



MADZIVIRE CENTRE OF TRANSFORMATION

*“Nurturing Lifelong Learning”.*

*MaCoTra Singing ORGANISATIONS THAT TRANSFORM:  
A Synthesis of Challenges and Themes From Four Zimbabwean  
Companies*

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## ABSTRACT

This article is a derivative of my doctoral thesis at the University of South Africa's (UNISA) School of Business Leadership (SBL) from 2001 to 2003. The electronic version of the thesis is available on the Unisa Institutional Repository.

In the study, a longitudinal multiple case design was used to capture the experiences (in transformation) of four Zimbabwean companies spanning from 1980 when Zimbabwe attained its independence to 2000.

This article illustrates how to perform a cross-case analysis to gain deeper appreciation of the challenges faced by the four companies and emerging transformation themes.

The outcomes are:

- a condensation of nine emerging themes into seven, and
- the establishment of links between the sixteen emerging challenges unearthed and the synthesised seven themes.

The seven themes have been used to develop the Madzivire Collaborative Transformation (MaCoTra) Model, a subject of a separate article.

I recommend replication studies on organisational transformation in emerging economies to check the recurrence of the seven themes and sixteen challenges.

## Introduction

This article focuses on synthesising emerging themes and challenges faced by four organisations (code-named CROP, FINANCE, LEISURE and PLEASURE) that transformed in the emerging economy of Zimbabwe between 1980 and 2000. It also provides an amplification of points of convergence and points of divergence in the experiences of organizational transformation.

## Summary of cross-case evidence

Exhibit 1 has been constructed to highlight the salient features of the evidence across cases. This way of presenting the evidence permits not only paired comparisons but also a comprehensive, quick and thorough search for cross-case patterns and differences.

**Exhibit 1: Summary of cross case evidence (continued on next page)**

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Triggers	Government (promises to electorate); Environmental (natural disasters); Globalization (world-class best practices); Technological advances (computerization); Economic climate (work process best practices); Heightened competition.	Government; The need for good corporate governance based on openness, integrity and accountability.	Government (turnaround, growth, privatization and retarded growth); Economic climate (retarded growth); Globalization (e-commerce capability demands).	Government; Profitability; Potential to attract tourists; Quality of leadership; Death of a leader.
Best practices	Benchmarking in and outside Africa (Swaziland and Australia); Shanduko; Safety, Health and Environment (SHE) 5-minute daily documented inclusive forums; Land redistribution; Community engagement in SHE; Winning Safety awards on environmental management systems.	High levels of transparency; Vision 2000 achieved 1 year earlier, Vision 2003 overlapping with Vision 2000; Voted Best Bank in Zimbabwe by world-wide Euromoney annual surveys and awards for banking excellence in 1999 and 2000; Integrated strategic planning and implementation; Bank-wide committees created around challenge areas, Departments restructured as informed by stakeholder expectations; Forging strategic alliances with key stakeholders; supporting small-scale business.	Previously subsidized by Government, LEISURE was profitable in 1992 – Its first year of operation.	Theme dinners; Ethnic promotions; PLEASURE vehicle/street promotions; World-class Action Programme for capability creation; Servant leadership; Supplier product-driven training by supplier at supplier's cost and premises; Bill of Rights for staff, Bill of Rights for customers.
Key players	Government; All employees; Management; Business Unit leaders; External and Internal consultants; Steering committee; Change champions and Community members.	All Bank clients; Government; Reserve Bank of Zimbabwe (RBZ); Chairman & Board; Local and International financial institutions and Correspondents; Prospective new shareholders; Public in general.	Government (particularly Minister of Mines, Environment and Tourism); Board; Chief Executive Officer (CEO); Management Staff; Customers and Strategic partners.	Government; PLEASURE LEADER 1 (PL1) and PLEASURE LEADER 2 (PL2); General managers (GMs); Top leadership; Staff; New shareholder; 3 different Group Chairmen.

**Exhibit 1: Summary of cross case evidence (continued on next page)**

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Time	SHE (immediate); Shanduko (one year time window, 4 - 6 months training to kick-start process); computerization (immediate with 8 month parallel run).	Very little time for turnaround, 1 year to find CEO, 6 months for privatisation.	Very little time.	Very little time for franchise; No time after shareholder take-over; 6 months to replace PL1.
Help	Employee sensitization and inculcation of a sense of inclusivity (lower level employees not aware of quality and kind of help required); Saturated communication required; Capability creation (all changes); Relocation of employees with health problems.	Help organized around challenge areas (External consultants for image-building, human resources, treasury systems, information technology (IT), strategic planning; External and internal consultants for systems and procedures; International non-governmental organisation (NGO) for new community-based lending; Moral support from CEO's and staff of correspondent banks; 1997 RBZ audit.	Help was around 3 strategy areas (marketing and branding, skills development and operational excellence) – External consultants assisted.	Consultants {1 high quality trained internal change agents for World Class Action Programme (WAP) and 2 poor (1 recommended poor quality franchise, another introduced and failed to contextualise just-in-time manufacturing - JIT); Suppliers provided quality training on their products at own sites and own costs.
Relevance	Changes benefited key stakeholders (staff, government, community); Improved quality of life of employees; Employment creation; Code of conduct brought sense of common purpose; Business was value-based (e.g. we want to make money but not bloody money).	Business turnaround and growth; Bank tries to employ, empower and develop people (a human resource balance sheet approach used).	4 hotels in 1992 to 14 in 1999; A handful of dilapidated safari vehicles to 100 safari-related vehicles in same period. Privatization saw a cash injection of \$120 million. Interviewees had mixed reactions on relevance to personal goals.	Changes during PL1 except franchise and JIT were relevant to business goals, PL1 had people care at heart – employees, suppliers, community and customers; PL2 reversed all the gains from the past – both business and personal goals suffered.
Walking-the-talk	Mixed evidence (where initiative directed from Group/top management, advocates walked the talk e.g. SHE, Shanduko, Haulage system); One HR manager walked the talk and the other did partially	Chairman, Managing Director (MD) and CEO's team walked the talk and led by example (e.g. Chairman resigned from Board after making contribution to the turnaround; MD and CEO cautioned habitual defaulters on behalf of Bank).	CEO walked the talk initially. Respondents claim CEO is increasingly invisible with the growth of the business.	PL1 and team walked the talk; PL2 and team had a different agenda.

**Exhibit 1: Summary of cross case evidence (continued on next page)**

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Fear and anxiety	Views were polarized (focus groups generally said there was acknowledgment, within mixed focus groups a sense of fear was expressed, individual respondents had mixed answers); A new language emerged when things were not working.	Fear and anxiety were acknowledged (CEO said turnaround journey involved tests of staff's character and calculation, courage and determination in the face of adversity and uncertainty).	Fear and anxiety were acknowledged and often stepped up.	PL1 and team fostered trust. New shareholder; PL2 and team created fear and anxiety; There was perceived nepotism and victimization; Trust between management and shareholder was low.
Assessment and measurement	Informal and formal: Black advancement was informally assessed; Shanduko and SHE had rigorous reporting procedures; Mill performance measures documented in annual reports.	Various teams assessed progress on challenge areas under them and assessments featured in annual reports; 1997 RBZ audit; Rewards linked to performance.	6 areas of assessment (revenue growth, cost containment, skills retention and turnover, competitive analysis, product rationalization and refurbishment) were foci.	Targets were used to assess progress during PL1's time. Assessment during PL2 was unclear – appeared as if intention was to contract PLEASURE business to be in line with contraction at Group level.
Belief	Three groups of people {the committed, doubters (became disciples once convinced) and pretenders (moved back to old ways)}.	Some ex-employees considered turnaround too tough; Those who believed in the change stayed on until opportunity arose for retrenchment packages – 1999 staff retention rate was 94.2%.	Some senior managers tasked to champion change left when their view points were not accepted.	Staff got clear communication on changes and believed leaders who delivered to promise during PL1's time. Camps were created when new shareholder appointed an outsider PL2 ahead of internal candidates resulting in mass resignations at senior levels.
Governance	Each change had defined power and accountability structures (e.g. Haulage system changes under Agriculture Director resulted in structural changes in shifts, SHE and Code of conduct had committees, HR system changes directed by steering committee, Shanduko and Resultant outsourcing under CEO had executives as steering committee).	New Board chairmen led restructuring; MD and CEO brains behind the success of FINANCE. Turnaround committees set up. New directors appointed on privatization increasing number from 5 to 14 (Vision 2003 committees established, Governance enhanced through worker participation, Bank organized functionally to reflect new focus).	First 1992 Board dissolved and replaced in 1999 to usher in another representing the new equity partners after privatisation.	PL1 had clear reporting lines. Power was in camps when PL2 took over and changed structures; Accountability was unheard of.

**Exhibit 1: Summary of cross case evidence (continued from previous page)**

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Diffusion	Learning included SHE inclusive forums; Shanduko continuous improvement cycle model about diffusing; Communication networks during development of code of conduct (520 workers committee members cascaded messages to all after training). Haulage system changes communicated selectively.	1995 and 1998 strategy workshops were followed by diffusion of challenges and supporting structures through a total involvement programme. Privatization provided learning to FINANCE and other organizations intending to go that route.	One-to-one interview respondents generally agreed there was insufficient learning that took place.	Hands-on management style during PL1's era encouraged live communication across the organization. There was communication blackout afterwards – grapevine and rumour mongering were rampant.
Strategy and purpose	SHE influenced ecological harmony and corporate citizenship focus in running business. Link of other changes to strategy and purpose not clear to lower level employees.	Vision 2000 and Vision 2003 guided the operations; A department in charge of corporate planning, change management and staff training was created.	Forging strategic alliances was considered critical early in the history of LEISURE. Strategy formulation was driven by tourism's key value drivers (marketing and branding, skills development and operational excellence).	PL1 was a visionary and indicated intention to have PLEASURE expand and listed as a separate entity out of the Group. After PL2, each leader brought in their own ideas and disregarded anything that had been planned for before them.
Success	Shanduko incentives could have been paid earlier. Shanduko and resultant outsourcing, SHE, Haulage system changes, Development of code of conduct considered huge success stories. Mixed reactions expressed over Computerization.	Turnaround, Privatization and Growth were successful	LEISURE turned around, was privatized and listed simultaneously and successfully, grew and then went into retarded growth.	Bill of Rights for staff and Bill of Rights for customers propped all changes initiated by PL1. After PL1, the strategic alliance was cancelled and business contracted, morale of staff fell. Business performance was achieved through a bruised staff compliment after what the staff call a ruthless retrenchment process aimed at those who were critical of the new team leaders.

## The constructs

The evidence above was collected from a base of fourteen constructs whose initial definitions were drawn from the within-case analysis and refined definitions crystallized from the cross-case evidence (Figure 1). A detailed discussion on constructs is the subject of a separate article.

**Figure 1: (Re)Definition of constructs based on within-case & cross-case evidence**

CONSTRUCT	DEFINITION	REFINED DEFINITION
<b>Triggers of transformation</b>	Critical incidents that the organization has to respond to for its survival.	Clusters of forces that create motion in and around an organization.
<b>Best practices of transformation</b>	Tried and tested ideas and ways of conducting business that can be migrated within and across organizations and environments.	Tried and tested ideas and ways of conducting business that can be benchmarked against.
<b>Key players</b>	Those actors influencing others through their credibility, capability and commitment.	Any stakeholders operating as the 'seed carriers' of new ideas and new practices.
<b>Time</b>	Pilot group's flexibility and control over its own energy and priorities.	Enough flexibility and control of events allowing people involved in change to devote energy towards reflection and practice.
<b>Help</b>	Coherent, consistent, knowledgeable coaching, guidance and support.	Coherent, consistent, knowledgeable coaching, guidance and support to develop internal resources needed to build capacity for ongoing transformation.
<b>Relevance</b>	Presence of a clear, compelling business case for learning.	Making a case for transformation, articulating an appropriate business focus and showing why new efforts, such as developing learning capabilities, are important for individuals and business.
<b>Walking the talk</b>	The match between espoused values and actions.	Fully living up to the new values espoused by the transformation.
<b>Fear and anxiety</b>	Concerns about exposure, vulnerability and inadequacy triggered by the conflict between increasing levels of candor and openness among members of the pilot group.	Concerns about exposure, vulnerability and inadequacy triggered by the conflict between increasing levels of candor and openness and low levels of trust among people involved in transformation.
<b>Assessment and measurement</b>	Establishing the degree of success of the transformation effort.	Establishing whether the transformation effort has achieved the desired results/outcomes.
<b>Belief in the transformation effort</b>	The extent of polarization in belief about the transformation effort.	The extent to which the convictions of organizational members over the transformation effort are polarized.
<b>Governance</b>	The legitimate autonomy of a pilot group to act in tune with existing power and accountability structures.	Power and accountability structures set up to focus the transformation effort.
<b>Diffusion</b>	The ability to transfer knowledge across organizational boundaries, making it possible for people around the system to build upon each other's success.	The process by which an entire organization and its external partners learn from the experiences of the transformation.
<b>Strategy and purpose</b>	Where the business is going & what the business is there for.	Revitalizing and rethinking the organization's intended business focus, its contribution to the community and its identity.
<b>Success</b>	The achievement of desired results/outcomes.	Meeting or, better still, exceeding stakeholder needs and expectations.

## Emerging themes and possible theme statements from within-case analysis

Analysis of the cases individually resulted in the unearthing of nine themes. Possible theme statements were crafted from the within-case evidence as reflected in Figure 2 below.

**Figure 2: The nine emerging themes and possible theme statements**

EMERGING THEME	POSSIBLE EMERGING THEME STATEMENTS
1. Collaboration with key stakeholders	Intense collaboration with key stakeholders leads to success of transformation.
2. Stakeholder needs and expectations	Organisational transformation revolves around changing stakeholder needs and expectations.
3. Stakeholder promises	Organisational transformation revolves around changing promises to address changing stakeholder needs and expectations.
4. Delivery processes.	Organisational transformation revolves around changing processes to deliver changing promises.
5. Structures and systems	Organisational transformation revolves around changing structures and systems to align with changing processes.
6. Capacity and capability	Organisational transformation revolves around changing capacity and capability to sustain the momentum of the change.
7. Capturing changing needs and expectations	Formal and informal promise delivery forums with staff need to be held to prepare staff capture changing needs and expectations of key business stakeholders.
8. Active listening.	Staff need to listen to business stakeholders' needs and expectations.
9. People care	Hands-on leaders who exhibit a high level of appreciation of the contribution of staff, customers and suppliers to business survival leave a legacy of people care in the businesses they are responsible over.

## Emerging challenge areas and emerging challenges from within-case analysis

Analysis of the cases individually resulted in the unearthing of sixteen challenge areas. Emerging challenges were crafted from the evidence as reflected in Figure 3 below.

**Figure 3: The sixteen challenges**

CHALLENGE AREA	EMERGING CHALLENGE
1. Role of national culture in transformation	Organisations that transform in Zimbabwe have to anchor such change on national culture.
2. Use of relevant national languages	Organisations that transform in Zimbabwe have to use relevant national languages to convey and embed the new different ways of doing business to all relevant stakeholders.
3. Land redistribution	Organisations that transform in Zimbabwe will have to promote an equitable pattern of land redistribution.
4. Economic reform and poverty reduction	Organisations that transform in Zimbabwe have to conduct business aimed at sustaining long-term high rates of economic growth driven by agriculture in order to alleviate poverty.
5. Employment creation and entrepreneurship.	Organisations that transform in Zimbabwe have to create employment and upscale entrepreneurship to enable the state restructure its economy and compete globally.
6. Ecological harmony	Organisations that transform in Zimbabwe have to engage in safety, health and environmental programmes to enhance the quality-of-life of employees and communities.
7. Boosting investor confidence	Organisations that transform in Zimbabwe have to contribute towards the reduction/elimination of (trans)national conflicts, crime, including corruption, in order to boost investor confidence.
8. Value-enhanced products and services.	Organisations that transform in Zimbabwe have to (re)brand value-enhanced products and services for the global market.
9. Consensus building amongst stakeholders.	To succeed in leading change in their companies in Zimbabwe, managers need to forge an institutional framework and process for consultation and consensus building amongst stakeholders on the make up of reform programmes.
10. Institutional capacity building.	Organisations in Zimbabwe need to build institutional capacity to minimise/eliminate the gap between designed plans and their implementation.
11. Gender consciousness	Organisations in Zimbabwe need to move to a higher level of consciousness in gender relations by engaging in gender analysis in order to empower women.
12. Role of international lending institutions.	In the design and implementation of reform programmes in Zimbabwe, non-state actors will have to assist government assess the role of international lending institutions.
13. Privatisation	Managers of companies to be privatised in Zimbabwe are to undertake the privatisation process transparently, informed by a stakeholder driven team. Such privatisation is to be an effective role for the of indigenisation of the economy.
14. Culture of non-performance	There is need to attract and retain capable staff to arrest the movement of non-performing staff across Zimbabwean companies.
15. Consensus based systems.	The cultivation of trust and credibility between key stakeholders in the constitution making process is critical. Business leaders in Zimbabwe have to play a critical role.
16. Transfer of positive lessons from political to economic liberation.	Companies in Zimbabwe have to harness positive methodologies used during the struggle for political liberation to foster economic liberation.

## Points of convergence in experiences of organizational transformation

Challenge-based points of convergence are best illustrated through Figures 4.

**Figure 4: Cross-case reflection of challenges**

CHALLENGE	CROP EVIDENCE	FINANCE EVIDENCE	LEISURE EVIDENCE	PLEASURE EVIDENCE
1. Role of national culture in transformation	✓			✓
1. Use of relevant national languages	✓			✓
2. Land redistribution	✓			
3. Economic reform and poverty reduction	✓	✓		
5. Employment creation and entrepreneurship.	✓	✓	✓	✓
6. Ecological harmony.	✓			✓
7. Boosting investor confidence.	✓	✓		✓
8. Value-enhanced products and services.	✓	✓	✓	✓
9. Consensus building amongst stakeholders.	✓	✓	✓	✓
10. Institutional capacity building.	✓	✓	✓	✓
11. Gender consciousness.	✓	✓		✓
12. Role of international lending institutions.		✓	✓	✓
13. Privatisation		✓	✓	✓
14. Culture of non-performance		✓	✓	✓
15. Consensus based systems.			✓	
16. Transfer of positive lessons from political to economic liberation.				✓

### Challenge-based points of convergence

From Figure 4, there are 4 challenges common across the four cases.

The 4 challenges common across the four cases are:

- employment creation and entrepreneurship;
- value-enhanced products and services;
- consensus building amongst stakeholders;
- institutional capacity building.

**Figure 5: Cross-case reflection of themes**

THEME	CROP EVIDENCE	FINANCE EVIDENCE	LEISURE EVIDENCE	PLEASURE EVIDENCE
1. Collaboration with key stakeholders.	✓	✓	✓	✓
2. Stakeholder needs and expectations.	✓	✓	✓	✓
3. Stakeholder promises	✓	✓	✓	✓
4. Delivery processes.	✓	✓	✓	✓
5. Structures and systems	✓	✓	✓	✓
6. Capacity and capability	✓	✓	✓	✓
7. People care	✓	✓		✓
8. Active listening.		✓		✓
9. Capturing changing needs and expectations			✓	✓

### Theme-based Points of Convergence

From Figure 5, there are 6 themes common across the four cases.

The 6 themes common across the four cases are:

- Collaboration with key stakeholders;
- stakeholder needs and expectations;
- stakeholder promises;
- delivery promises;
- structures and systems;
- capacity and capability.

## Relating challenge-based to theme-based points of convergence

Linking challenge-based to theme-based points of convergence provided a deeper appreciation of the direction in which the theory development had to go. Figure 5 provides a schematic representation of the points of convergence in challenges and themes.

**Figure 6: Theme-based and challenge-based points of convergence**

THEME-BASED CONVERGENCE	CHALLENGE-BASED CONVERGENCE
1. Collaboration with key stakeholders.	✓ Consensus building amongst stakeholders
2. Stakeholder needs and expectations.	✓ Value-enhanced products and services
3. Stakeholder promises.	✓ Value-enhanced products and services ✓ Employment creation and entrepreneurship
4. Delivery processes.	✓ Employment creation and entrepreneurship
5. Structures and systems	✓ Employment creation and entrepreneurship
6. Capacity and capability	✓ Employment creation and entrepreneurship ✓ Institutional capacity building

**These six points of convergence in the themes were therefore the basis upon which the new theory/model was developed.**

## Points of Divergence in Experiences of Organizational Transformation

### Challenge-based Points of Divergence

From Figure 2, there are 5 challenges common across 3 cases, 4 common across 2 cases and 3 challenges under only one of the cases.

The 5 challenges common across 3 of the four cases are:

- boosting investor confidence;
- gender consciousness;
- role of international lending institutions;
- privatisation;
- culture of non-performance.

From Figure 2, the 4 challenges common across 2 of the four cases are:

- role of national culture in transformation;
- use of relevant national languages;
- economic reform and poverty reduction;
- ecological harmony.

The 3 challenges under only 1 of the 4 cases:

- land redistribution;
- consensus based systems;
- transfer of positive lessons from political to economic liberation.

### **Linking Theme-based and Challenge-based points of convergence and divergence**

The fact that the 5 challenges are common to 3 out of 4 (75% of) cases suggests it may be logical to link these challenges to the themes in Figure 4. Figure 5 paints a picture that expands Figure 4 to incorporate the 5 challenges common to 3 of the 4 cases.

**Figure 7: Theme-based and Challenge-based points of convergence and divergence**

<b>THEME-BASED CONVERGENCE</b>	<b>CHALLENGE-BASED CONVERGENCE AND DIVERGENCE</b>
1. <b>Collaboration with stakeholders.</b> key	<ul style="list-style-type: none"> <li>✓ Consensus building amongst stakeholders</li> <li>✓ Gender consciousness</li> <li>✓ Role of international lending institutions</li> <li>✓ Privatisation</li> </ul>
2. <b>Stakeholder needs and expectations.</b> and	<ul style="list-style-type: none"> <li>✓ Value-enhanced products and services</li> <li>✓ Boosting investor confidence</li> <li>✓ Gender consciousness</li> <li>✓ Privatisation</li> </ul>
3. <b>Stakeholder promises</b>	<ul style="list-style-type: none"> <li>✓ Value-enhanced products and services</li> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Boosting investor confidence</li> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> </ul>
4. <b>Delivery processes.</b>	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Boosting investor confidence</li> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> </ul>
5. <b>Structures and systems.</b>	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Boosting investor confidence</li> <li>✓ Culture of non performance</li> <li>✓ Privatisation</li> </ul>
6. <b>Capacity and capability</b>	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Institutional capacity building</li> <li>✓ Boosting investor confidence</li> <li>✓ Role of international lending institutions</li> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> </ul>

### **Theme-based points of divergence**

From Figure 3, there is 1 theme common across 3 cases and 2 common across 2 cases.

The 1 theme common across 3 cases is:

- People care.

The 2 themes common across 2 cases are:

- capturing changing needs and expectations;
- active listening.

The three themes forming points of divergence were used to strengthen the new theory.

### **Linking Theme-based and Challenge-based points of divergence**

One way of deepening insights between the 7 remaining points of divergence in challenges was to see which of the 3 diverging themes would most likely address the diverging challenges.

**Figure 8: Theme-based and Challenge-based points of divergence**

THEME-BASED DIVERGENCE	CHALLENGE-BASED DIVERGENCE
<b>Capturing changing needs and expectations.</b>	<ul style="list-style-type: none"> <li>✓ Consensus based systems</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> <li>✓ Ecological harmony</li> </ul>
<b>Active listening.</b>	<ul style="list-style-type: none"> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Consensus based systems</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Ecological harmony</li> </ul>
<b>People care.</b>	<ul style="list-style-type: none"> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Consensus based systems</li> <li>✓ Economic reform and poverty reduction</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> <li>✓ Ecological harmony</li> </ul>

Combining Figures 7 and 8 provides a synthetic framework (Figure 9) from which further integration of themes and challenges is suggested.

**Figure 9: Resultant links between emerging themes and challenges**

THEME	CHALLENGES
<b>1. Collaboration with key stakeholders</b>	<ul style="list-style-type: none"> <li>✓ Consensus building amongst stakeholders</li> <li>✓ Role of international lending institutions</li> </ul> <ul style="list-style-type: none"> <li>✓ Privatisation</li> <li>✓ Gender consciousness</li> </ul>
<b>2. Stakeholder needs and expectations</b>	<ul style="list-style-type: none"> <li>✓ Value-enhanced products and services</li> <li>✓ Boosting investor confidence</li> </ul> <ul style="list-style-type: none"> <li>✓ Gender consciousness</li> <li>✓ Privatisation</li> </ul>
<b>3. Stakeholder promises</b>	<ul style="list-style-type: none"> <li>✓ Value-enhanced products &amp; services</li> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Boosting investor confidence</li> </ul> <ul style="list-style-type: none"> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> </ul>
<b>4. Delivery processes</b>	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Boosting investor confidence</li> </ul> <ul style="list-style-type: none"> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> </ul>
<b>5. Structures and systems</b>	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Boosting investor confidence</li> </ul> <ul style="list-style-type: none"> <li>✓ Culture of non performance</li> <li>✓ Privatisation</li> </ul>
<b>6. Capacity and capability</b>	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Institutional capacity building</li> <li>✓ Boosting investor confidence</li> </ul> <ul style="list-style-type: none"> <li>✓ Role of international lending institutions</li> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> </ul>
<b>7. Capturing changing needs and expectations</b>	<ul style="list-style-type: none"> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> </ul> <ul style="list-style-type: none"> <li>✓ Land redistribution</li> <li>✓ Ecological harmony</li> <li>✓ Consensus based systems</li> </ul>
<b>8. Active listening.</b>	<ul style="list-style-type: none"> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> </ul> <ul style="list-style-type: none"> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> </ul>
<b>9. People care.</b>	<ul style="list-style-type: none"> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> </ul> <ul style="list-style-type: none"> <li>✓ Ecological harmony</li> <li>✓ Consensus based systems</li> <li>✓ Economic reform and poverty reduction</li> </ul>

Given that stakeholders may be broadly categorised as either internal or external to the organisation, the emerging themes were refined. Such refinement integrated the three diverging themes (capturing changing needs and expectations, active listening and people care) into refined theme areas including internal and external stakeholders (Figure 10).

**Figure 10: Refined Emerging Theme Areas**

REFINED THEME AREA	ORIGINAL EMERGING THEME AREAS CATERED FOR
<b>1. Internal stakeholders.</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Consensus building amongst stakeholders</li> <li>✓ Capturing changing needs and expectations.</li> </ul>
<b>2. External stakeholders.</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Consensus building amongst stakeholders</li> <li>✓ Capturing changing needs and expectations</li> </ul>
<b>3. Needs and expectations.</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Capturing changing needs and expectations</li> </ul>
<b>4. Promises.</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Stakeholder promises</li> </ul>
<b>5. Processes.</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Delivery processes</li> </ul>
<b>6. Structures and systems.</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Structures and systems</li> </ul>
<b>7. Capacity and capability</b>	<ul style="list-style-type: none"> <li>✓ Active listening</li> <li>✓ People care</li> <li>✓ Capacity and capability</li> </ul>

The refinement yielded an opportunity to refine emerging theme statements. This is reflected in Figure 11 below.

**Figure 11: Refined Emerging Themes**

REFINED THEME AREA	REFINED EMERGING THEME STATEMENTS
1. Internal business stakeholders.	Intense collaboration with key stakeholders leads to success of transformation.
2. External business stakeholders.	Intense collaboration with key stakeholders leads to success of transformation.
3. Needs and expectations.	Organizational transformation revolves around changing stakeholder needs and expectations.
4. Promises.	Organizational transformation revolves around changing promises to address changing stakeholder needs and expectations.
5. Processes.	Organizational transformation revolves around changing processes to deliver changing promises.
6. Structures and systems.	Organizational transformation revolves around changing structures and systems to align with changing processes.
7. Capacity and capability	Organizational transformation revolves around changing capacity and capability to sustain the momentum of the change.

## Cross-case analysis summary

The cross-case analysis above is summarised in terms of integrated links between themes and challenges as reflected in Figure 12 below.

**Figure 12: Integrated Links between Themes and Challenges Addressed**

THEME	CHALLENGES	
1 Collaboration with internal business stakeholders	<ul style="list-style-type: none"> <li>✓ Consensus building amongst stakeholders</li> <li>✓ Role of international lending institutions</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> </ul>	<ul style="list-style-type: none"> <li>✓ Privatisation</li> <li>✓ Gender consciousness</li> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> <li>✓ Economic reform and poverty reduction</li> </ul>
2 Collaboration with external business stakeholders	<ul style="list-style-type: none"> <li>✓ Consensus building amongst stakeholders</li> <li>✓ Role of international lending institutions</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> </ul>	<ul style="list-style-type: none"> <li>✓ Privatisation</li> <li>✓ Gender consciousness</li> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> <li>✓ Economic reform and poverty reduction</li> </ul>
3 Changing needs and expectations	<ul style="list-style-type: none"> <li>✓ Value-enhanced products &amp; services</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Economic reform and poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>✓ Gender consciousness</li> <li>✓ Privatisation</li> <li>✓ Land redistribution</li> <li>✓ Ecological harmony</li> <li>✓ Consensus based systems</li> <li>✓ Boosting investor confidence</li> </ul>
4 Changing promises	<ul style="list-style-type: none"> <li>✓ Value-enhanced products &amp; services</li> <li>✓ Employment creation &amp; entrepreneurship</li> <li>✓ Boosting investor confidence</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Culture of non- performance</li> <li>✓ Privatisation</li> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> <li>✓ Economic reform and poverty reduction</li> <li>✓ Land redistribution</li> </ul>
5 Changing processes	<ul style="list-style-type: none"> <li>✓ Employment creation &amp; entrepreneurship</li> <li>✓ Boosting investor confidence</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> </ul>	<ul style="list-style-type: none"> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> <li>✓ Economic reform and poverty reduction</li> </ul>
6 Changing structures and systems	<ul style="list-style-type: none"> <li>✓ Employment creation &amp; entrepreneurship</li> <li>✓ Boosting investor confidence</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Land redistribution</li> </ul>	<ul style="list-style-type: none"> <li>✓ Culture of non performance</li> <li>✓ Privatisation</li> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> <li>✓ Economic reform and poverty reduction</li> </ul>
7 Changing capacity and capability	<ul style="list-style-type: none"> <li>✓ Employment creation and entrepreneurship</li> <li>✓ Role of international lending institutions</li> <li>✓ Use of relevant national languages</li> <li>✓ Role of national culture in transformation</li> <li>✓ Transfer of positive lessons from political to economic liberation</li> <li>✓ Economic reform and poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>✓ Institutional capacity building</li> <li>✓ Boosting investor confidence</li> <li>✓ Culture of non-performance</li> <li>✓ Privatisation</li> <li>✓ Consensus based systems</li> <li>✓ Ecological harmony</li> <li>✓ Land redistribution</li> </ul>

## **Major Outcomes and Conclusion**

The outcomes of the cross-case analysis are a condensation of nine emerging themes into seven and the establishment of links between the sixteen emerging challenges unearthed and the synthesised seven themes.

The seven themes and related challenges have been used to develop the Madzivire Collaborative Transformation (MaCoTra) model which is a prescription for companies contemplating transformation in emerging economies. The MaCoTra model is subject of a separate article.

I recommend replication studies on organisational transformation in emerging economies to check the recurrence of the seven themes and sixteen challenges.

## **SOURCE REFERENCE**

Madzivire A. B. (2003). *Organisations That Transform: Exploring the Challenges in the Emerging Economy of Zimbabwe*. Unpublished Doctor of Business Leadership (DBL) Thesis: Harare