	9%	9%	45%
Male	17%	25%	25%	17%	17%



Source: Excel Output

From the above findings, most of the respondents were with more than 15 years' work experience in the banking sector followed by 1-5 years. 45% of the total females who responded were above 15 years of work experience whereas the higher %ge of males (25%) were between 1 to 5 years.

4.1 Work-Life balance

Several factors were considered during the study as they are determinates of work-life balance. These factors include working hours, happiness factors, time usage, work related issues, personal related issues, and other priorities. Some questions were asked to respondents for them to share how they are balancing work and their personal life as well some related issues which are affecting them not to balance the two.

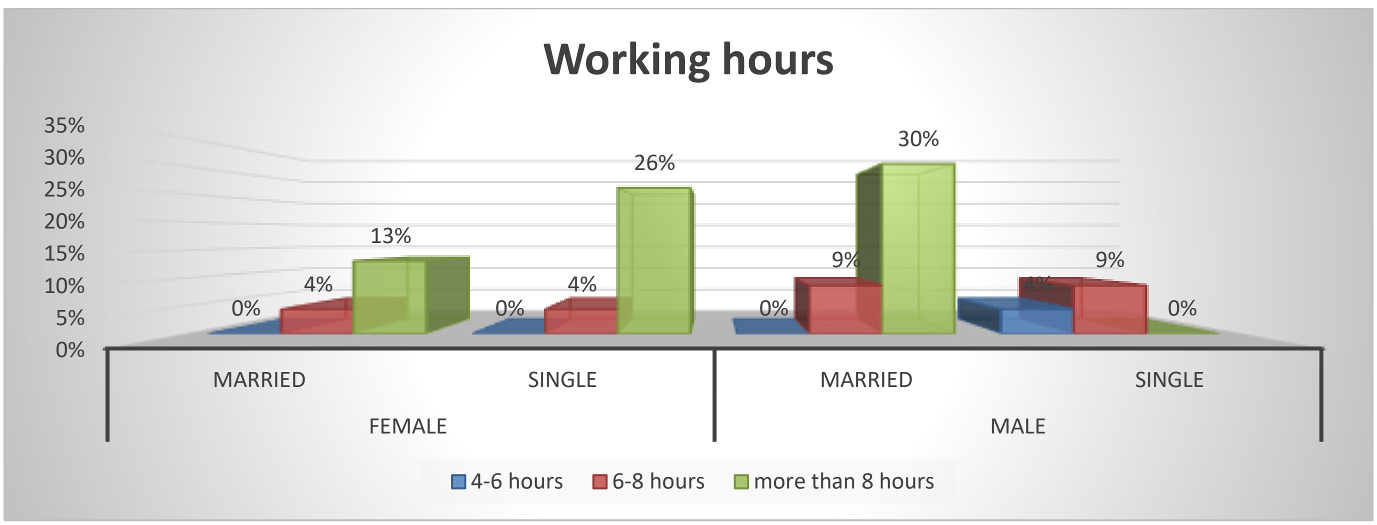
4.2 Working Hours

If working hours are prolonged, basically there is no effective work-life balance. In Zimbabwe, a Collective Bargain Agreement provides for minimum hours of work. The model Collective Bargaining Agreement recommends a minimum of **eight** hours per day, subject to the nature of the work, and 40 hours per week. This entails that most of the formal jobs they allow 8 hours per day for a 5 days-week and on average 5 hours per 7 days-week.

Working Hours

Working Hours

Working Hours		4-6 hours	6-8 hours	more than 8 hours	Totals
Female	Married	0%	4%	13%	17%
	Single	0%	4%	26%	30%
Male	Married	0%	9%	30%	39%
	Single	4%	9%	0%	13%
Total		4%	26%	70%	100%



Source: Excel Output

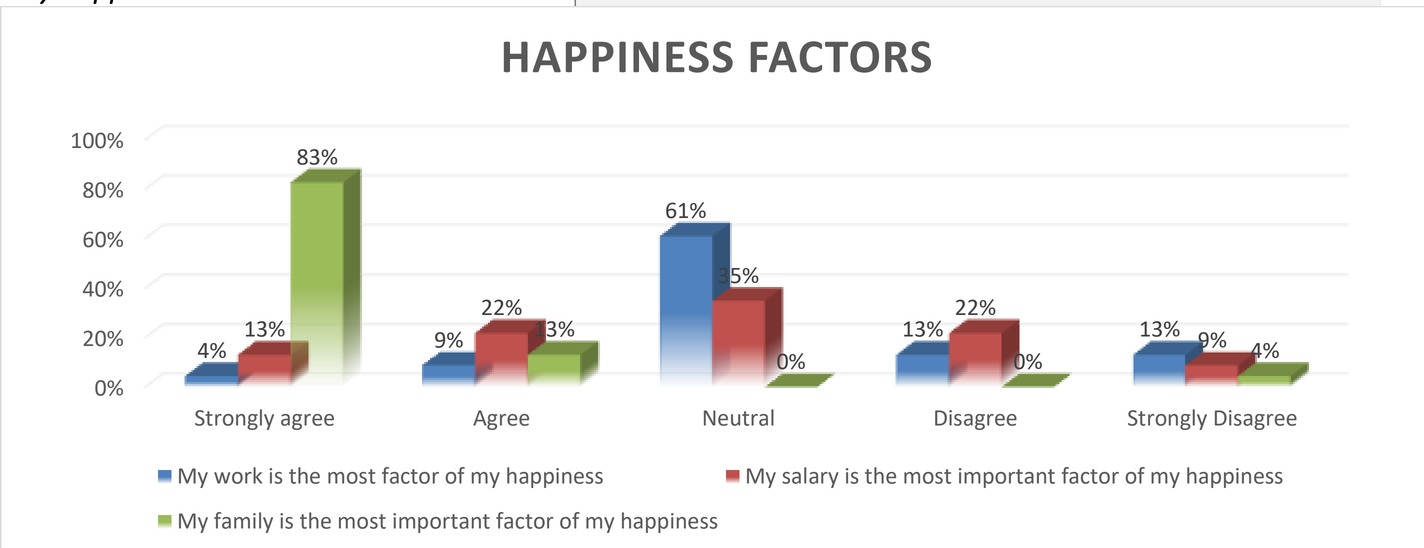
From the findings most of the respondents responded that most of them they work for more than 8 hours. From the findings there are many married males (30%) who are working for more than 8 hours and as opposed by the females where most single (26%) are working for more than 8 hours

4.3 Happiness factors

Three questions were asked to respondents about their happiness factors. Participants were required to show their level of agreement on these factors. The scale was given as from strongly disagree to strongly agree.

(1) My work is the most factor of my happiness, (2) my salary is the most important factor of my happiness and (3) my family is the most important factor of my happiness.

	Strongly agree	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
My work is the most factor of my happiness	4%	9%	61%	13%	13%
My salary is the most important factor of my happiness	13%	22%	35%	22%	9%
My family is the most important factor of my happiness	83%	13%	0%	0%	4%

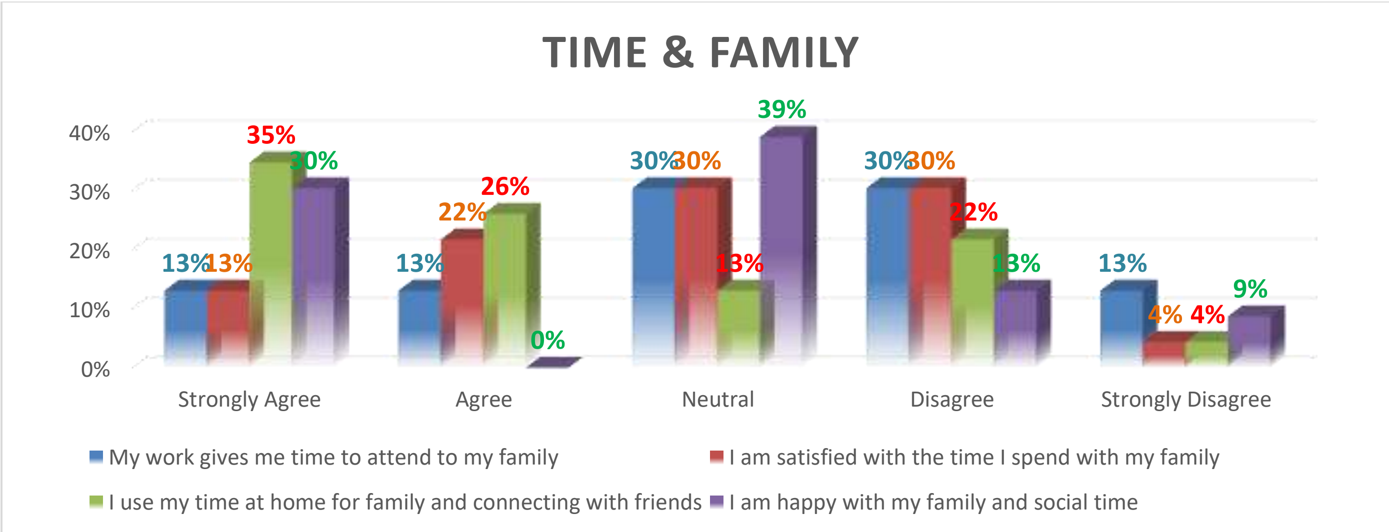


Source: Excel Output

From the findings presented above most of the participants showed that their family is the most important factor for their happiness. This entails that if their families are fine, still they can be motivated to work. However, a significant number of respondents alluded that they disagree that work and salary are the main factors of their happiness.

4.4 Time usage

	Strongly Agree	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
My work gives me time to attend to my family	13%	13%	30%	30%	13%
I am satisfied with the time I spend with my family	13%	22%	30%	30%	4%
I use my time at home for family and connecting with friends	35%	26%	13%	22%	4%
I am happy with my family and social time	30%	0%	39%	13%	9%



Source: Excel Output

From the question on time and family, respondents were being asked to either agree or disagree with some questions if their work gives them time also to attend to their family issues. From the presentation above most of the respondence (43%) disagreed that their work gives them time to attend to their families. Also, a significant number of respondence (34%) disagreed that they are satisfied with the time they spend with their families.

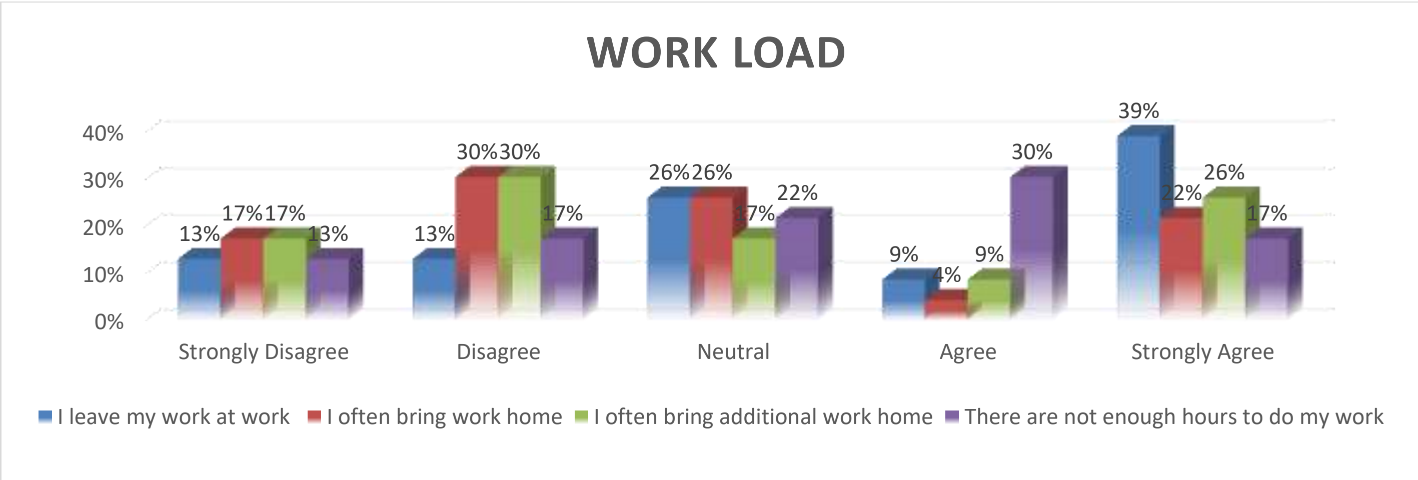
4.5 Priorities

Source: Excel Output

Four questions were asked to understand if the participants prioritize work more than their personal life or their personal life more than work. From the findings it was seen that most of the respondence are willing to sacrifice their work time for personal things than to sacrifice their family time to do work (refer to the most dominant employee generation)

4.6 Workload

Workload	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I leave my work at work	13%	13%	26%	9%	39%
I often bring work home	17%	30%	26%	4%	22%
I often bring additional work home	17%	30%	17%	9%	26%
There are not enough hours to do my work	13%	17%	22%	30%	17%

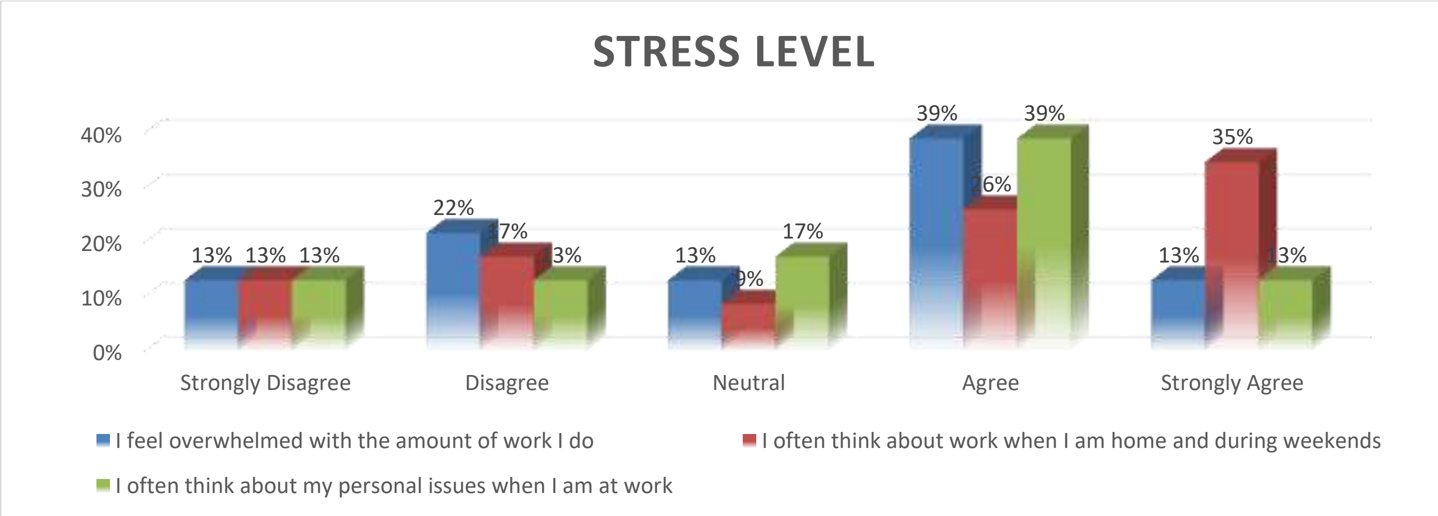


Source: Excel Output

Four questions were asked for the respondence to show if they have increased workload to such that sometimes they carry it home. Most of the respondence highlighted that there are not enough hours to do their work as represented by (47%). However, most of the respondence presented that they do not normally carry their work home which also entails that they normally leave unfinished work at work.

4.7 Stress Levels

	Strongly Disagree	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
I feel overwhelmed with the amount of work I do	13%	22%	13%	39%	13%
I often think about work when I am home and during weekends	13%	17%	9%	26%	35%
I often think about my personal issues when I am at work	13%	13%	17%	39%	13%



Source: Excel Output

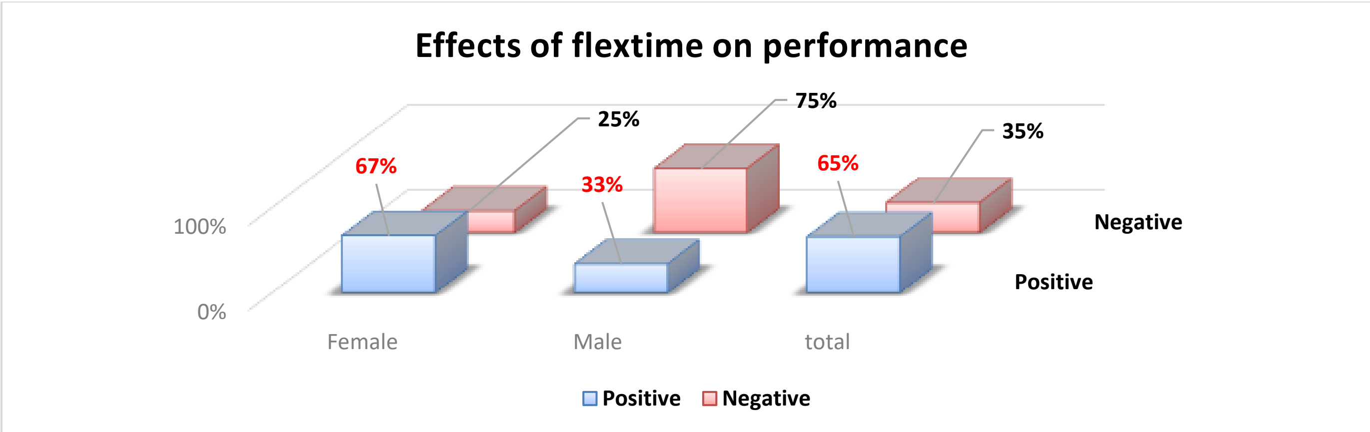
There was a general assumption that usually poor work-life balance results in higher stress levels. In this study there were three questions which were asked to understand stress levels of Ecobank employees. Most of the respondence agreed to that they feel overwhelmed with the amount of work they do and 35% of the respondence were strongly agreeing that they are normally stressed about work issues even during their weekends. In addition, also respondence showed that even when they are at work, they are also stressed about their personal issues.

5 Effects of introducing Flex-hours on Employee performance.

This quest was also asked to the respondents for them to share their views on how working flex hours may impact on employee performance. From the interviews contacted, most of the despondences proved that they have a better understanding of the meaning of flextime.

5.1 How introduction of flextime affects performance

	Female	*Male*	*total*
Positive	67%	33%	65%
Negative	25%	75%	35%



Source: Excel output

From the questionnaire, 65% of the respondents confirmed that the introduction of flex working hours will positively impact their performance. Of the 65%, 67% were females and 33% were male, this implies that there are more females who can improve their performance due to an introduction of flex hours.

5.2 What could be the challenges of introducing flex hours at Ecobank.

From the interviews contacted, five main challenges were cited by many respondents as they were giving some possible challenges that may affect the introduction of flex working hours. Below are the challenges cited:

- Nature of the work demands face to face interaction
- People will take advantage of these flex-hours and use them for their personal things
- Some systems cannot be accessed remotely
- Nature of work doesn’t permit flextime (cutoff times)
- there maybe some security risk

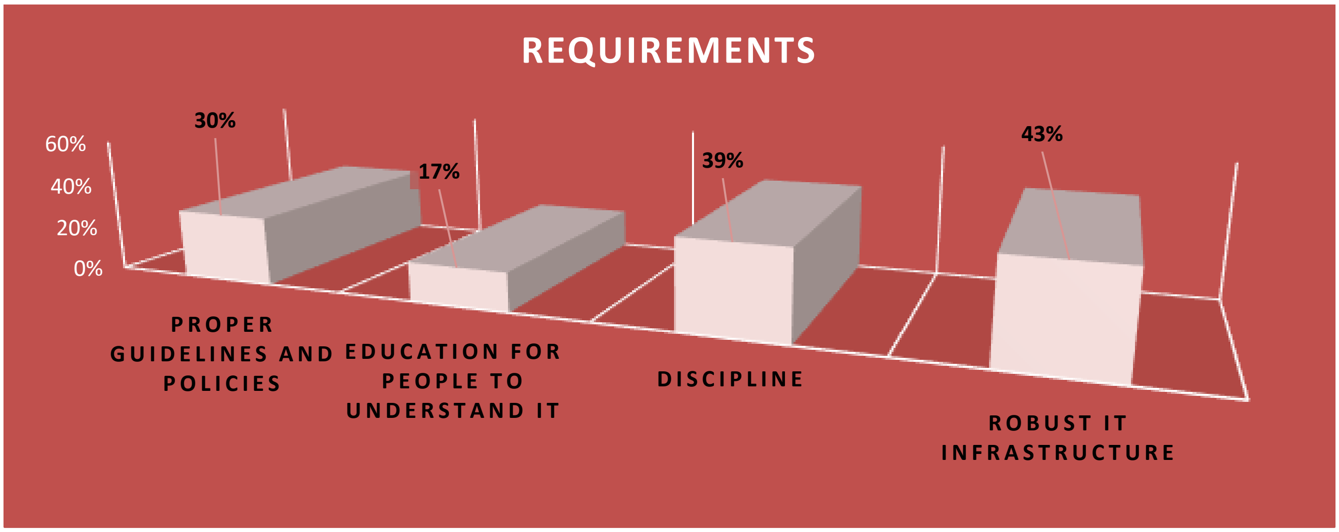
Source: Interview guides

Most of the respondents were citing that their work does not allow them to work away from the office or to get into the office at late hours. However, despondences pointed out that, despite that they need to be in offices early to attain to other issues with cut offs, if the flex hours are also permitting them to leave work early it will help them.

5.3 What could be the requirements to have effective flex working hours.

A question was also asked to hear, what do respondents suggest as the requirement to have effective working hours. Below were some of the suggested requirements that may help the organization to have effective flex working time.

Requirements	
Proper guidelines and policies	30%
Education for people to understand it	17%
Discipline	39%
Robust IT infrastructure	43%



Source: Interview Guide

Most of the respondents suggested that there is need for robust and stable IT infrastructure to support the effectiveness of flex working hours.

6 Analysis of the results in relation to Business Value

The main objectives of any business in the private sector are to maximize profits which help to have an improved return on Equity, return on investment and return of asset. However, the best drive of all these matrices is improved employee performance and some employee motivation. Employee **motivation** is about influencing employee behavior (making employee to work). Work-life balance therefore enables employees to have an improved performance, which then requires an organization to go the extra mile in succoring its employees to have a better balance of work and their lives.

From the results presented above in section 4, the below key areas were identified to be prevailing in the bank:

- ✓ There is an emerging "**tacit knowledge**".

- ✓ There is no effective understanding of **Work-life balance**.
- ✓ There is poor work-life balance due to work overload and system challenges which will cause many employees to have many hours at work. This is evidenced with the fact that most employees are having more than eight working hours per days. As highlighted also in the findings that every Collective every Collective Bargain Agreement provides for hours of work (8 hours) which also vary with the type of work. A significant number of employees (70% of the sample used) highlighted that there are having more than 8 hours at work, this may affect their time also to attend to their family issues.

- ✓ Poor **employee engagement**. Through the interviews contacted, many employees highlighted the lack of employee engagement at workplace. Respondents pointed to the lack of team building activities, social interactions activities (even before restrictions), also personal engagements from the management to also understand some of the social issues which may affect employee performance. More often interviews were also regarded as most appropriate.

- ✓ In addition to poor employees' engagements, most employees they also fear to air out their concerns mainly due to fear of victimization. An effective trajectory to instill confidence may be necessary.
- ✓ Employees do not really understand lateral meaning of the term "**motivation**." Most of the employees thinks that only money is a motional factor most probably because they monetize most of their challenges. There is need for some educational campaigns to be undertaken so that employees will also acknowledge all the efforts by the management to motivate them.

6.1 How then work life balance impact and result in Business Value.

To effectively understand how work-life balance may impact Ecobank's value we have linked using the framework presented in the background of the study. There is a higher possibility of the bank to improve its ROE through ana effective work-life balance. Return on equity (ROE) is a financial ratio used to compare a company's total owners' equity with its net income. The bank needs to improve its net income as a way of increasing its ROE.

7.0 Conclusion and Recommendations

- ❖ For a proper work - life balance initiative to work in Ecobank especially in retail banking side, adequate staffing should be there so that proper planning can be done without disrupting business continuity.
- ❖ Revision of processes in retail banking division so that people can be able to knock off in time without cumbersome EOD processes, this would afford people especially mothers with little children etc. enough time to attend to their children, assist with their school-work and generally be with family.
- ❖ Rotations on weekends can go a long way, creation of a system where staff can get Saturdays off on a rotational basis not deductible so that people can have time to do their

school- work, other hobbies, be with family and friends. This will aid to productivity in that people will be well rested and refreshed.

- To address issues of engagement, Ecobank can make use of electronic culture surveys where clients complete these online and there is a great deal of privacy and hear out what their employees feel about the organization. This will go a long way as a gesture to show that the organization values their views.

Proceedings of the
Organization Leadership & Development Network 2021 Conference, Zimbabwe
30th - 31st of July 2021
Paper No. ***OLDN2021-1***

ORGANIZATION DEVELOPMENT INTERVENTIONS: WHAT DO EXECUTIVES EXPECT?

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ABSTRACT

This conference paper focused on answering the question, what do executives expect from OD interventions? The question emanated from the disconnect normally experienced between the change agent and the organization's executives. The disconnect can be very costly in that the interventions fail to effect the intended change in the organization. The role of leadership support in effective implementation of interventions is emphasized. By trying to get into understanding the executives' expectations, this paper attempts to bridge the seemingly widening gap. The paper reviews at the activities around execution on an intervention and emphasize what executives expect.

Keywords: Organization Development, Interventions, Executives, OD

What is Organization Development (OD)?

Organization Development (OD) is the process of carefully planned and implemented activities meant to improve organizations. OD differs from traditional consulting in that with OD takes a holistic approach and the client is involved throughout the process.

Why is Organization Development important?

The importance of OD is increasing in the maze of the everchanging environment. Jobs that formerly required physical dexterity now demand more mental effort. Organizations need to "work smarter", be innovative and creative. Employees expect more challenge, recognition, and a sense of accomplishment, and meaningful work relationships than just a day pay. On the other hand, customers demand for continually improving quality, rapid product or service delivery; fast turn-around time on changes, competitive pricing and other features are ever increasing. Thus, OD is crucial to boast organization's ability to deal with these challenges and survive.

Importance of OD

- Achieve the already set goals and objectives

- Maximize performance
- Build organizational culture and promote culture shift
- Tailor solutions and learning
- Maximize resources utilization
- Promote continuous social change through philosophical change
- Prescribe solutions in consideration of the financial standing of the organization

What is an OD Intervention?

An intervention refers to a set of sequenced, planned actions or events intended to disrupt the status quo to help an organization to increase its effectiveness. The techniques and strategies are designed to accomplish specific objectives and bridge the gaps in the organization. To maximize on outcomes and impact, OD interventions must be tailor made for the specific organization.

Organization Development is usually facilitated by change agents -- people or teams that have the responsibility for initiating and managing the change effort. These change agents may be internal consultants or external consultants. Where possible use of both external and internal consultants is recommended for better results.

Criteria for effective OD Interventions

In OD three major criteria define the effectiveness of an intervention:

- The Extent to which it (the Intervention) fits the needs of the organization.
- The degree to which it is based on causal knowledge of intended outcomes.
- The extent to which the OD intervention transfers change-management competence to organization members.

The basic OD Intervention process

Involves the four stages below:

Stage 1 - Entering and Diagnosis: Do we require OD intervention to address an issue? What is the issue? What is the root cause of the issue?

Diagnostic activities are designed to ascertain the state of the system and answer the question, why are things the way they are? Diagnosis should take a strategic and holistic business approach. Interventions should not be prescribed in isolation or as silos but should take a collaborative and contextual approach cycle. It is the consultant's role to ensure that the problem is clearly exposed as this has great implications on the solution.

Stage 2 - Designing Intervention: which intervention approach? How does it bring value to business?

Stage 3 - Development and implementation: How do we set systems and get buy in?

Stage 4 - Evaluating and Institutionalizing Intervention. How do we evaluate the intervention and persons driving it, including the OD Practitioner?

The process should take note to:

- Eliminate Hierarchical Decision-Making The responsibilities of decision-making should shift from being a task designated to managers to one that all the employees share.
- Focusing on Team-Building: The Consultant must design activities that enhance the effective operation of system teams. Whatever the bases of the teams, the bottom line is to harness and effectively use the skills to accomplish tasks within the resource allocations and stipulated timeframe.
- Building Trust. Promote open communication and clear boundaries
- Reducing Unnecessary Competition. Make everyone discover their uniqueness and bring the value to the process

Key issues in successful implementation of OD Intervention

a) Executive support: This is probably the first & most essential requirement of introducing any OD intervention. Going ahead with an OD intervention without executive support is a recipe to fail and wastage of time, resources & energy. It is therefore crucial that the consultant is diplomatically solicit for trust and support from the executive to achieve. During the implementation stage the management should provide effective leadership to the workers & act as a facilitator of change.

b) Clarity of objectives of Change: a critical analysis of the external & internal factors demanding change in the organization is indispensable. An achievable strategy is achieved through clear objectives. The role of the consultant is thus to ensure the executive is clearly agreed on the objectives and goals of an intervention.

c) Pinpointing elements to be changed: different levels require different interventions. Also, interventions could be people, structure or technology related. The consultant should be able to clearly differentiate the intervention

d) Holistic participation: another key role of consultant is to foster participation from all members of the organization. Apart from ensuring success this confirms the importance of every member through co-creation.

e) Effective Communication: The consultant should work on establishing an effective two-way communication where the executive conveys all the necessary information to their sub-ordinates and receive feedback from subordinates.

f) Congenial Organizational Climate: It is the role of the consultant to create an atmosphere of collaboration which is backed by open communication and mutual trust.

What do OD consultant do?

There are numerous OD interventions that consultants can drive in an organization. These include teambuilding, goal setting, strategic planning, conflict resolution, interpersonal communication, sociotechnical Systems Design and Total Quality management. A few are discussed below.

- Action Research involves the assessment and problem-solving process aimed at improved effectiveness for the entire organization or specific work units. The consultant helps the client organization identify the strengths and weaknesses of organization and management issues and works with the client in addressing problem opportunities.
- Conflict Management: The responsibility in this case is to expose conflicts to the surface to discover their roots and at the developing a common ground from where solutions can be generated. Further the consultants can also train employees to better understand and manage conflict.
- Project Management the consultant's role is to acquaint the team with the project management cycle emphasizing the key outcomes. It also key to help members comprehend the diversity of functions and skills and how that can be efficiently exploited to accomplish the project within the fixed time.
- Sociotechnical Systems Design the focus is designing and managing organizations to emphasize the relationship between people's performance, the workplace environment and the technology used to produce goods and services in order to effect high level productivity.
- Techno-structural interventions the consultant must be techno structural savvy to drive these interventions. The focus is improving the organizational effectiveness and human development by focusing on technology and structure. Techno structural interventions include job design, business process redesign. Competency based management and knowledge management.
- Total Quality Management The role of the consultant is to assists the organization in becoming more cost effective, approach zero-defects and be more market-driven. Total quality control is a combination of number of organization improvement techniques and approaches, including the use of quality circles, quality control, statistical process control, self-managed teams and task forces, and extensive use of employee participation. It focuses on customers, participative management, teamwork, continuous training and competitive benchmarking
- Systematic Training Evaluation: Evaluation is critical in any intervention. The consultant must help in the setting of a clear evaluation criteria and feedback pathway. Statistical analysis is also very important.
- Workforce Diversity Facilitating: The workplace is increasingly becoming diverse. It is therefore important to understanding and bring the differences among people in an organization to become the strengths for competitive advantage, productivity and work satisfaction.
- Strategic Management: the consultant role is to formulate activities that boast executives' systematic reflection on their organization's basic mission and goals and environmental

demands, threats, and opportunities and engage in long-term action planning of both a reactive and proactive nature.

Results of OD Intervention

OD interventions are designed to accomplish specific change objectives, inculcation of values that help the organization in becoming more effective. Thus, the possible results of OD interventions are as follows:

- Increased engagement and participation at all level of the organization due to team work and co-creation
- Improved transparency as a result of trust and open exchange of information
- Enhanced awareness of need to change and improve on the dysfunctional aspects of the organization
- A culture sensitive organization that encourages science-based knowledge, concepts, competencies and attitudes derived from OD values.
- High level of accountability on assigned responsibility and the organization at large
- Increased optimism regarding desirable regarding desirable futures and release of energy

What do executives expect?

- Work with them and not work for them. Involving the executive in all the processes and activities will help them comprehend everything and not be foreigners to the intervention.
- Empower them, empower the organization by providing all necessary information. Executives need access and be given space to contribute in the decision making meaningfully. Remember at the end of the day, they are the one owing explanations to all stakeholders
- Unpack the models, theories, templates etc., customize and not do copy and paste. Executives require simple, clear and practical solutions to challenges facing the organizations.
- Be trustworthy (one can't build what they do not have) be a team player yourself. The consultant should not be the source of confusion and division in the organization, but should be a bridge for the flawless implementation of interventions.
- Appreciate the social, psychological and emotional state of the organization. Consultants should not operate in blinkers. Understanding these components is key because they contribute immensely to the whole organization.
- Contribute to corporate memory: information sharing is key for future interventions and general organizational strategy, decision making and problem solving and design.

Another critical expectation is that

- Executives expect sustainable OD Interventions. In this case sustainability can be defined as the extent to which an evidence-based intervention can deliver its intended benefits over an extended period of time (Hailemariam, 2019).

How?

- Set systems within the organization that ensures the maintenance and sustainability of the intervention
- Implement evidence-based interventions
- Ensure ownership of the intervention shifts from the OD Practitioner to the organization
- Deposit all the necessary information into the organization's repository

Further reading – links

https://pdfcoffee.com/od-intervention-with-case-studies-pdf-free.html

https://www.roffeypark.ac.uk/

https://www.geektonight.com/

http://www.zainbooks.com/books/management

Proceedings of the
Organization Leadership & Development Network 2021 Conference, Zimbabwe
30th - 31st of July 2021
Paper No. ***OLDN2021-2***

LEVERAGING NATIONAL DATA GOVERNANCE TO DRIVE ECONOMIC CHANGE

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ABSTRACT

Data governance refers to the process of managing the availability, usability, integrity and security of the data but it is mostly confused as an IT jargons(Robert C. Rickards, 2012), (Buff, 2018). At a National Level, the most common data governance initiative is the Open Data Initiative, base on Open Data Charter of 2015, measured by Open Data Barometer (ODB) created by the Worldwide Web Foundation. The latest ODB reports shows that countries are showing commitment in to the charter principles as a tool for economic development, with 9 out of 10 government datasets are still not open. The objective of this paper is to establish relationship while illuminating the quantitative impact of Data governance on Economic advancement in a bid to leverage it, as a tool for economic change. Research Philosophy is based on theory positivism and realism with an inductive research approach backed with a quantitative data analysis. Analyzed data is limited to 2016 which could be limitation for this paper but it creates an opportunity for continuous research aimed at utilizing data governance as an economic change accelerator. Applying Correlation and Regression analysis to National Data Governance by the score of Open Data Barometer versus Gross Domestic Product-GDP, the study establish an estimated 35% relationship between National Data Governance on Open Data principle and Economic indicator - Gross Domestic Product –(GDP) while indicating a 12% on National Data Governance on Open Data principle and Economic indicator - Gross Domestic Product –(GDP).

Keywords: Data Governance, Open Data, Economic Change, Economic Development

Introduction

When the internet was released from the control of the U.S. Department of Commerce in the 1990s,(*Internet | Description, History, Uses, & Facts | Britannica*, n.d.) it brought about changes than the human minds could not immediately capture or comprehend.(*The Impact of the Internet on Society: A Global Perspective | OpenMind*, n.d.) It is not uncommon to misunderstand the internet for information technology(Curran et al., 2016). Technologies for information management is information technology while the internet is the inter-connectivity of computer for the sake of data exchange(Patel et al., 2016). But the information is a product of Data. So much information means, so much data has been processed. This necessitates Data-management and Data-governance.

According to DMBOK – The Data Management Book of Knowledge, Data Governance refers to "the planning, oversight, and control over management of data and the use of data and data-related resources". Data governance scope spans knowledge, ownership, quality, accessibility and security of data (DAMA International, 2014). It is often misunderstood for data management which is the "development, execution and supervision of plans, policies, programs and practices that control, protect, deliver and enhance the value of data and information asset(Al-Ruithe & Benkhelifa, 2017). It spans across 11 socialization namely Data Integration, Data Warehousing, Data Storage Data Governance, Data Architecture, Data Modelling, Data Quality, Business Intelligence and Analytics, Metadata Management, Data Security, Document and Content Management (DAMA International, 2014). Simply put, data governance is insurance of data quality, the oversight to ensure that data deployments meet objectives while the management of data is in play.

Economic activities refer to an integration of business activities – small, medium and large business activities(OECD, 2017). With the rise of e-commerce, data in modern business has become both a resource and an output. Hence it is the aim of the study to identify and if so, establish role/impact while identifying the opportunity therein, as a tool for economic development, change and advancement.

Background of Study

Data governance as a national initiative grew momentum and global recognition from the Open Data Charter, a program championed by the United States America's leadership between 2013-2015(Castro & Korte, 2015). Prior to the charter formalization in 2015, space exploration in the US, as well as the world, moved from an almost exclusively governmental function to increasingly private investment oriented venture (Lamassoure, 2003), (Gomes et al., 2013)(NASA, 2014). Commercialization of the industry developed a number of firms progressively and created markets and subsectors such as the advancement of automobile production, high resolution imagery communications, or materials processing in microgravity just to mention a few. The Americans, who were among the pioneers in modern space exploration developed legislations to reinforced the commercialization of these and integrated sectors. Examples of such legislations are the Launch Services Purchase Act of 1990, the Land Remote Sensing Commercialization Act of 1984 and the Communications Satellite Act of 1962. Worthy of note, is the then, US President Regan administration who for the first time, issued a presidential directive to commercial opportunities in space, a policy that subsequent administration mandates till date. This open initiative spiked-up an outflow for data/information especially in assessment of weather conditions. Stakeholders exploited this information/and data as a result of such accessibility as early as the 19th century in the area of the meteorological profession, manufacturing of weather instrumentation, studies of weather modification, forensic meteorology, risk management, media meteorologists, or weather data collection. This gave rise to an entire economic sector that, till date contributes billions of dollars to the economy(Branchet et al., 2018). Today, this development has expanded into opportunities in commercial agricultural advisory services, weather newscasts, weather apps, and new insurance options(Venkatramanan et al., 2019). The national initiative was also deployed in the Department of Health and Human Services (HHS) and as a result, this area has seen data-powered revolution in the healthcare systems(HHS Releases Medicare Data on Spending and Chronic Conditions | whitehouse.gov, 2013).

As a buildup, on May 9th, 2013, President Obama signed another Executive Order #13462, making Government Data, open and machine-readable, as the new default for government information, mandating efforts to ensure, that government-held data be more accessible to stakeholders to drive innovation and economic growth (Open Data Going Global | whitehouse.gov, 2013). This fueled entrepreneurship and economic growth while increasing government transparency and efficiency plus economic advancement which set the ball rolling for the G8 Open Data Charter, envisioned to "create a world in which governments collect, share, and use well-governed data, to respond effectively and accountably to our most pressing social, economic, and environmental challenges".(Open Data Going Global | whitehouse.gov, 2013)

With the United States as case study of data-governance-infused development, the president of The United States suggested this initiative to the G8 as a show of leadership for developing and under developed nations. Upon deliberation, on July 2013, G8 leaders signed the G8 Open Data Charter outlining a set of five core-principles for how data governance initiative, can support transparency, innovation, and accountability. While the charter was supported by other nations, there remained a broad sense that the charter could be broadened to spread the new-found economic development strategy for global benefits. The shared principles are *(1) Open by Default (2) Comparable and Interoperable (3) Accessible and Useable (4) For Improved Governance and Citizen Engagement (5) For Inclusive Development and Innovation (6) Timely and Comprehensive.*

The official launch was followed by rolling-launches for the adoption of the Open Data Charter (ODC) to further emphasize its importance. Starting with The OGP Summit in Mexico City (October 27-29, 2015) then in The G20 Leaders' Summit in Turkey (November 15-16, 2015), The COP21 in France (December 7-8, 2015), The International Open Data Conference in Madrid (October 3-7, 2016) and The OGP Global Summit in Paris (December 6-9, 2016). It was further established and supported by civil society organizations like World Wide Web Foundation who later initiated the Open Data Barometer as a methodology to measure the Open Knowledge Foundation, Center for Internet and Society, Open Data Charter deployment and effectiveness, Open Data Institute, and the Initiative for Latin American Open Data. (*Our History - International Open Data Charter*, n.d.). As of 2020, 74 national and local governments are signatories(*International Open Data Charter - Wikipedia*, n.d.), while 100+ are currently accessed by the Open Data Barometer(World Wide Web Foundation, 2018).

Open Data Barometer

Open Data Barometer (ODB) as an ODC-based assessment methodology, formed as an assessing metric of Open Data Charter implementation. This assessment tool is the brainchild of World Wide Web Foundation, founded in 2009 by Sir Tim Berners-Lee who happen to be the founder of the web/internet, to ensure digital equality and advance the open web as a public good and a basic right. It is partnered by Omidyar Network - a social change venture(*Omidyar Network*, n.d.). The Open Data Barometer (ODB) present annual reports on the development as well as the commitment of and to the Open Data Charter – ODC.(Tim Davies, 2013)(Davies, 2015)(Open Data Barometer, 2017)(Barometer, 2018)

Below is the current visual Open Data Charter (ODC) report by the Open Data Barometer (ODB). Empirical overviews show the vast region is yet to be covered with stakeholders refusing to adhere to their commitment(*Open Data Charter Adopters*, n.d.). While preceding reports evaluates 100+ countries, Fig.1 shows lack of commitment but with visible progress in the implementation of the ODC principles (Data & Barometer, 2013) (Davies, 2015) (Reis, M. S., Ladio, A. H., 2016) It's leadership edition report assess Open Data Charter (ODC) implementation in 2017. This edition released in 2018 assesses 30 Open Data Charter (ODC) leading governments (G20 members+10 other developed national) who serves as Global Leaders in the data governance battle via open data charter initiatives. Comparatively, while the preceding report concluding that 9 out of 10 government datasets are still not open, incomplete and of low quality, the leadership edition report concludes, fewer than 1 in 5 datasets are open with world leaders like the United Kingdom faltering in their Open Data Charter (ODC) commitments (Barometer, 2018).

Figure 1: (Open Data Charter Adopters, n.d.)

Key: Blue shows regions implementing the ODC principles

Statement of the Problem

Countries adhering as well as implementing the Data Governance principle as per the Open Data Charter are developing economically compare to those neglecting the principle implementation(Gertmo & Hormez, 2019)(Corrales-Garay et al., 2020). It is important that neglecting or non-open-data-charter compliant nations understand the positive impact and deploy data governance initiative accordingly (Fawcett et al., 2018). Data governance via open data initiative is often mis-conceptualize and this had created bottled neck scenarios for its impact to be accorded it necessary credit as well as the attention it deserves. The role of data governance is often spoken in qualitative framework making it practically impossible to point to its precise impact hence, conscious pursuit is ignored. This study aimed at refuting this position, establishing the impact of data governance in quantitative and measurable terms to empower stakeholder pursue the same as an economic development strategy.

Objectives and Significance of the study

The main objective is to ignite discussions around data governance for economic growth. This is significant because it establishing the precise impact/role, quantitatively provide the practical evidence for its weaponization as an economic advancement strategy.

Research Question

This study seeks to answer a sustaining question that has continuously span the existence of data governance – “*What is the impact or role of Data Governance on Economic change?*”

Scope of the study

This research is conducted in a linear stretch of variable analysis for a cross-sectional period of time – 2016. Secondary data for 2016 Data governance index for 102 countries is sourced from Open data Barometer (ODB) database (the official Open Data Barometer website) – indicating the level of Data Governance's Open Data initiative in a country (Open Data Barometer, 2017) and Economic development measured in GDP for 2016, is sourced from the World bank Database. Each Country Data Governance level is matched with its relative GDP for statistical analysis and conclusion.

Limitation and recommendation for further study

The study is limited to cross sectional timeframe - 2016 which is a function of availability of data of the ODB index but this presents opportunity for researchers, scholars to pursue further research for another period thereby creating an opportunity for comparative analysis as development permits.

Structure of Study

This study reviews two literatures highlighting the Data Governance on the Open Data Innitiative, and Economic development spectrum, followed by theoretical and conceptual framework analysis, citing Maclellan theory of Needs as its foundation. David McClelland is an American psychologist whose Theory of Needs cites the need of accelerators, weaponized to achieved a desired economic growth. The study methodology's sync 102 countries Open data Barometer (ODB) index against Gross Domestic Product (GDP) index for correlation and regressional analyses. The result is supported with recommendations.

Literature Review

Impact of Open Data in selected developing countries is the title of an article by Daniel Metzger and Dorin Postolache (2020) which argues that, measurements are required to evaluate the impact, performance as well as effectiveness of Data governance open data initiatives, if it is to be deployed for economic impact. The researcher confirms that governments around the globe are realizing the benefits of open data to nations because it improves transparency and efficiency as well as decrease corruption while improving citizens governance participation. The authors establish that with the spread of the internet and smart phones growth with the rapid distribution of information creates the dynamism of data usage, following the clarion call for open government data initiatives but the implementation in developing countries are low or fairly new. They also note that in order to keep alive, the interest of government and the public, in open data, it is important to show the value to the stakeholders hence the need for an effective yardstick to depict values via an efficient metric/measurement. During their research, the authors clarified that, a developing country is a country with little industrial and economic activity and where people generally have low incomes, where according to the World Bank could be with (1) Low-income economies - $ 1025 or less (2) Lower-middle-income economies - between $ 1026 and $ 3995 (3) Upper-middle-income economies - between $ 3996 and $ 12375, making 138 out of 218 countries developing countries(Metzger & Postolache, 2020).

For measurement effectiveness of the impact of data governance-open data in this nations, this research categorized its methodology into the following five types namely (1) Theoretical and conceptual understanding of open data initiatives using models to assess the exchange between citizens and the government as a medium to assess the quality of open data initiatives (2) Identifying obstructing versus improving factors for the adoption and implementation of open data initiatives (3) Conducting case studies episode, where the influence of open data on selected national events is assessed and measured (4) Comparing open data initiatives of two or more countries to strengthen the initiatives by learning from the approaches of other countries and (5) Focusing on the acceptance and the extent of usage of open data initiatives on the demand side (Metzger & Postolache, 2020). To this effect, the study cited the Brazil's Transparency Portal in 2004, Ghana Open Data Initiative made available to the public since 2012, the Open Government Data Platform in India to provide its citizens with open data, Ghana's Esoko providing data to its farmers to make informed decisions about their businesses and which agricultural products to focus on and the India's ESMI - an Electricity Supply Monitoring Initiative (ESMI) launched by the NGO Prayas Energy Group in 2007 to collect real-time power quality information (Metzger & Postolache, 2020).

From this study, the researchers were able to show that it is important for open data to be omnipresent in countries around the globe, with governments launching its own open data initiatives referencing the ambition of this countries to empower their citizen as an important impact measure metric. And that, open data initiatives can perform effectively and lead to enhancements in various areas if its contributions to successful products and improvements in people's lives can directly connected to Data governance open data initiatives (Metzger & Postolache, 2020).

A case study on Sweden by Burgagni & Uwamariya (2021) titled "Exploring the value of open data" for Sweden's Uppsala University posits that the importance governments put into open government data policies has increased over the last decade but a decreasing speed in its impact/trend, is potentially due to the objectives of its policies, not being adequately perceived as complete or simply toothless. Hence, the researchers of this case study research aims to examines the impacts of open government data in Sweden and their potential value generation potentials, focusing on the financial value from innovation of established firms to innovative start-ups, innovation for public institutions, anti-corruption, and democracy/civil participation to developing a measurement metric that comprehends different impact generating value (Burgagni & Uwamariya, 2021).

For a nation widely considered as transparent, Sweden is considered one of the best in evaluating open data models and its open data impacts are related to new ideas for products and services for both businesses and the government. The researched asked two questions. Q1 "How can the financial impact of open data be measured?" and Q2. "What is the financial impact of open data in Sweden?". Citing Jetzek et al., 2014, p. 114, the authors focus its investigation into Sweden' financial impact of open data in both macro and a micro-level. While the macro level impact consists of the generation of value into location through Open Government Data (OGD), was measured indices like the Gross Domestic Product (GDP), the micro impact assesses re-using Open Government Data (OGD) by individual organizations to create value by "transforming OGD based-knowledge into new products, services, business processes or behavioral innovations. The study also established that because Open Government Data's intrinsic value, it creates a phenomenon where its value cannot be calculated directly except through typical measures of financial impact since its usage for various objectives can have financial impact like the Return on Investment and other impact as a result different usage of the data. To this end, different measurement models have been developed with the objective of benchmarking the multitude of public institutions throughout the world on the subject of open data measurement with some considering it practically impossible. Some of this measures are Global Open Data Index by the Open Knowledge Foundation (2017), the Open Data Inventory by Open Data Watch (2021), the Open Useful Re-Usable Government Data Index by the OECD (2020) and the European Open Data Maturity assessment by the European Data Portal (2019)(Burgagni & Uwamariya, 2021).

This Sweden-focused study sourced information to make context-related analyses for its assessment of open government data benchmarks methods using qualitative/quantitative data sequentially. Its qualitative findings provided a hypothesis and also provided a framework to measure quantitative section to be developed. The authors used the findings from this process for Grounded theory which is a method that allows the construction of hypotheses and theories through the collection and analysis of data, thus allowing a constant modification of how the sample occurs, how data is collected, and how the data is coded during the process of gathering and analyzing the data. This same technique is used to define measurements that is applied to a self-completion questionnaire. A pilot study was then, used to served two main reasons; to grasp potential contributions to where the research questions could be based; to develop an initial interview guide to gain data from the initial respondents effectively. This served in the development of a focusing effort, as defined in the interpretation of the Grounded theory(Burgagni & Uwamariya, 2021).

For primary data collection, it used the videoconferencing software – Zoom, due to the pandemic, holding semi-structured interviews, Atlas.ti tool was used in the coding and databasing of the interviews in the qualitative data analysis and Google Forms, used to create and prompt the diffusion of the self-completion questionnaire utilized to collect quantitative data. The secondary data sources were from research institutions hackathons, Swedish government organizations, websites of implementors of open data projects and portals, open data related CSOs/NGOs, international agencies, promoting CSOs/NGOs and public institutions(Burgagni & Uwamariya, 2021).

This study then deploys three subsequent methodologies: Open coding – this defines the creation of different labels in which different quotations from the text are extrapolated, Axial coding – this regroups the open codes into more comprehensive categories and developed relationships, and

Selective coding which is where the emergence of a core category defined as value generation. Analysis wise, this researcher uses the trustworthiness concept developed by Guba (1981) deeming it appropriate to evaluate findings based on constructivism using 24 semi-structured interview findings, to develop the model using the grounded theory method. This model was subsequentially tested and validated by conducting a survey with PLS-SEM as a method of analysis of the 69 responses on the survey from Swedish experts in the field. The results confirmed that the measurement model of assessing the value of open data suits evaluating the value generation of open government data, that is, visualizing the potential impacts and values that specific policy decisions may yield and the social value generated, influence the financial value of the society(Burgagni & Uwamariya, 2021)

Literature Review Summary & Significance

While Metzger & Postolache, 2020 establishes that open data initiatives can perform effectively and lead to enhancements in various areas citing contributions to successful products and improvements in people's lives (Metzger & Postolache, 2020), Jimmi Burgagni & Yvonne Uwamariya (2021) concludes, that the measurement model of assessing the value of open data is visualizing the potential impacts and values that specific policy decisions may yield further establishing the need for quantitative metric for the assessment of national governance or open data initiative(Burgagni & Uwamariya, 2021).

Theoretical Framework

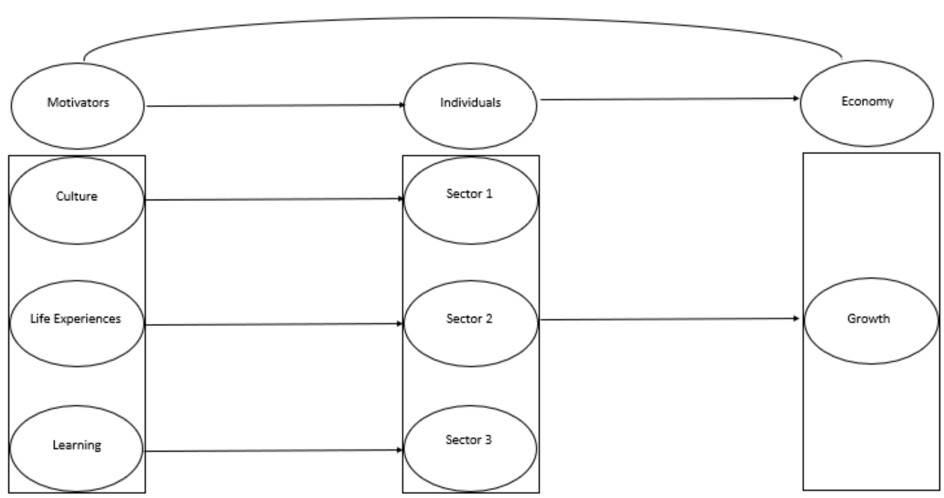

Figure 2:Theory of Needs

Harvard psychologist David McClelland, an economic development enthusiast in his work "Theory of Needs" as shown in Fig. 2 posit that the economic activities that contributes to economic growth can be learned is a function of culture and relative life experiences. Themed "The Achieving Society" in 1967, McClelland theorized that our need for achievement activities are motivated by our need for affiliation and need for power. Hence such motivators can be cultural, learned experience-related or a combination of all. He referred to this as motivators for individual in sectors that could advances change in an economy(Rybnicek et al., 2019).

Conceptual Framework

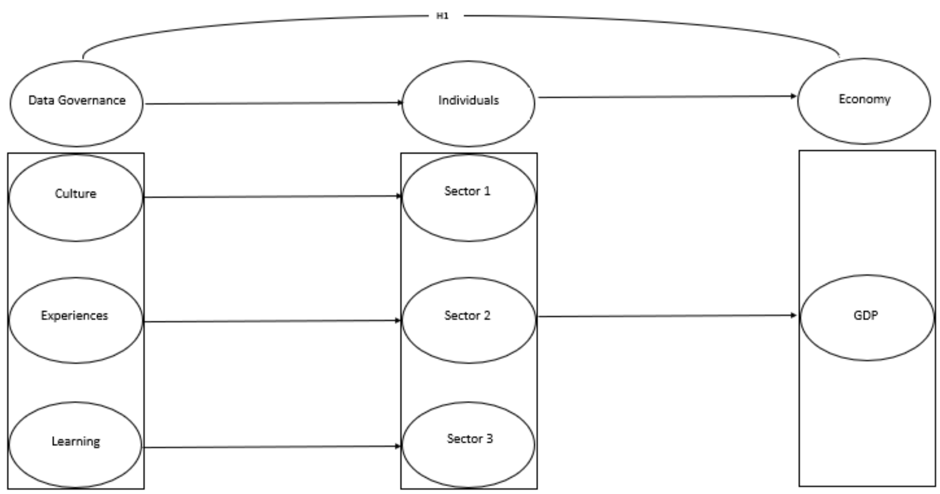

Figure 3: Data Governance Theory of Needs

With reference to McClellan theory, this paper conceptual framework posits emphasis on the need for infusion of data governance into stakeholders' culture, experience and learning to improve data governance awareness and deployment for economics development.

Methodology

Research Hypothesis

H_1: There is a positive impact and significant correlation between National Data governance and Economic Development – GDP

Study Design – Research Onion (Saunders et al., 2007)

Philosophy	Positivism, Realism and Pragmatism
Approach	Inductive
Methodological Choice	Quantitative
Strategy	Experiment
Time Horizon	Cross-sectional
Population	2016 Open Data Barometer (ODB) & Gross Domestic Product (GDP) – 102 Countries.
Data Collection	Secondary

Independent Variable (IV)	Open Data Barometer (ODB) website
Dependent Variable (DV)	Open Data Barometer (GDP) - UN Database website
Analysis Tool	MS Excel & Python

Table 1: Study Research Onion

Analysis Technique

Pre- Analysis: Both ODB and GDP index variables matched with country indexes, side by side in an excel spreadsheet.

Step 1: Data Preparation - GDP are in $ billions and trillions are divided by 1,000,000,000 to ensure unit similarity and avoid relationship and outcome disparity.

Step 2: Descriptive Statistics for empirical nature of the dataset (With Scattered plot)

Open Data Barometer -ODB 2016	
Mean	34.48372549
Standard Error	2.327915518
Median	30.12
Mode	#N/A
Standard Deviation	23.51079427
Sample Variance	552.7574474
Kurtosis	-0.216864471
Skewness	0.735780234
Range	99.72
Minimum	0.28
Maximum	100
Sum	3517.34
Count	102
Confidence Level (95.0%)	4.617958186

Table 2: ODB 2016 index descriptive statistics

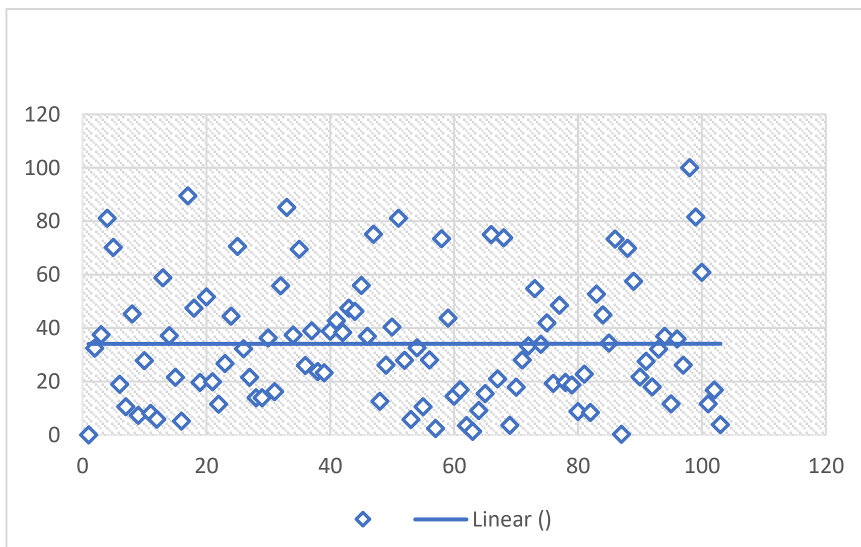

Figure 4: ODB 2016 Index Scattered Plot

Gross Domestic Product – GDP 2016	
Mean	707.9632644
Standard Error	221.0423224
Median	101.6246726
Mode	0
Standard Deviation	2232.418027
Sample Variance	4983690.247
Kurtosis	46.67990687
Skewness	6.441795492
Range	18707.18824
Minimum	0
Maximum	18707.18824
Sum	72212.25296
Count	102
Confidence Level (95.0%)	438.4885079

Table 3: : GDP 2016 index descriptive statistics

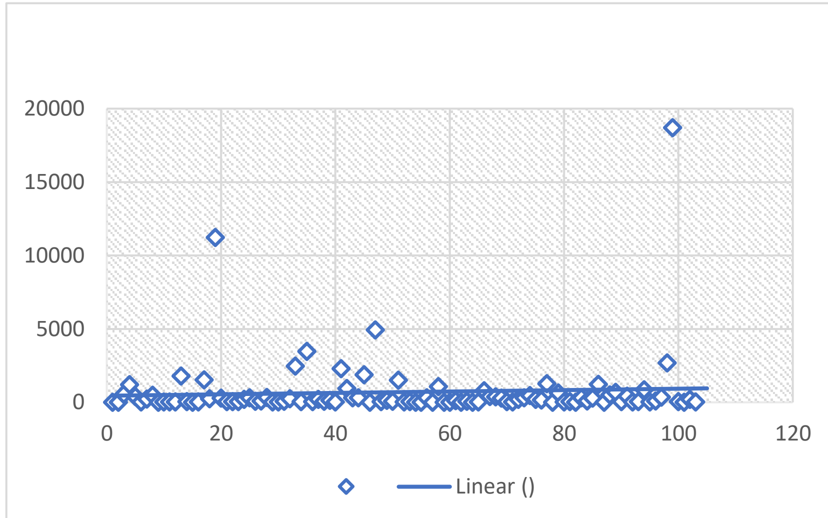

Figure 5: GDP 2016 Index Scattered Plot

Empirical study of data nature supports dataset linearity for Pearson Correlation Coefficient with a 95% Confidence Level.

Step 3: Correlation Analysis to establish, if any, the relationship ODB and GDP

	ODB -Score	*GDP $*	*GDP$/1,000,000,000*
ODB – Score	1		
GDP $	0.347548937	1	
GDP$/1,000,000,000	0.347548937	1	1

Table 4: Correlation Analysis

0.347548937 indicates a correlation signifying a 35% (est.) positive moderate relationship between Open Data as National Data Governance initiative & Gross Domestic Product (GDP) for the 2016 datasets

Step 4: Regression analysis to establish, the nature of the relation between Open Data as National Data Governance initiative & Gross Domestic Product (GDP) for the 2016 datasets

Summary Output

Regression Statistics	
Multiple R	0.347548937
R Square	0.120790263
Adjusted R Square	0.111998166
Standard Error	22.15512643
Observations	102

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	6743.53948	6743.53948	13.73850383	0.000344833
Residual	100	49084.9627	490.849627		
Total	101	55828.50218			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	31.89242088	2.302392954	13.85185827	5.37011E-25	27.32453883	36.46030293	27.3245388	36.46030293
GDP$/1,000,000,000	0.003660225	0.000987502	3.706548776	0.000344833	0.001701049	0.005619401	0.00170105	0.005619401

Table 5: Regression Analysis

Results

The Multiple R - 0.347548936590022 further confirm a positive moderate @ 35% (est.) signifying movement in GDP as a result of movement in ODB score representing National Data Governance initiative. The R-Squared - 0.120790263324855 indicates a 12% impact of ODB score representing National Data Governance initiative on a nations GDP. (100-12=) 88% are from factors other than Open Data. P-value & Standard Error - 22.1551264280839 – indicate that, should we decide to use the regression model to predict or estimate the dependent variable -GDP, we could be wrong by 22% invariably mean, signifying that our probability of being correct is 78%. Significance F - 0.000344833074466586 - This 0.00000345% indicates the study's probability that our regression model is wrong and needs to be discarded!

Prediction model is Y = a + bX

Where a is 31.89242088 and b is 0.003660225

Y =31.89242088 + 0.003660225 (x)

Conclusion

For, H_1: There is a positive impact and significant correlation between National Data governance and Economic Development – GDP

This study evidently confirms that H_1: is True, indicating positive impact and significant correlation between National Data governance (Open Data) and Economic Development – GDP, thus should ignite scholarly, professional and stakeholder engagement on the weaponization of National Data governance on the Open Data principles as a tool for economic change-positively.

The study's question "*What is the impact or role of Data Governance on Economic change?*"

The impact is a 12% positive change on a national GDP.

Recommendation

Basic on this finding, the author recommends, further research quantitatively in a bid to substantiate as well as confirm the role of national data governance as a solution of global but relative economic strategy.

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Proceedings of the
Organization Leadership & Development Network 2021 Conference, Zimbabwe
30th - 31st of July 2021
Paper No. **_OLDN2021-3_**

IMPLICATIONS OF SOCIAL CAPITAL ON PERSONAL DEVELOPMENT IN A CORPORATE SET-UP

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ABSTRACT

Social capital is an emerging phenomenon which can be used by individuals for personal development in organizations. An individual may establish sustainable connections that are both rudimentary and complex that may help for personal development. This article explains how an individual may develop effective social capital in an organization and how this connection may help for personal development. It also exhibits some of the challenges which an individual may face as they try to establish social connections. Strategies to counter these challenges were also given as well as some recommendations to effective establishment of social connections.

Keywords: Social Capital, Personal Development

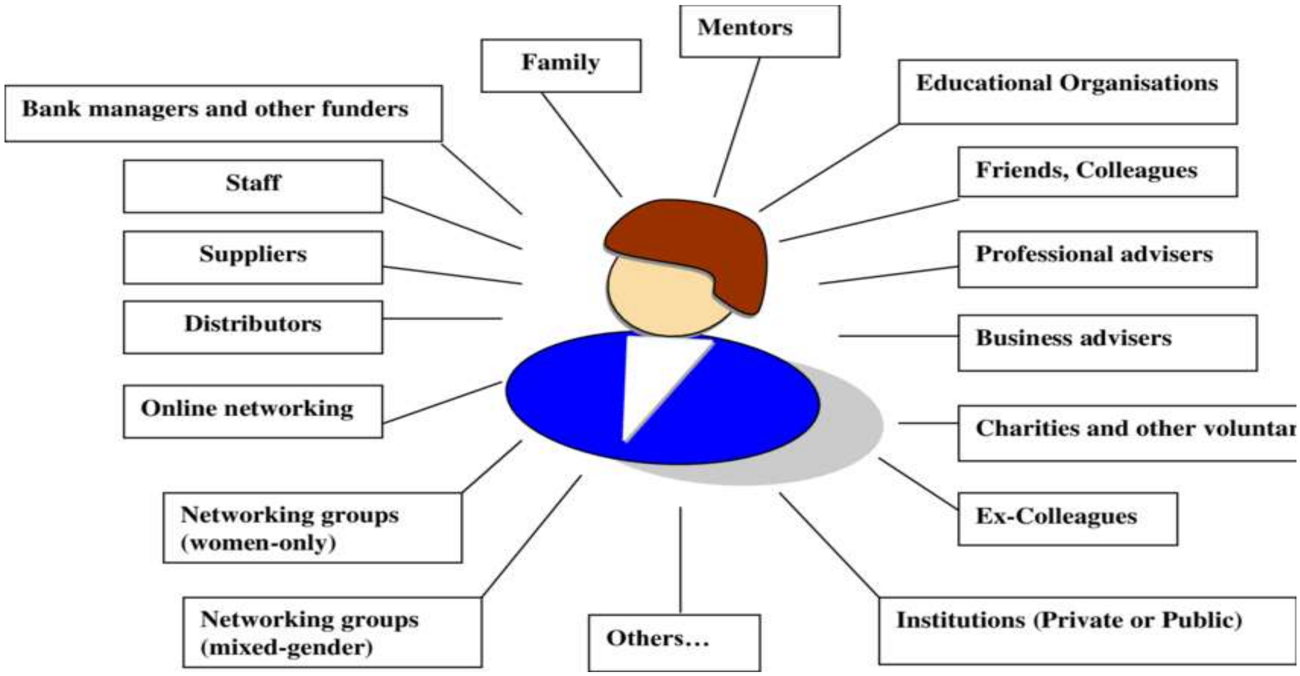
Introductions

Personal development in a corporate set-up was lateral defining as "*climbing the corporate ladder*". This entails a corporate employment hierarchy in which an individual's career advancement is expected to follow higher rungs on a ladder, with at the bottom entry level positions rungs and executive level at the top. It takes diverse factors and there is copious determinants for one to go through all the stages and emerges to be at the top. It is therefore necessary to understand the implication of social capital in this process.

Social Capital Definition

Social capital in this article was defined as the positive product of human interaction which varies (tangible or intangible) and may include innovative and advanced ideas, future opportunities, and some useful information. It can be defined as personal development that is attributed to personal established relationships, networks, and connections.

Possible links which can be developed by an individual



Source: Roomi (2009) Links and Network for Personal growth.

Social Capital can also be through collaborative networking (as shown above) which entails network which consists of diversity of connections. This collaborative network may act as a potential for personal value creation which is a tool for personal development in organization (Matos, 2006). There are various forms which can make up collaborative networking of an individual in an organization. Collaboration is above networking, coordination and cooperation though all these are the major components of collaborations. Social capital through collaborative networking may effectively enhance an individual's capability.

How to develop a strong Social Capital in Organization

More often people in organizations chanters for connections and networking like slogans but most of the times they fail to practically implement one effective social network with last. The reason why most of these networks and connections fail starts on the insemination or the developmental stage of these networks. There are some strategic practical ways which may help an individual to develop social capital in an organization. Below are some of the practical ways which is an individual is to apply it will help in developing social capital that will help in personal development.

Use of self

Many time people they tend to look out for other skills which might be needed for an individual to connect. The first ways to build strong social capital for personal development is "*use of self*" which will enable strive for success. An individual's combination of values, knowledge, skills, education, beliefs, culture aspects, traits or life experiences is what explains "*self*" in this regard. Using of this combination of multifaceted "*self*" will help an individual to gain strong network and collaborations that will help in climbing corporate ladder. These combinations will create like terms to attract connections.

High levels of flexibility

There is need for capacity to adjust in a short space of time. Many times, people in organizations failed to connect because they are not flexible to accommodate some other's views and ideas. Notably, it is not all idea that will work for an individual but every idea is worth to be listened. Flexibility will help in quickly accommodate some association that will help for personal development. There is need for an individual to be opening minded and to be more optimistic.

Build rapport in a very short retro

More often people tend to take long to build connections, in their process of building connections they will be a lapse which will also be an opportunity cost for personal development. Ability to build rapport in a very short retro may strategically help an individual to build social capital. More often we fail to connect with people we meet at the first point of contact and more often we sometimes meet once with valuable people. Ability to build connections within a short time will help an individual to build opportunities this will help to build sustainable connection, and this can be done by paying attention to others whom you want to connect with.

Be genuine

This explains about being authentic, dependable and reliable of an individual. A rascal character may affect ability to connect and to build effective social capital. There is need for an individual to be more sincere and to prove beyond doubt that the connection is for good

Have a mindset to learn,

There is need to activate the mindset that everyone has something to teach us either indirect or direct. This thinking will open our mindset to be ready for connection and to initiate some golden links that will help for personal development in organizations.

Have a story to share

More often individuals fail to connect because they don't have any story to tell or to share with others which will act as a bait to attract connections. There is need for an individual to have a story to share that captivate and mesmerizing. There is needed to explicitly prove who are you, your motives and your passions. This

Maintain your connection

This will help in sustain the connections. Connections that will help for personal developments are the ones which sustains. It is good to establish effective connections for personal connections but the best is to maintain these connections for long. Some of the strategies to maintain sustainable connections are to through effective communication using all channels. Build and nurture your relationships and your connections with colleagues, bosses and alums who already know the value you offer and these can recommend you for new opportunities.

Diverse network

It is important to have many links and networks as a way to develop effective social capital. Diversity networking will help in complementing each other.

The above ways may be implemented by an individual as a way to build effective social capital for personal development. These ways are not limited to the above but any other effective social capital building strategies may also be used.

How social capital can be useful in self-development?

There are various ways in which social capital can be useful for self-development in organizations.

1
- Social capital may create golden connections or executive links

2
- Social Capital is a lubricant for personal development

3
- Create a pervasive or invasive way of access resources which may be necessary for personal development (*information*)

4
- Social capital can create positive spill over effects

5
- Social capital can ameliorate personal weakness

Source: Self construct

The above five ways were identified as the effective ways which social capital can work for personal development. This implies that without social capital personal development can be frictional and there will be less connections which may delay the development. However, through the above ways it can brings about nexus personal development in an organisation.

What are challenges which are likely to be met and what are some remedial strategies?

Social capital can also orchestrate some negative effects on personal development. Every facet or attribute of social capital can be it in the sagacity that it produces a desired outcome, but can also be a liability to an individual in the sense that it produces unexpected results.

There is a higher possibility of factionalism in an organization which may be a threat to an individual's development. Social capital may create social clan which in an organization may be viewed as the source of factionalism in the organization. To avoid this there is need to keep your connections and networks more professional

Social capital may have implication on gender differentials (there is a cultural negative perspective especially to a woman who may need to find connections for personal development in a corporate set-up). To avoid this there is need to keep your connections more openly and professional and have also a record of your connections

Conclusion and Recommendations

Social connections are needed for personal development in a corporate set-up. Networking, connections, linking and relationships have important mutual benefits to individuals which may act as a stepping stone in a business set up. As an individual you need to have golden connections, executive links which may help for personal development.

AFRICAN OD ASSOCIATION (AODA)

Proceedings of the
African Organization Development Association 2021 Conference, Ghana
20th - 21st of July 2021
Paper No. ***AODA2021-1***

REINVENTING AFRICAN INSTITUTIONS: THE ORGANISATION DEVELOPMRNT (OD) OPTION

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Abstract

Organization Development OD as a renewal and transforming strategy of making organization effective had been in use by consultants in Africa, though at slow space. The objective pursued in this study was to develop the framework for utilization of OD interventions, harmonize OD practices in Africa and the visibility of practitioners. A desk review was done and it was found that the practice of OD is sparse, not professionalized and its awareness is shallow It was concluded that the Association of OD in Africa (AODA) has to do a lot to make the practice of OD visible at school, in government and organizations through advocacy the practice should also be professionalized to make for its wide spread adoption

Keywords: OD interventions Organization Development, Renewal, Visibility

INTRODUCTION

The use and application of OD approach and interventions to resolving challenges of work space has been in existence for decades. However, OD adoption in the work space is by few management consultants and practitioners. Yet, the workspace is replete with people and physical challenges that require solving or renewal and transformed to the desirable level. The states of African Nations' political and economic institutions, including workspace, to say the least, are dismal. Evidently, the index of development measured from the factors of Gross Domestic Product (GDP), Human Capital Development Index (HCDI), Foreign Direct Investment (FDI), Capital Flight and Governance ratings have been at the lowest ebb.

African nations' governance, performance and ratings in the last decade of 2000- 2019 were dubbed as unbalanced across all governance dimensions (mo Ibrahim Foundation, 2020). This challenging political environment affected aspects of FDI (UNCTAD, 2021). It also affected HCDI as this revealed that an African child earning potential was only 34 per cent of what it could be compared to, for instance, Singaporean child 88 percent (World Bank, 2021). Also reflective of

African institutions include insecurity, tension and conflict arising from ethnic relations and dominance, religious bigotry and lack of gains from democratic dispensation.

The business space is not faring better. Many manufacturing companies are operating below capacity, some are folding up and some are unable to maximally utilize and transform effectively the resources at their disposal. In Nigeria for instance, it was reported that 10% of manufacturing concerns operate at 48.8% of installed capacity and that 6% of those operating were barely able to cover their average variable cost and 30% had closed down (Idowu, 2016). The situation could be worse based on the continual downward turn in the Nigeria's and global economy occasioned by global recession and Covid-19 pandemic.

Many of these challenges would have been attenuated if OD approach and interventions had been embraced and deployed by OD professionals to these challenging issues at individual, organizational, trans-organizational and nation-states. However, OD professionals are in short supply, the awareness of the approach, its interventions and the skills required to use them are also sparse. OD is defined as the systematic application of behavioural sciences principle and practices in organization to increase individual and organizational effectiveness. It focuses in making organizations function better; it is a renewal strategy that transform organization from where it is to the desirable future. It focuses on peoples' problem and effectiveness of work system.

The objective set out in this work is to present a framework by which OD approach and interventions can have African wide acceptance among scholars, business men, organization and national leadership, become professionalized and be part of tertiary institutions curricular.

Brief Literature

In this section a review of African states in terms of development indices, organization effectiveness, and OD models were carried out.

State of African Nations

The 2020 indices of African nations GDP revealed that there was an improvement in the continent GDP. African nations were also rated as the highest growing GDP in the world (Varella, 2021). However, this scenario is for few countries like Nigeria, Egypt South Africa that posted 443, 362 and 282 US billion dollars respectively. Many countries are between 2-9 and few between 50- 20 US billion dollars (Wikipedia, 2020). Though the 2021 growth estimate for Nigeria, Egypt and South Africa were put at 18.3, 16 and 13.58 percent respectively, those of Ethiopia, Ghana and Tanzania were put at 3.7, 2.78 and 2.78 percent respectively.

In spite of the fastest growing economy gimmick the productivity level of African nations are still low, translating to the widespread daunting poverty, youth unemployment and restiveness. Yet the continent is blessed with lots of human and natural resources that are untapped.

The HDCI as released by the World Bank at its meeting in Indonesia indicated that many African Nations were at the bottom of the ranking (IMF, World Bank Group, 2018). The World Bank HCDI seeks to measure how much economic productivity per capital is being lost because of underinvestment in human capital. Human capital is defined as the knowledge, skills and health that people accumulate over their lives. The top-four on the list were Asian countries of Singapore, Korea, Japan and Hong Kong. While an average child in Singapore will earn 88 per cent of what they could if the country fully invested in its human capital, it is 36 percent in Nigeria, 77 percent in Mauritius. Only 17 African Countries out of the 56 ranked were able to cross the 50 percent mark (cfr.org 2020; wikepedia.org, 2020; google.com, 2020).

Capital flight is another challenge to African Nations effectiveness. United Nations Conference on Trade and Development (UNCTAD, 2018) reported that from 2000 to 2015, roughly $836 billion in capital left the African continent, some left via legal pathways like remittances, other left illegally through money laundering and mis-invoicing. The implications of these are that Africa becomes net creditor to other parts of the world. The taxable revenue accruable to the home country is also reduced. This is in spite of the reduction in Foreign Direct Investment (FDI) to African nations. Heitzig (2020) captured this commenting that FDI flow to Africa declined by 16% to $40billion in 2020 from $47 billion in 2019.

African governance has been a major influence on other sectors. Many African countries political environment has been riddle with conflicts, tension and unstable to allow for growth and ease of doing business. Poor social life, irrational political behaviour and low citizens' political participation are evident. The index of governance is not positive for many African nations (IIAG, 2020) while it has improved for some (Mo Ibrahim Foundation, (2020). Governance being defined by the Foundation as the provision of political, social, economic and environmental public goods and services that every citizen has the right to expect from their government, and that a government has the responsibility to deliver to its citizen (IIAG, 2020).

The overall governance has declined following a wider trend of slowing improvement in the latter half of the decade 2010 to 2020 (IIAG, 2020). It reported also that governance performance has been unbalanced across all the governance dimensions used. The decline triggers were insecurity, precarious environment for human rights and inclusion and civic participation.

The business space is not faring better. Many manufacturing companies are operating below capacity, some are folding up and some are unable to maximally utilize and transform effectively the resources at their disposal. In Nigeria for instance, it was reported that 10% of manufacturing concerns operate at 48.8% of installed capacity and that 6% of those operating were barely able to cover their average variable cost and 30% had closed down (Idowu, 2016). The situation could be worse based on the continual downward turn in the Nigeria's and global economy occasioned by global recession and Covid-19 pandemic.

Much can be done to make organizations, leadership and governance at the levels of workspace and nations effective through OD approach and interventions.

OD In Perspective

OD is a planned change through people's process with the help of consultant. It systematically applies behavioural science principles and practices to improve individual and organizational effectiveness. It focuses more on people problems and work system It is a renewal process of initiating, creating and confronting needed changes so as to make it possible for organization to remain viable, adapt to new conditions, solve problems, learn from experience and move towards greater organizational maturity (Pattanayak, 2010). It is different from organizational change in that OD is planned, incremental, continuous activities in an organization. Organizational change on the other hand is a difference between past state and the present and it could be planned or unplanned, continuous or discontinuous, incremental or decremental. It is also different from other organization improvement programmes in that OD consultants work collaboratively with relative equality with organizational members. Collaboratively the consultant and the client collaboratively diagnose the problems, take action on the problem, create a learning situation in which problems are identified and solutions developed (Pattanayak, 2010).

Specific OD interventions are directed at specific issues arising from human process, strategy, human resource and techno-structural and the targets could be individual groups/team, inter-groups and the total organization. Diagnosis of the problem informs the targets, the focus and the OD interventions to be deployed. Thus, as Pattanayak (2010) commented, the pillars of OD are organizational diagnosis, action research and interventions

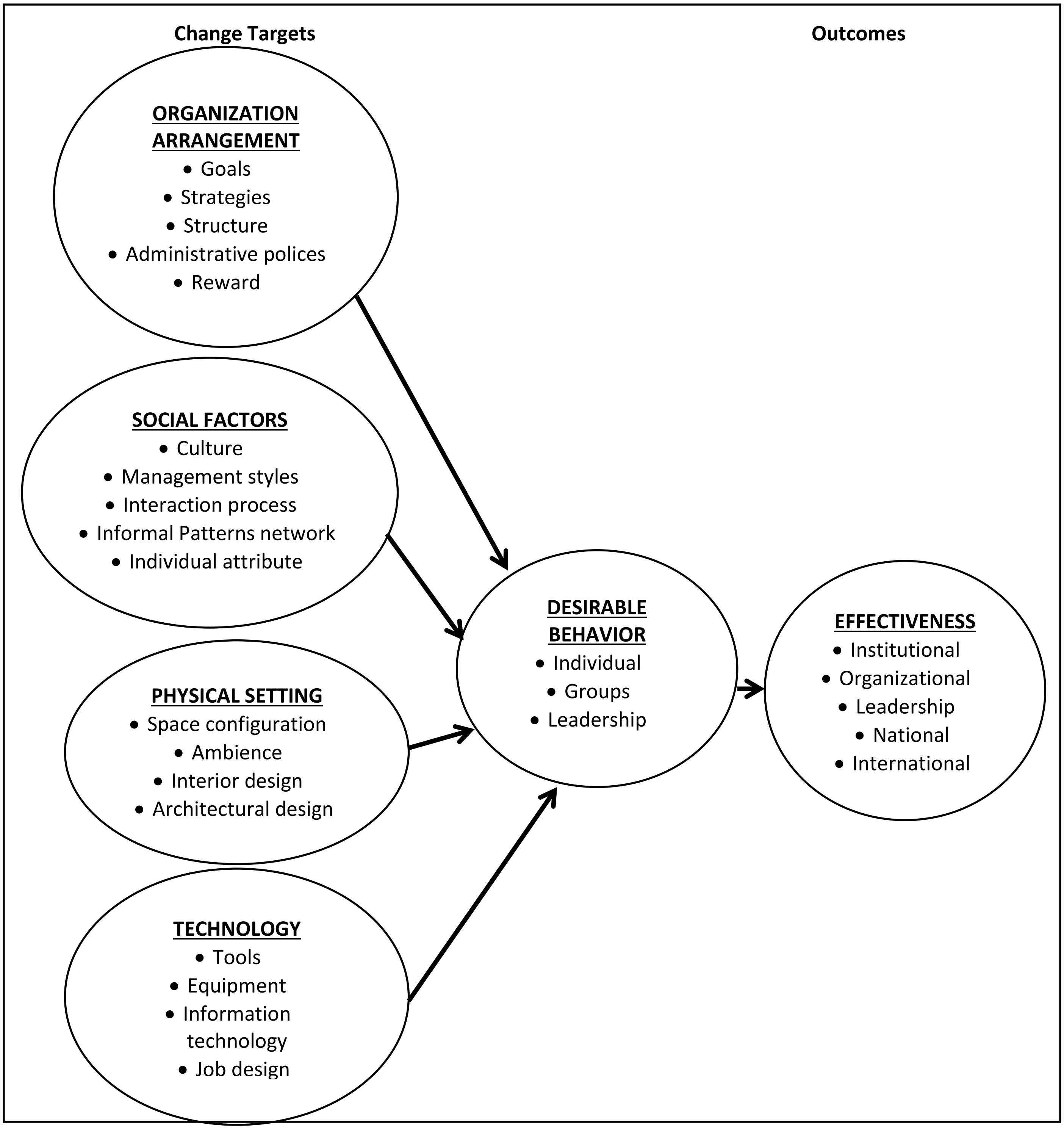
Theories

OD practitioners have extensively relied on theories of change specifically, change models. These include Kurt Lwin's change model that recommended unfreezing the old behaviour, moving to the new desirable one and refreeze it. Lippit, Watson and Westley Model is an improvement on Lewin's and it has been more in use by OD consultants It is a 7-steps model outlined thus: Developing need for change; establishing change relationship; clarifying the client's systems problem, examining alternative routes; transforming intentions to actions; establishing change and achieving a terminal relationship with client. Burich-Litwin first and second order model addresses some features of the organization (1st order), while the second order addresses the organizational culture. In the first order, OD interventions are directed towards structure, management practices and system. This is transactional in nature. The second order on the other hand is directed towards mission, strategy, leadership and organizational culture.

Porras and Robertson Model however underpinned this study. The model focuses on change of individual behaviour. It posits that transformation can occur when individual change their behaviour. Change in behaviour occurs when the elements of work settings are modified by the work intervention. The work setting factors being organizational arrangement, social factors, the physical settings and technology.

The beauty of the model is that it factored in the issues in behaviour arising from human process, human resource, techno-structural and strategy. These are the focal points of OD interventions. Behaviour is also accentuated as key issue in organizational and institutional effectiveness. The pattern and direction of interaction with leadership, peers, physical environment as well as involvement and perceptible reward matter to induce performance behaviour that engendered organizational positive transformation. OD approach should be directed at these factors to bring about desirable behaviour at institutional and organizational level

TABLE 1: OD Framework



Source: Idowu 2021

Discussion

OD as institutional and organizational renewal strategy is sparsely in use except by management consultants. Majorly many organizations still rely on external consultants to diagnose organizational issues and resolve their problems. However, those with OD skills are few whereas, the issues begging for OD intervention in Africa are legion. These are evident at the organizational, institutional, national and transnational level. The state of African nations, institutions and organization as reviewed in this study, require more of OD interventions.

The skill-set necessary to tackle the challenges are rarely or sparingly taught in management schools. Of concern too is that practitioners do not have a common standard or code of ethical conduct by which they operate. This is because OD has not been raised to the level of a profession but remains at the level of practice. This makes it all-comers business.

Way Forward

The need to promote OD in Africa can be done by the association through setting up committees to do the followings.

Professionalization of OD: the need to raise OD from the level of all comers to a professional level becomes apt at this point in time. Raising OD practices to a chartered status is a welcome idea. The chartered status can be structured at national level, regional or continental level with affiliation of individual nations.

Promoting the teaching of OD elaborately at Management Faculty of tertiary institutions and other Business Institutes can be worked out. Collaborating with institutions and ministry of education would facilitate this. Providing laboratory facilities for selected tertiary institution is not out of it.

Visibility of the Association should be stepped up. Conferences and seminars at national, regional and continental levels can enhance the visibility. Annual Essay Competitions at tertiary institutions on deploying of OD intervention to national, political, economic, social and organizational issues should be organized at all levels: national regional and continental levels of AODA. Enhancing the visibility include presenting the Association to Government at all levels about the operations and derivable benefits of government collaboration with the Association.

Conclusion

OD as an organizational and institutional renewal strategy can be deployed to solve organizational, institutional national and social and economic challenges besetting African nations as elsewhere. However African OD Association needs to standardize its practice, professionalize it and make itself more visible at institutions organizational, national and Africa continental levels. OD intervention should be directed at people's behaviour and the issues that shape those performance behaviours. The visibility of AODA needs to be enhanced in order to promote and harmonize the practice of OD in Africa.

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AFRICAN OD ASSOCIATION (AODA)

Proceedings of the
African Organization Development Association 2021 Conference, Ghana
20th - 21st of August 2021
Paper No. ***AODA2021-2***

ENACTING ORGANIZATION CHANGE THROUGH EVIDENCE-BASED PRACTICE TO ACHIEVE DESIRED OUTCOMES

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Abstract

This presentation seeks to establish effective ways to enact change in an organization through evidence-based practice. Many often organizations embark into a change process which in most cases employees fail to empress and as a result the whole process fails. This article sort to however proffer some evidence-based practice in which an organization may implement to achieve desired outcome. In addition, also the article presented a confirmatory model which synchronize evidence-based practice in change management.

Keywords: Organization Change, Evidence-based Practice, Organization Development

Introduction

Change can be incremental, or modification of the whole system in an organization. More often, despite the most meticulously and thoroughly planned change initiatives, most organizations fear change. The actualities that change in many cases creates uncertainty; it creates trepidations which will result in people resisting the change. However, business needs to enact change through evidence-based practice to achieve desired outcome in an organization.

The issue

There is not a direct envisage on confirmatory between the current change models, theoretical perspective, and meaningful practical organizations. Synchronization of the change process with some evidence-based practice can bring about a more meaningful and impactful change within the organization that may also results in achieving desired objectives. In this article three main questions will be answered to disclose how evidence-based practice may be harmonized in the change process. Firstly, synchronization of evidence-based practice and change process, Secondly, identification of practical ways to enact change in an organization and thirdly recommending on the contemporary practical initiatives to ensure meaningful change process.

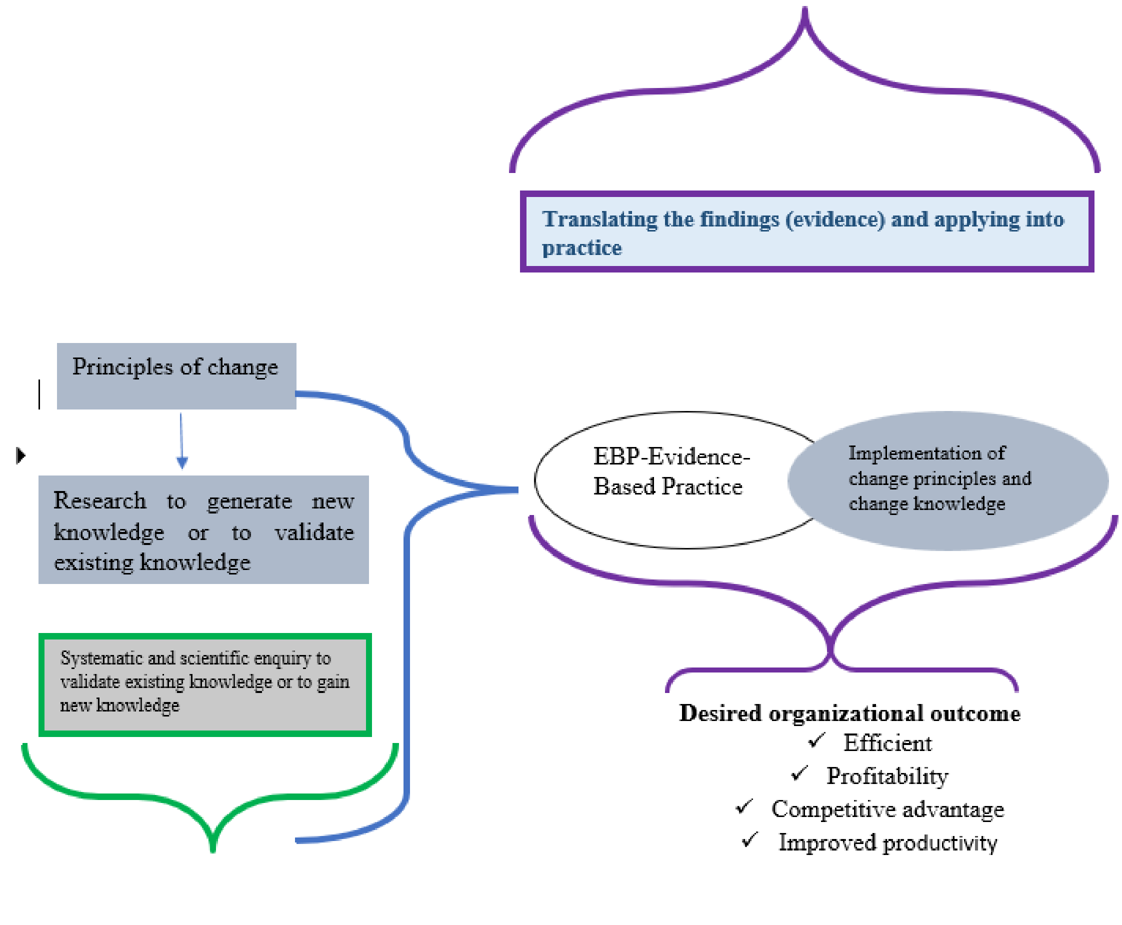
What is Change?

According to Thompson (2018) change takes three levels which maybe developmental change, transitional change, or transformational change. However, despite any level to be implemented it ought to reach to the desired outcome and add value to the organization as expected from the insemination of the process. As for these levels, transformational change is disruptive change, and it involves a fundamental change of the business's process into a more completely new thing. Transitional change involves more of replacing the current process and procedure usually for the business to remain efficient. Finally, developmental change involving improvement of the businesses processes more like incremental change or just refining the current process.

Synchronization of evidence-based practice in change management

Madhavan and Mahoney (2012) explained that evidence-based practice in organization in most cases faces some challenges despite of its intuitive appeal. It is then agreeable that evidence-based practice may enhance the effectiveness of change which can be initiated in an organization. Evidence-based practice in change is when the change principles, steps or theoretical perspectives are being applied or translated in practice within the change process. Wilson and Mary-Jean (2021) define evidence-based practice as applying or translating research findings into practice.

Confirmatory model for Evidence-Based Practice in organizations



Source: Adapted from Wilson and Mary-Jean (2021)

The above model was confirmed to explicitly differentiate and link between EBP and theoretical research. In this case, it is then the EBP that will help in enacting change management in an organization to achieve desired outcomes. However, the question will remain the same on how an organization can best apply EBP in the change management process.

- ✓ Systematic reviews – this will be done to synthesise the whole change process. As the change agent or all the team involved in the change process, there is a need to keep on doing systematic reviews on the change process which is being done. This will help in integration of the whole process and hence a meaningful change without disintegrations will be achieved.
- ✓ Tracking change trend and patterns – this practical stalking will help in quickly identification of any sideways which might come up within the change process.
- ✓ Collaborative – involvement of everyone

How to enact change in an organisation

Many often organizations underestimate the effort needed to put change into practice. The reason why most change initiated in organizations failed is because of a failure to balance between the theoretical aspect of change process and the actual practical derive of the change as well as implementation. Through the drawing board an organization may have the full process of change very realistic ideas, however, conversion of all these into practice is a real problem which affects many change initiatives.

- Ensuring higher degree of agility within the organisation: Rigid of both the members and the organisational systems are the major grip for an effective enacting of change in an organisation. There ought to be a higher degree of flexibility between the members (those who are leading change, those who are influencing change and those who are to change) and the systems (those which are to be changed and those which are to be applied).
- Effective adoption of organizational members: All organizational members both those who are involved in change and those who are affected by change process ought to be on board. This will sustain the change as it will be implemented, and it will reduce friction as the change will be implemented. Change initiatives must sink in everyone's mind. Grantham et al (2017) Change Is Hard: What Really Happens When You Try to Implement a New Care Model
- Build capacity: This can be done from the innate of the organization. There is need of implementation of change enablers systems and applying change enablers within the current process. People who are involved in the change process ought to be capacitated with the necessary capabilities (training). Identify the correct needed skills or competences, get support, and get resources (Karen, 2017).
- The business policies ought to support change: Many often business policies may contradict with the change which to be enacted in the organization. If the business policies are not supporting the change, it will be hard for the change to be enacted in the organization and the change will not be sustainable. For example, if the change requires customer care people to spend more time on calls with customers trying to understand customer pain points, the company policy should not penalize huge call volumes which may be done in the organization.
- Implement sustainable dialogue: There is a need to create methods to facilitate ongoing dialogue at all business levels to demonstrate an assurance to the change that is more realistic and authentic. A sustainable dialogue brings greater clarity to all the involved parties. This will help to identify what will be working in the change process and what isn't working. A proficient reinforcement will be then required for this dialogue which will be done so that it will also communicate to the entire team who are being affected by change.
- Evoke metrics for success: Futuristic, predictive, and projective assertions also ought to be mapped when enacting change. This will help in identifying some milestones which maybe be covered during the change process. Specific activity to be done and to be

completed ought to be specified and timelines for these activities ought to be clearly specified. Success will be when all the activities are to be completed at the specified period.

- Align change to business goals: The alignment ought to prove that change is necessary for the good of the organization. Effective arguments for the need for change ought to be clearly defined. Questions like why change is required and what is needed to be changed ought to be answered in relation with the organizational objectives.

Contemporary practical initiatives to ensure meaningful change process

These practical initiatives or strategies are to substantiate the above-mentioned ways to enact change in an organization. Below are some of the identified strategies that a change leader needs to ensure they implement to enhance a meaningful change process in an organization.

- Ensuring 360^0 feedback

There is an obvious existing gap between how think of ourselves and how others think of us. Allowing feedback from all sides will help in ensuring meaningful change process withing an organization. This creates openness and it reduces friction within the change process. It also empowers everyone who is involved in the change process. The main purpose for this is to ensure that leaders are aware of how others perceive them

- Proactive thinking

This strategy will require projection of some current and future applied approaches to change. An effective trajectory on how to derive change process ought to be drawn which will then guide the whole process with some remarkable milestones to be noted through the change process. However, the trajectory ought also to harmonize the change with the organizational objectives, policies, and procedures so that it will not mislead the whole process.

- Create collaborative relationships

Collaborations will help an organization to have maximum commitment from all the affected stakeholders and ownership. A sustainable collaboration with stakeholders helps a change leader to navigate various obstacles, constraints, and politics, that may be hard to get if there are no collaborations (Kreuger, 2015). Whilst the 360^0 feedback may help to know how others perceive things, collaborative relationships may help in getting all the members on the same page, help in the clarification of ownership and may help in establishment of trust between the involved members.

- Effective communication

You need to use all communication approaches to make sure that every member is guided on what to do, when to do and how to do.

All other initiatives that support change can then also be applied in conjunction with the above strategies. They may be followed using any of the specified models in the existing literature may be also applied to smoothen the whole change process.

Conclusion

Change is believed in every organization if it is seen happening. An impactful change can only be seen if the whole process and strategies are put to action. That translation of the change principles, theoretical perspectives and other lances into practice will make the whole process to be more meaningful to the organization and to be more impactful. Despite how communicating will be the change idea if it is not put into practice, it will not add value to the organization. Good change ideas ought to be derived into evidence-based practice otherwise they have less impactful for the organization to achieve the desired outcome.

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Proceedings of the
African Organization Development Association (AODA) 2021 Conference, Ghana
20th - 21st of August 2021
Paper No. ***AODA2021-3***

Collaborative Network of OD Practitioners in Africa: Insights, Interventions and Innovations

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ABSTRACT

While addressing emerging OD practitioners under Centre for Organization Leadership and Development, Zimbabwe; Matt Minahan called on the emerging practitioners to explore how to bring OD into the mainstream through the creation of a social system of OD practitioners on, and beyond the African continent. In responding to that call and reinforcing collaboration as a fundamental OD value, the current paper provides approaches towards the creation of a social system of OD practitioners in Africa. The authors identified principles that facilitate a robust collaborative network of OD practitioners on the continent. This is against the understanding that collaboration and constellation of strengths are some of the fundamental values of the OD field. The authors also agree with Patrick Trottier's submission at the 'Harmonization of OD Research & Practice in Africa' Consultative session held on 21 May 2021, were he beautifully said "Only Africa can Create Africa".

Keywords: Africa, Collaborative Network, Organization Development

Introduction

Recently in the Comedy Industry, the imaginary organization Stingy Men Association (SMA) was established in Nigeria and the concept spread across all African countries within a short period of time. *Is there something we can learn from the social movements and other collaborative networks to address the need for strong social support network of OD practitioners in Africa?* There is greater need for Organization Development Consultants in Africa to help organizations nurture imagination; and cultivate living visions and foster living cultures (Trottier, 2012). The ability to nurture the spirit of imagination will help organizations and corporate leaders to explore and exploit beyond the horizon for the vast emerging possibilities. It is accurate to state that the African continent is not strong in terms of mission-critical collaborative networks at national, societal, organizational, and individual levels. The lack of collaborative networks or sectoral support networks has weakened the exchange of ideas and facilitated competition above collaboration and constellation of strengths. It is worrisome to note that the places where OD ideas get exchanged, where imagination gets planted in potential customers aren't as many in Africa as they are in Europe and elsewhere (Minahan, 2021). The key concern that this article seeks to explore is on how to bring OD into the mainstream through the creation of a social system of OD practitioners on and beyond the African continent. In view of the existing business associations or organized professional groups, the article seeks to explore how OD practitioners can get a comfortable boardroom seat and present the business case for Organization Development. It is worth mentioning that OD is among the World Economic Forum (WEF) top ten (ten) future jobs.

The article also draws attention to the Confucian orientation in North Korea, mainland China, Taiwan and Vietnam which is based on mutual respect and kindness towards others as well as the Ubuntu philosophy from the Sub-Saharan Africa which defines Africa's humanistic way of defining life through others. These philosophies significantly influence OD strategies and approaches to create a social system of OD practitioners on the continent. There is an urgent need to make the OD values alive among OD professionals on the continent and guard against the field being highly fragmented and contaminated by unethical practices. This is supported by the Bondei proverb which states that "Sticks in a bundle are unbreakable".

In view of the OD field's premises of inquiry and engagement, the significance of the current article's submission is justifiable on the understanding that OD practitioners should encourage peer support and good conversations as fundamental to sustainable strategic change. This submission also facilitates addressing African organizations' failure of imagination and lack of 21st Century thinking which evident in most hierarchical and traditional business approaches adopted by organizations. Furthermore, the significance of establishing the social system of OD practitioners is premised on the relationship currencies – "the information, insight, access, and expertise one only gets through a relationship" (Shuman & Twombly, (2010; p.3). People in the social network share ideas, methods and techniques. They also share success and failure stories in OD consulting.

Social Networking System

The current article advocates for a social system of OD practitioners on the African continent. This social system must, in a collaborative way, realize the individual and collective objectives. Extant literature makes reference to collaborative networks, defined as "a dynamic, fit for purpose structure that has the agility to iterate its components and how they relate to one another legally and operationally as the purpose and context of the network evolves." (Shuman & Twombly (2010; p.2). Collaborative networks or the social system of OD practitioners that the article is advocating for should harness the strengths of all members and position OD function as an essential business strategy or discipline in contemporary business. According to Shuman & Twombly (2010), a collaborative network is also defined as "the collection of businesses, individuals and other organizational entities that possess the capabilities and resources needed to achieve a specific outcome." (p.2).

Table 1 shows examples of globally-focused organized groups of OD professionals that have thrived and contributed significantly towards advancing the OD field into the future.

	Name of OD Community	Mission Statement
1.	International Organization Development Association	"An international network of organization development professionals, consultants, practitioners, academics, students and social scientists... IODA is a community as well as a platform for OD professionals to connect, share and exchange ideas."
2.	International Society for Organization Development & Change, USA	ISODC encourages "the growth and development of our members through yearly conferences, webinars, and the peer-reviewed Organization Development Journal."
3.	Organization Development Network, USA	"Guided by clearly-articulated values, principles, and ethical standards, the OD Network serves change agents by creating a global community for exchanging best practices, opportunities to interact with thought leaders and access to leading edge practices, tools and technologies. As a result, our members create change and sustainable impact in today's organizations, communities and beyond."
4.	Asian Organization Development Network, Asia	"We envision Asian business, nonprofit, and government organizations that promote and practice economic, social and environmental performance with sustainability. Our mission is to create and provide an environment that continuously fuels the passion and search for excellence in Organization Development. We want to provide a venue for all OD professionals to network with each other and to share knowledge and best practices with special emphasis on the unique needs of the dynamic Asian region."

5.	Global Institute of Organization Development Network, USA	"GIODN is the networking home for organization development professionals around the world. GIODN is here to nurture a global network of OD professionals as we promote the field of OD through networking, education, and collaboration."
6.	Organization Development Gathering, USA	A Gathering to Build OD for Tomorrow's world
7.	Organization Leadership and Development Network, Zimbabwe	The OLDN exist to facilitate leading edge insight and practice in OD through OD-informed publications, the provision of a platform for information exchange, a forum for debate on organization leadership & development issues and a network of emerging and existing OD professionals. The network promotes competency-based networking, education and collaboration in organization leadership and development.

As stated above, according to Patrick Trottier, "Only Africa can create Africa". Despite the widespread recognition that OD is fundamental to development and transformation, there is a no organized continental body of African OD professionals. According to the OD Gathering Report, the essence of OD is to elevate humanity. However, it is also worrisome that OD as a discipline is not fully recognized even by African universities and most academic programmes treat OD as a module or function under Human Resources Management. The authors recognize OD Institutions of the continent delivering vocational and academic OD & Change programmes such as Organization Development Institute (ODI), Ghana; College for Community & Organization Development, Ghana; Centre for Organization Leadership and Development (COLD), Zimbabwe; and OD Practitioners Academy, Egypt.

An explanation of causes of the disconnect

The lack of an organized community of African OD professionals can be attributed to the African challenge of self-destructive isolationist policies. The manifestation of such can be seen through the existing 'OD islands' phenomenon among OD professionals and institutions on the continent. These manifestations culminate to a significant departure from the fundamentals of OD towards aggressively competitive strategies which deepen the credibility challenge in OD research and education. In the face of increasing competition and the jockeying for turf among the OD field's gatekeepers on the continent, OD fails to position itself for impact and influence on the continent. The authors of this article admonish OD professionals to embrace the fundamentals of OD and the field's dual identity.

Furthermore, the disconnect is also deepened by increasing challenge of ethnicity and cultural beliefs interfering with the premises of OD. There is therefore need for existing OD professionals to be grounded on the field's "missionary values" while embracing emerging values and business practices.

As is the case with all other disciplines, there is also a challenge of ego and overconfidence trap among emerging and existing professionals. Inflated or overly-protective ego is one element that breaks opportunities for collaboration.

In an article published by Campaign, Snowball (2019) reiterate that:

> *Ego is abundant in our business and, without exception, it's a destructive force. You can't learn if you think you already know. You won't get answers if you're too self-assured to ask questions. Teamwork relies on interdependence and requires a healthy dose of modesty and humility, recognising that combining individual talent with that of others will create something greater as a result – better than what we can do individually. Teams take ego out of the equation.*

Driving the growth of social network of OD practitioners in Africa

The article draws attention to the rich African traditions and practices that actually inform the fundamentals of the field. OD practitioners on the continent need to appreciate the richness of African traditions and indigenous knowledge systems in informing research and practice on the continent. This include embracing the Ubuntu philosophy in OD practice and research.

Most countries in Africa adopted democratic governance, creating environments conducive to thriving leadership practices and business activities (McKinsey Global Institute Report, 2010). Similarities across cultures support the growth of social networks or organized networks. These include deference for authority, a quest for harmony, paternalism, extended family obligations and filial piety (Kamoche, 2011).

The global economy has become increasingly networked and advances in technology facilitate the establishment of active social support system of OD practitioners and practitioners from other disciplines. OD practitioners in Africa need to leverage information technology to foster and strengthen collaboration within and outside the continent. There is need to increase platforms for generative conversations among OD professionals and institutions on the continent.

There is also an urgent need to reframe the African mindset towards continental initiatives. This includes promoting African professionals networks and facilitating effective collaborations with other continental bodies.

Collaborative Network Principles

The call for the creation of a social system of OD practitioners in Africa seeks to reframe people's perspectives on working in silos, nature of competition, and building networks of relationships. This also involve the creation of diverse platforms for generative conversations. As the African OD Association (AODA) is being initiated, according to extant literature, following are some of the principles for collaborative network design:

- Organizations and people only actively engage in collaboration when the benefit they derive is greater than the time, effort, and other resources it takes to collaborate
- Collaborative networks are fit for purpose. The purpose determines how the network is structured
- Every network has a choreographer, the individual or entity that organizes the network and is responsible for achieving the purpose of the network
- Governance is the system for managing the joint and individual work of the collaboration. Governance principles have both structural and behavioral components
- Innovation in organization design requires innovation in management

Interventions towards creating the social system of OD practitioners in Africa

This section briefly highlights some key initiatives and interventions towards creating a strong social system of OD professionals in Africa.

- Managing national cultural value

Leveraging on the Ubuntu philosophy and the collectivist African culture a lot can be done to manage national cultures and create social system for OD practitioners.

- Identifying those values that are essential to maintain the country's uniqueness and "soul", and consciously determine ways to protect these values in the upcoming social change.
- Identify those cultural values that are preventing the country from evolving in a positive, cooperative, fashion and identify ways to adapt, replace, or simply eliminate, them.
- Establishing methods for grafting the upcoming realities onto existing values, so that they allow the nation to truly benefit from the economic growth without creating an undue sense of loss among the populace.

This is supported by understanding the BEACHes of countries (Love, 2011): Beliefs, Expectations, Assumptions, Concerns and Hopes.

- Collaborative Networks

There is need to ensure multi-sectoral and multi-disciplinary collaboration among teams and/or associations in each country and across countries. This will facilitate effective knowledge exchange. The different associations and organizations in the continent do not have strong networks than in other parts of the world. This calls for the awakening of business associations and professional associations. The relationship currencies must be clearly defined and a sense of ownership sustained. This implies clarity of the social system's unifying purpose, value proposition and economic opportunity.

This demands nurturing collaboration intensity. The collaboration intensity is defined by the degree to which activities are coordinated, information of appropriate relevance, quality and timeliness is shared, and participants' resources are leveraged for the benefit of all parties. The intensity of the collaboration necessary is dependent on the nature of the resource leverage sought. The more one seeks to gain from the network, the greater the collaboration intensity needed.

- Nurturing Imagination

Existing OD professionals need to engage with business leaders and clients to help them figure out what's possible.

- Leveraging the African Renaissance

The African Renaissance is the thought movement whereby "Africans are urged to liberate themselves from colonial and post-colonial thinking and re-engage with an African value system" (Bolden & Kirk, 2009, p.74). In most countries this is referred to as Indigenization. An example of such movements is Buy Zimbabwe. This movement indicates the convergence of African values providing a progressive movement towards the creation of social system for African OD Practitioners.

- Emphasize a shift from hierarchical to egalitarian structures

Effective social systems should embrace the power of openness and innovation. There is need to appreciate the weaknesses of upholding hierarchical structures rather than embracing collaborative networks.

- Pay attention to the organizing mechanism

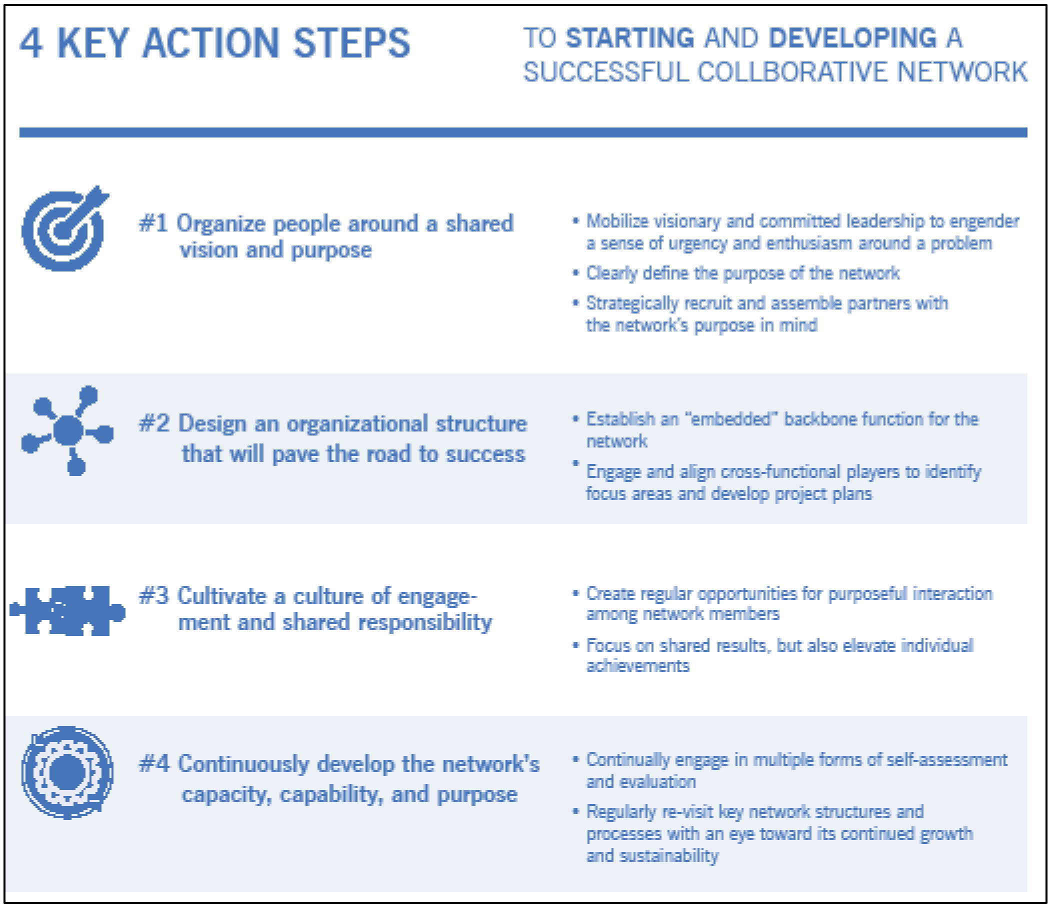
This relates to the manner in which people and organizations will come together and how the social system will be governed. It is essential to facilitate self-organizing mechanism, where anyone may participate, and there is no formal mechanism for organizing the work of the network.

The Process of Starting and Developing a Collaborative Network

1. Planning – identifying and classifying the existing national values into the three categories under managing national cultural change. Stakeholder inclusive
2. The purpose of the network must be established and clearly defined
3. Designing a structure that will account for the collaboration and sustainability needed to maintain the network
4. The network should be able to create opportunities for people to interact and collaborate to advance and move the network's agenda forward.

5. Continuous assessment on the network development in terms of capacity, capability and purpose

According to Joo et al., 2019, there are four steps to starting and developing a successful collaborative network. As depicted in Figure 1, these action steps are essential in strengthening the social system of OD professionals in Africa.



Source: Joo et at., 2019

Case Study – Organization Leadership and Development Network (OLDN)

OLDN was established in 2019 as a subsidiary of Centre for Organization Leadership and Development (COLD) Zimbabwe. The activities of OLDN effectively took off following the Board Resolution of 23 May 2019. The network was formed in response to the lack of a globally focused OD community of scholars and practitioners. The Vision of OLDN IS "An active network of OD professionals committed to share and advance the OD tools and practices to support organizational effectiveness". Any professional network requires an organizational form (traditional structure) that infuse the shared vision. The network is governed by an Advisory Council, Board of Directors, and Executive Committee comprising members from different countries. In line with Joo et al., 2019, this is based on the understanding that the recruitment of partners who increase the value of the network is fundamental. OLDN has signed Memorandum of Understanding (MoU) with regional and international organizations in the field of OD. Partner fit assessments are conducted prior to signing the MoUs.

OLDN cultivates a strong culture of members engagement and shared responsibility. In view of the need to engage members, OLDN created a portal my-OLDN which include Member Impact-Influence Reflection (MI-IR) exercises, Continuous Personal & Professional Development (CPPD) scheme, OD e-Library and other functionalities. The executive committee is always designing purposeful, meaningful, and motivational programs to enhance members' interactions. This is based on the recognition that learning is a major incentive for collaboration (Joo et al., 2019). To enhance learning, OLDN facilitates webinars and conferences. The segments approach to membership facilitates customized conversations and gives members opportunities to publish their work. The OLDN TV provides opportunities for members to share insights around their practice and reach a global audience. OLDN also offers members opportunities to collaborate with international organizations. OLDN also makes use of a self-assessment model in order to enhance its capacity and purpose. This involves the use of both qualitative and quantitative measures. The Board also engage with the Executives on a regular basis to ensure the form and processes of the network are aligned.

Conclusions

Collaborative networks are important instruments for survival of organizations in a period where there are advances in the market and societal needs. OD practitioners in Africa need to have a platform where they can come together and share information and challenges encountered in their field. To be successful in forming collaborative networks, sustainability should be considered. There is need to have a membership base that is committed and willing to work for a common purpose. "When organizations come together because they share goals, experiences, methods, perspectives, and sometimes practices, the network is more likely to work better and the programs are more likely to be sustained." (Cordero-Guzmàn, 2001; p.433). Other points to take note of, for an effective collaborative network, is that leaders must have strategies that advance the mission of the network instead of being biased to their organization benefits. Networks need partnerships build on trust and not control; the stakeholders should have trust that the involved parties will perform accordingly. It is important to take into account that it takes longer to collaborate than to follow a mandate, therefore, time must be allocated to allow for the sharing of ideas and consensus decision-making. Collaborative efforts require a well-organized approach to continually check in with one another on the understanding of decisions made and to detect misinterpretations.

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Organization Leadership & Development Quarterly (OLDQ)

Leadership and Organization Development Resource

ISSN (P): 2663-0478; ISSN (O): 2707-6083

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