"THE APPLICATION OF MULTI-LEADERSHIP STYLES IN STEERING AN ORGANISATION FROM CRISIS TO BUSINESS EXCELLENCE (TURNAROUND TIME)"

Research Paper

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Abstract

This research paper sought to demonstrate how multi- leadership principles (Transformational and Servant leadership) approach could be employed in resolving real life corporate problems. That could aid in steering an organization from crisis and various organizational changes to business prosperity and excellence. In conducting this research, a combination of mainly qualitative (meetings, calls and interviews) and quantitative (customer satisfaction survey) methods were employed in a case study approach of a Mine service provider firm, CompanyIOA. The goal of the paper is to investigate, demonstrate and establish that the application of right leadership and its right approach, thereof, is instrumental in solving various organizational challenges and therefore, enabling and ennobling organizational success. The study could increase the knowledge base in both academia and the corporate world. The study confirmed that Transformational and Servant leadership strategies were adequate and effective in solving the organization's problems.

Keywords: Mining, operation, strategy, innovation.

1. Introduction

The lack of proper leadership and organizational leadership for that matter had resulted in many industrial problems and losses and still does. Some of the losses are huge, others mild. Losses include loss of lives, loss of revenue, loss of business contracts, collapse or extinction of businesses, bankruptcy, and negative profitability. When these happen, the repercussions vary and impose adverse, ripple effect on the economy and the people who benefits from the business directly or remotely.

The mining industry is a major economic contributor for many nations of the world, most especially in Africa, the continent endowed with a lot of natural mineral resources. Therefore, if the mining industry did well, nations benefitted greatly especially, if the firm was a multi-national, which, most mining firms were. The community where Mines were situated, the employees as well as stakeholders, directly or indirectly, gained. The more profitable the business, the better the chances at gains for the stakeholders. Some of the gains came in the form of employment for especially the indigenes, development for the community and nations via corporate social responsibility, all geared towards improving the quality of life for the stakeholders. To achieve this, the role of the Mine service provider, CompanyIOA which acts as the eyes of the Mining processes was principal, significant and key.

When a Mine service provider, like the one selected for this study was not fixed, CompanyIOA could lose the contract amounting to about 3.6 million USD per annum and the Mine could lose over 600 million USD per annum in revenue and the effect on economies, personal finances and potential developmental growth could be crippling to all stakeholders.

Leadership has been a topic of interest in the research world for several years. A lot of knowledge has been added as well as new theories or improvement of old concepts in recent years.

With the recent global changes and its crisis, it has become increasingly clear that leadership is indispensable in every facet, sector, segment or stage of human life and development, and therefore, an organization's effort at reaching its goals. Indeed, every nation of the world's success or failure hinges on leadership. If this was not the case, then Africa for instance, with most of the worlds' natural resources could not be so poor. This underscores the significance of right leadership in the fabric of every facet of human livelihood. Leadership holds the key to unlocking the door to business growth and profitability. Business leadership has to do with generation of ideas and strategies, influencing positive changes, managing resources to attain organizational objectives and goals, improve efficiency and effectiveness and maximize profitability, if it is part of an organization's aims.

The Mining industry in Africa is largely over-concentrated on production and revenue-generating activities, that it has relegated leadership and leadership development to the background; thus, leadership skill identification, training and development of managers and directors. Due to the rise in outsourcing of Mining services, in quite recent times, some of the service provider organizations are also falling prey to these counter-productive trends.

Commitment by some mining firms in the sphere of leadership development investment had left much to be desired. Staff awareness has seen recent surge, therefore, there is a need for conscious efforts by all stakeholders in the Mining industry to upgrade the managers and directors of the Mining sector's leadership skills. These skills update should be carefully selected to reflect the environment and functions of the managers, so that they can stay above all challenges presented by the industry and current global business climate which is rapidly changing. So that possible business losses could be averted, and business efficiency and growth improved.

It is therefore expedient we understand the organizational issues and the appropriate leadership principles or approach relevant in solving them. The researcher of this paper examines the application of multi-leadership (Transformational and Servant leadership) tenets in addressing the organization's challenges.

2. Goals/Research Questions

The goal of the paper was to investigate, demonstrate and establish that multi- leadership principles chiefly (Transformational and Servant leadership) approach could be employed in resolving real life industrial or corporate problems. That could aid in lifting an organization from crisis and various organizational changes to business prosperity with maximal effectiveness. It sought to answer these questions:

What were some of the factors or situations that triggered the organizational challenges, failures, or successes?

Could Transformational and Servant leadership tenets be adequate and effective in resolving the organization's issues?

How multi-leadership principles, methods or approaches could be appropriately and practically applied in solving real corporate problems, thereby, contributing to organizational successes and superior business performance?

2.2 Servant leadership

Servant leadership style popularized by Robert Greenleaf in the 1970s, where the leader serves the followers, ensuring the followers gets improved. According to Greenleaf (1970), the leader selflessly focuses on the wellbeing of followers. They address challenges with the team's interest in mind. This style of leadership must be supported with dynamics because it can be easily diminished or weakened by the employees (Lee, 2020).

Greenleaf (1970) gave a new lease of life to the Servant leadership concept that predated him; Servant leadership according to the observations of Greenleaf (1970) are per the under listed attributes, depicting the hallmark of servant leadership theory. Listening: where the leader does a careful, focused, and attentive listening to what followers say and what is not even said. Healing: this involves healing broken relationships, which includes personal and work relationships. Some could be coming from former places of work or precursors from outside work environment. And when the leader makes honest effort at helping staff heal themselves within as well as of any hurt that affect

employee's wellbeing. Empathy: the servant leader understands the follower on a deeper emotional level and tries to empathize with the follower. Awareness: where the leader is conscious of every experience and attributes of people and things around the leader's domain and the leader himself or herself. Persuasion: where the leader seeks to convince others and not by manipulation. To help followers see things from an improved perspective.

Conceptualization has to do with a leader being futuristic, where imagination and vision of the leader comes to the fore. The leader knows where he or she is headed towards. Foresight: as the leader gets futuristic, he ought to remember, where he or she is coming from, and let his past experiences guide them and note that actions always beget consequences always and should evaluate present actions. Stewardship: where the leader leads by example. This breeds trust in a group and boosts the commitment of followers. Commitment to the growth of the team: where servant leader considers and decides on developing, enhancing, and facilitating the growth of his followers, in most aspect of their lives; especially physically, professionally, and personal lives. They invest in their team members to grow. Building a community: where the leader ensures great working relationship amongst team members by facilitating other social and fun gatherings (Greenleaf, 1970).

Listening is an effective component of the communication process and more pivotal for an effective leader even more than speaking. A careful, attentive and calm listening, with intermittent confirmation that you really understood what was communicated proved to be very effective, especially, if a leader would like to make an impact in the resolution of challenging problems in any organization. The leader asks questions and listens carefully, to what is being said and what is even not been said, through nonverbal clues and gestures. Letting the staff know by verbal and non-verbal responses and even taking notes and asking clarifying questions. Pertinent negative could be useful in this arena, where the leader seeks information on what is not so obvious or clear to him.

Healing would be necessary for a firm that had gone through difficult transitions, crisis or any difficult challenges or changes, it leaves most psychologically bruised and they require healing and that would be the responsibility of a leader. Some maybe coming from the client, others from old employers that the staff carry to the new work environment. If the leader cares, he, or she could investigate, discover the root cause and work at finding some sort of healing process for the staff. The well being of a staff should be an utmost priority of the effective leader.

Empathy could be likened to the leader placing himself or herself in the shoes of the followers. Seeing things from the perspective of the follower or subordinates enhances the communication and work relationship between the leader and follower. The follower creates a bond with the leader, necessary to positively affect the gains and prosperity of the company, making the job easier for the leader. It should be noted that this ought to be genuine lest, it could be counter-productive or disastrous in some instances.

Awareness has to do with the leader being aware of the limitations of the team and of himself. This would take conscious reflection, sincerity, and humility of the leader to succeed at this. What is even more important is to work on improving the followers' weaknesses, harnessing their strengths towards the organizational aims, and that the leaders must do same work on themselves as they work on their team.

On persuasion, it is advisable for the leader to get things from the staff's perspective because it would seem easier to convince someone when you understand or appreciate their perspective, rather than forcing yours on them. It is more powerful, when you pick some elements from their perspective into the group's interest which you might be championing. The staff would perceive this as humbling of you rather than manipulating, bossy, aggressive or over-bearing perception, and staff might naturally feel obliged to cooperate with you as a leader. In line with persuasion is the conceptualization, where the leader envisions, and shares the vision with the staff, encourage the staff to see the future through the leader's lenses, cross-checking with them if they are seeing the same bigger picture and destination. Breaking the bigger picture to the smaller pictures for the staff to appreciate. All these elements would invariably contribute to the commitment of the staff to their business leader and organizational goals attainment, at the same time, contribute positively to the growth and development of his or her followers.

Sendjaya and Sarros (2002) opined Jesus was the first to "introduce the notion of servant leadership to everyday human endeavor." Servant leadership has at its core selflessness and elimination of the leader's ego. One of the earliest recorded examples of servant leadership was derived from the teachings of the Jewish, Jesus the Christ in the Bible. Jesus the Christ taught that he did not come to be served but to serve, and he demonstrated that by the washing of the feet of his disciples. He again reminded everyone that cared to listen that, if one wanted to be great, one must first serve.

The right application of servant leadership style results in good employee commitment and hence a great organizational performance (Manby, 2012). According to Dierendonck & Nuijten (2011), servant leadership holds the employee accountable for their personal developmental good.

It has been noted that servant leadership style has a good effect on staff motivation and that is also linked to employees' performance (Zafar et al., 2012) and hence business successes. Similar observations were made by Vadell and Ewing (2011).

At the core of servant leadership is a leader who possesses the values of genuine care, love, compassion, and positivity in work (Spear, 2004). The Servant leader's utmost concern must be the welfare of his or her followers (Stone and Patterson, 2005), via empathy and Servant leadership according to Stone and Patterson (2005) is an extension of transformational leadership.

Covey (2006) also advanced soft personal skills such as empathy, persuasion, kindness, love, gentleness, and patience as servant leaders' attributes. Carroll and Patterson (2014) supported, noting that altruism, humility, trust, vision, empowerment, service, and agape love as their perspective of the dimensions of servant leadership.

McCann et al. (2014) observed that Servant leadership improves customer focus in employees thereby increasing organizational advancement. Re-echoed by Lisbijanto and Budiyanto (2014), via their research found that servant leadership in an organization would lead to an increase in job satisfaction of staff. This observation is supported by Ding et al. (2012), whose study made a good case for servant leadership that it affects greatly and in positive terms, the job satisfaction of employees.

Sendjaya et al. (2008) suggested transforming influence, as an aspect of servant leadership, under this sphere, servant leadership triggers multiple positive changes in followers towards the organization's good via minimizing barriers that inhibit success and setting subordinates up for success. They continued, with transcendental spirituality: where the servant leader ennobles a conducive, purposeful, and healthy work environment through and around their followers.

Teamwork is key under servant leadership where team synergy and love are effectively present. This develops the inner self of followers and their sense of identity enriched. With Responsible morality: servant leader establishes moral standards throughout the organization entrenching moral values in the followers and leading by example.

Covenantal relationship involves servant leader treating people as equal partners in the organization, relating with them as if there were covenant between them. The work environment is saturated with amiable interpersonal relationship incited by the servant leader. This environment stirs potentials in the followers and their creativity is encouraged, consequently, growth by self-expression. The dimension that underpinned the servant leadership is the voluntary subordination, where the leader willfully serves his followers. He places the needs of his followers above his. The servant leader serves his followers not out of obligations, but his utmost will and desire (Sendjaya et al., 2008).

On Authenticity, Vannini & Franzese (2008) proposed that a servant leader ought to be authentic and true to himself or herself. And not be fake since followers could clearly see through it. It comes from deep and careful introspection and self-reflection and the leader ascertaining who he really is and being true to self.

Williams, Brandon, Hayek, Haden and Atinc (2017) suggested that servant leaders impacted employee creativity by fostering an environment that promotes workplace spirituality. This relationship, according to them is strengthened to the extent that the servant leader possesses high levels of political skill.

Furthermore, Jaiswal and Dhar (2017) through their study noted that servant leaders instilled trust within followers, which acted as a mediator in predicting creativity. They also found that servant

leadership increased trust between the leader and employee, thereby, enabling the greater degree of employees' creative behaviors when they trusted their leader.

Observations indicated that job satisfaction of employees is linked to their job performance. Thus, if the staff is satisfied, then he or she is happy and a happy staff performs happily; thus, they usually go to the extra mile to achieve organizational goals. Vadell and Ewing (2011) strongly stated that the servant leader will boost the intrinsic motivation of the workers; hence, higher achievement is most likely.

2.3 Transformational leadership

Transformational style's success hinges on inspiring and engaging followers to attain organizational objective (Winston & Fields, 2015). The earliest scholar that proposed the theory of transformational leadership was Burns (Burns, 1978) however, Bass and Avolio improved on this theory (Bass & Avolio, 1996).

According to Bass and Avolio (1997), main elements of transformational leadership include idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. Transformational leadership is generally considered needful for the optimum functioning of a team. Their research showed that transformational leadership was positively linked to functional problem-solving communication by team members (Lehmann-Willenbrocka, Meinecke, Rowold & Kauffeld, 2015).

It holds true for big businesses as small businesses, when Effelsberg, Solga, and Gurt (2014), posited that transformational leaders possess unique traits that are effective in managing staff for small business profitability. Chen, Zheng, Yang and Bai (2016) suggested through their research work that transformational leadership has a direct implication on organizational innovation.

Kouzes and Posner's postulated some tenets of transformational leadership namely, challenging the process, modeling the way, encouraging the heart, inspiring a shared vision, and enabling others to act (Abu-Tineh, Khasawneh & Al-Omari, 2008).

Challenging the process-Real leaders are challenge- driven. They look for challenges and solve problems. They are open to changes and thrive on change. They understand there is hardly any growth without changing via challenging the process or status quo. There is hardly any progress in life without change. Real growth is impossible without change. Change is difficult, and uncomfortable. With constantly changing times, an organization cannot compete without changing and doing so effectively and quickly. Change should not end, it should be continuing and consistent, always in progress.

Encouraging a shared vision-Author John P. Kotter believes that the power of vision is underestimated and not communicated well enough. Until the vision is shared, the vision is an orphan and only in the head of the leader. It must be shared with followers, the vision needs to be shared with the staff, and the leader should help the staff see, from where the leader stands. The leader requires taking the staff along, the staff must own it, and once that happens, successful manifestation of the vision would be imminent. Effective communication of the leader is pivotal in this. Without effective communication, a leader could hardly succeed in encouraging a shared vision.

Encouraging others to act-No matter how competent a leader might be, he or she cannot do it alone, more especially, in a laboratory environment. That is why, training, decentralization, delegation and encouraging hearts and minds of staff to act and take responsibility for their action is significant. It is a difficult thing for micromanagers, which must be discouraged in an organization. If a leader succeeds in this, it fosters harmony, trust, positive loyalty, staff citizenship and teamwork, makes the shared vision objective easier and more natural.

Leading the way or modeling the way- A good leader sets good example because the leader becomes a role model to the staff. He or she leads the way. Leading the way works hand in hand with encouraging others to act and encouraging a shared vision.

Encouraging the heart- By communicating values and celebrating good works. This is where the influence of a leader is needed most. Celebrate small wins as well as big wins. The leader must keep the big picture in his and followers' minds, whilst breaking it down into smaller pictures. Honesty is vital here, as a leader is politely and in the spirit of developing the staff, indicate areas of

improvements. Soft skills and great communication skills would be clear advantage for the leader in this instance as well.

Bass (1999) thoughtfully captured, "Transformational leadership refers to the leader moving the follower beyond immediate self-interests. It elevates the follower's level of maturity and ideals as well as concerns for achievement, self-actualization, and well-being of others, the organization, and society." The four fundamental dimensions of transformational leadership are also known as 4is of transformational leadership as posited by Bernard Bass and could be summarized below.

Intellectual stimulation is when a leader enables creativity and innovation in the employees in finding solutions to organizational problems (Bass, 1985). Intellectual stimulation is the ability of the leader to inspire as well as challenge the followers to tap into their geniuses often buried within, for the good of an organization through innovation and creativity (Bass & Avolio, 1996; 1997).

Idealized influence is dually defined in term of both the behavior of the leader and the followers' attributions of the leader (Bass & Avolio, 1996). With idealized influence, Avolio & Bass (2004) noted that, leaders set and have high standards for moral and ethical behavior, hence, the leaders assume the status of role models in the group or organization. By so doing they earn the trust of the followers which sets them up for great success in the pursuits in the organization. In personal confidence, the leader inculcates same together with integrity, pride of association and power in the followers. With behavioral sub-dimension, we recognize leader's beliefs, missions, values, sense of purpose and what really influences a leader's decisions.

Individualized consideration is where the individual's need, as a follower or a subordinate, is given special attention, mostly involving training, mentoring, and coaching the employee (Bass, 1990).

Inspirational motivation refers to a leader ability to communicate in clear terms, and in the follower's high expectation of the attainment of the group's goal that would invariably satisfy employee's expectations and that of the group. This is possible by setting visions, objectives, goals, and missions that all staff can buy into and identify with, as a leader (Bass, 1985).

Transformational leadership style popularized by James McGregor Burns in 1978, whose end goal is to bring positive change in followers and bringing out the leadership abilities in followers (Wroblewski, 2019). Transformational leadership style's success hinges on inspiring and engaging followers to attain organizational objective (Lee, 2020). It helps employees to be better version of themselves. Through empowerment, motivation, inspiration, the support shown by the leader, employees are geared towards achieving success. The success of this leadership style hinges on inspirational and motivational capacity of the leader.

Transformational leaders lead their employees by aligning the employee goals with their leaders'. This enables the employees to focus on the well-being of the company than that of their parochial selves (Bauer & Erdogan, 2012). Transformational leaders instill in their followers a high level of trust that leads to greater job satisfaction, better team morale, and pride of their company (Whitener, 2020).

The type of leadership style applied in an organization would most likely predict the type of result in an organization. From reviewed literature, transformational theory is deemed to be an improvement of and superior to the transactional theory of leadership by many researchers. "Transformational and transactional leadership styles are positively related to the engagement of managers. Managers' engagement was associated with followers' appraisal of change. The two leadership styles also have a direct, long-term effect on followers' change appraisal: positive for transformational leadership and negative for transactional leadership" (Holten & Brenner, 2015).

Tara Padua observed that "Our leadership style is a whirlpool of our values, our natural strengths and abilities and our beliefs and experiences. Knowing your leadership style can help you align that whirlpool with your vision, goals and even your organization's mission and vision" (Wroblewski, 2019). Business organizations differ, and change is a constant factor in life and therefore, business. Successful businesses are to study leadership styles, understand their appropriate applications and business suitability to achieve optimum success (Bauer & Erdogan, 2012).

2.4 Summary Literature Review

Review of literature produced a lot of work on leadership theories, mostly, single theories but not on the practical applications of multi-leadership theories in real-world business situations, especially the Mining sector and Mine service provider organizations to be specific.

3 Methodology

3.1 Operationalization of theoretical constructs

A pre-study customer satisfaction survey was conducted before the interview, to confirm the lay of the ground. It provided an invaluable source of information with respect to the issues of the Case study organization and the Mine's difficulties with the non-performance of CompanyIOA. At the same time, giving clues as to what the expectations and evaluation of the Mine were, as far the Contractual performance of CompanyIOA was concerned.

The post-study customer satisfaction survey gave an indication as to whether the multi-leadership theories application objective of this research was successful, thus, whether the results of the study met the Mine's satisfaction or otherwise, the Mine's dissatisfaction. Normally, under the circumstances of the study, it should culminate into contract security and manifest in the profitability of the Case study organization.

3.2 Research design

Research design could be defined as a plan of how one intends to conduct the research (Babbie et el., 2001). It keeps the end results in mind. The nature of the research was a mixture of largely qualitative and quantitative in the form of Customer Satisfaction Survey (pre-study and post-study). Qualitative data was collected using structured interviews, meetings and calls to those who were off-site, largely the support staff.

According to Morse (2003), the approached employed when a topic is not well-publicized or vague or even when its limitations unquantifiable, quantitative approach is advised. The approach is a mixed methodology in research, although research using both methodologies did exist in the past to a limited extent. (Freeden, 2003; Makanda, 2009). The objective of the method was to find out all the issues both from CompanyIOA and client's perspective. Then, principally, the two leadership styles were applied in solving the issues.

Firstly, a meeting was held with the Mine's Contract Manager, from the outcome of the meeting, a customer satisfaction survey (pre-study) of maximum ten (10) questions was drafted and given to the Contract Manager of the Mine to complete. When the questions are many, survey responders would be unwilling or discouraged from answering or doing so effectively.

Secondly, a meeting was held with the staff in group away from their Manager, for them to voice out why they think there was poor performance, hence the crisis and what their issues really were. After that, maximum 10 structured interview questions were conducted for each of them by a neutral person, because some might not be able to voice out before their colleagues for personal or professional reasons.

Thirdly, Opinion or Suggestion box was introduced for staffs who wished to communicate anything that they might be afraid or shy to communicate, to do so in confidence. Just to be sure that no one is left out or no information is missed and to confirm the information gathered through meetings and interviews. To remove the fear, if there be, of any likelihood that someone might divulge the information shared with the Manager or a superior.

Fourthly, calls were placed to support staff whose offices were far off site and at various locations to verify and confirm information received and get their side of issues.

Fifthly, all claims by all contacted to be investigated for veracity. The observations noted.

Sixthly, all observations and findings made were noted, prioritized and action plan drawn to address them.

Seventhly, was application of the multi-leadership principles or styles in solving the problems and observations or results was discussed.

Finally, customer satisfaction survey (post study) was completed by the Mine's Contract Manager.

A comprehensive qualitative research is comprehensive in nature; it could assist in providing reliable information on certain social and psychological phenomenon and furthermore predict future social trends (Fallon *et al.,* 2006).

Research designs could be categorized into two types: empirical studies and non-empirical studies. Empirical studies imply the study of real-life problems, whereas non-empirical studies involve the study of "entities" in the world (Babbie *et al.*, 2001). Going by this information, this research falls under the empirical type since it has to do with real-life problems and where new data was collected. With the primary data collected by the researcher, he endeavored that all data received were free of bias as much as possible, and useful in answering the research questions adequately.

The methodology employed enables the researcher to get to know how the client thought and felt about the performance of CompanyIOA before this study (pre-study), and the interview gave the researchers the factors that contributed to the unfavorable fate of the CompanyIOA pre-study. That culminated into crisis and negative profitability of the laboratory and the losses of the Mine itself, consequently. Again, the observations made by the researcher, through his investigations and joyful curiosity, enabled the researcher to fill in the gap and provided important clues on the severity of the situation and how best to apply the leadership styles under study, on the challenges identified, to achieve effective business prosperity.

3.3 Population and sample

Cohen et al. (2011) defined research sample as a representation of the population or species that is being researched. For the sample, in the spirit of the two leadership styles under study, each willing staff would be interviewed, heard, and allowed to freely express him or herself. Sample size was 60, all the staff. The Mine Contract Manager was 1. The findings were generalized to that group which was well-represented in this research.

3.4 Participant selection

Participants for the purposes of this research and in the spirit of tenets of Transformational and Servant leadership, all and each of the memebers were considered. The members representing the staff of the Case study organization, who in one way or the other might have contributed to the success or failure of the organization. The staff had first hand information on what transpired in the organization. The participants in the research sample must have the same socio-demographic characteristics as the population (Spitulnik, 1998). The Contract Manager of the Mine would offer us pre-study view and post study feedback via Customer Satisfaction Survey. The Mine Contract Manager was the single main contact as far as the management of CompanyIOA contract was concerned and the evaluation of the performance of the CompanyIOA in terms of satisfying contractual agreement. He was very abreast with the history and happenings of the laboratory.

The research had a 100% sample participation, the enthusiasm was great, which was welcoming to the researcher, indicating that he would get rich data and stakeholder support to complete and accomplish the research aims.

3.5 Instrumentation

The nature of the research was a mixture of largely qualitative and quantitative in the form of Customer Satisfaction Survey (pre-study and post-study). Research was conducted by Interview of all willing memebers of the Case Study Organization, which was preceeded by Meetings with Client and then the staff. Then a Customer Satisfaction survey (pre-study and post-study) conducted. It was ensured that there were no influences whatsoever in the process.

McNamara (1999) suggested that interviews may be deemed constructive means of research approach as they hold the ability at exploring trends. Interview was used as the main approach in

collecting the data, however, meetings, suggestion boxes, surveys and researcher observations were also used for data gathering exercise and the reason is triangulation.

4 Results

Pre Study Research Question on TAT
Rate the Turnaround Time (TAT) of the samples per contract of CompanyIOA.

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4.1 Summary of results

Per the pre-study evaluation of the CompanyIOA by the client, it was evident that the Mine was very dissatisfied with the CompanyIOA's inability to execute the contractual provisions that fell within the purview of the CompanyIOA. The client as noted intended to take CompanyIOA contract from the case study organization to one of its competitors. The client expressed doubt that CompanyIOA would recover from the crisis and meet the two-month deadline or ultimatum given to the CompanyIOA, to fix the situation or lose the contract.

5 Discussion

Turnaround time challenge for the client was the most pressing and yet, was most disregarded by the Case study organization. As mentioned, the client needed the results reported in time to make several critical and urgent decisions that had huge operational and financial consequences for all stakeholders of the Mine; both directly and indirectly. They needed the results in a timely manner to measure, call, monitor, moderate, and fine-tune their processes. All geared towards avoiding mineral loses and optimizing mineral production and hence revenue. This was the main essence for establishing a Mine and having investors or stakeholders. So, it meant that the CompanyIOA activities had far reaching consequences, being the eyes of the Mine, and the lab's actions or inactions carried consequences that resonated far, wide, and near.

At the time of the study, the Mine had serious issues with mineral recovery; they just could not make sense of the results and what they got at the end of the day as production, when reconciled. The monitoring and reconciliation activities of the Mine were out of gear, with all the issues of the CompanyIOA pre-study. The nature of the ore they were treating required the quick turnaround time and of course good quality for them to take necessary actions that would increase mineral production and reduce, if not eliminate, financial loses.

Turnaround time (TAT) does not always have a direct correlation with production. It was one of the issues that were explained to the client. Again, it was an issues of information handling and communication. The Mine was not experts in CompanyIOA testing, so they contracted the CompanyIOA to do that for them. So, whenever they were misunderstandings, the CompanyIOA was not supposed to keep mute but to explain to the Mine to their understanding. The non-correlation of Turnaround time and production was evident in an instance, where they submitted 20 samples in 10 submissions. When the analysis they were requesting for could take 50 a batch at a time, and at once. When we put the 2 samples each submission, there was 48 samples spaces left empty in the oven for example and the samples cannot be mixed up with other sample types per the standard procedure. This happened 10 times, thus, wasting 48x10 samples and 9 plus hours delay in just the furnace process, not considering the other processes in the lab's production cycle. With this example, the results might be ready in lesser times, however, production would suffer. That was significant. This eventually informed the client on how they submitted the samples.

Secondly, in the course of testing or analyzing a batch, earlier submitted batch, due to poor planning on client's part, requested we halted one submission and start analyzing the new batches or another batch, which would ostensibly, adversely affect the Turnaround time of the earlier submitted samples.

Third example is that, when they submitted 2 samples, they expected same Turnaround Time as they submitted say 100 samples, this was not practical. Over concentration or too much pressure for unrealistic Turnaround time and production from the CompanyIOA, could compromise quality of work which was clearly counter-productive.

5.1 Leadership approach to solving research question on TAT

Turnaround time was explained to the client at a meeting and they understood it very well, re-shaping their submission processes, requests, or order behaviour. However, the Mine had other genuine turnaround time issues against the CompanyIOA, which was very valid. One of the projects under the Mine admitted that due to Mining program they ordered for priorities to be given to later submitted samples, however, that should not affect production to the extent that it did.

As noted, CompanyIOA was operating at a level of about 30% of the production agreement that the CompanyIOA was doing at the time of the study. The situation was clearly out of hands in this regard. For example, solution which should take less than 2 hours per the contract took more than 24 hours, carbon which should take 8 hours maximum per contract, took more than 3 days and Plant solid which should take maximum 8 hours, took more than 48 hours and Mining samples which should take maximum 3 days took more than 9 days. The turnaround time was effectively tackled.

This was also discussed with the staff to know what the issues were, why and what the way forward was. Great ideas were gathered. They were motivated to act. Training was organized for all staff in their various tasks, and when there was a new scope introduced, they were trained immediately, trials conducted to be sure they understood clearly the procedures and where issues came up in the course of the preparation, they were resolved before the actual testing started.

The problem of turnaround time was an issue of training but principally, lack of task organization. The staff were not able to organize their tasks and workflow and that was the reason, aside the obvious lack of commitment because of what they deemed neglect or lack of care from management. What was to be done, in what sequence, to save time, concentrate on which tasks before which task. They were trained to organize their workflow, workspace, and work sequence. For instance, in waiting for fusion to be completed in about an hour, staff could be adding necessary chemicals to the next batch of samples and weigh one batch before pouring the fused samples. The same issue was at every stage of the analysis or testing.

Specific training was done after discussion with the staff in their respective sections, after they were asked why they did what they did and if they could try the new changes suggested. And it worked. The researcher before the changes, followed the sample cycle from start to finish confirming the poor turnaround time and production numbers. He noted all the issues in the cycle and began addressing them one after the other. At the Turnaround meeting, the quantities done in other affiliates of CompanyIOA in the region, and sister labs in the country were communicated to the staff.

It should be noted, however, that before these changes, the staff said they could not improve the turnaround time or production but in the spirit of challenging the process, modeling the way, inspiring a shared vision, enabling the staff to act, active listening skill, persuasion, commitment to the growth of the staff, stewardship of all and for all, the work organization training were conducted.

There was intellectual stimulation, idealized influence, inspirational motivation, empathy employed in this approach. The researcher delegated to the staff leaders, to also follow and note the duration, question delays, suggest methods or ideas of improvement, make a report on findings after completion. It came to about 30% more than the contractual figures and for some of the test more than 100% above the contractual figures, as per the capacity of CompanyIOA staff, at the time of study. The researcher however, in the spirit of care and caution at the same time, entreated the staff to work at 20% more in a more relax atmosphere, taking coffee breaks and catching their breath in between jobs.

It was a new era and a changed atmosphere, so the researcher knew, if he forced it too much on the staff, there might be issues with quality, safety and occupational health, after all, the first intention is affect positively the Turnaround time which was solved, the production targeted at 20% above target when the researcher knew they could do more. That increase numbers would come with time, experience, mastery and right motivation.

The motivational aspect had started with just their employment letters and contract delays were resolved within the first week of the study. It was a promise kept, an indication of an improved leadership that cared, that was honest and that was willing to build a team, encouraging the heart to be committed and a leadership that was genuinely committed to the growth of the staff, a leadership they

had never encountered as staff, and in ways, they never thought was possible, according to the feedback from the staff. And they expressed their gratitude by working their hearts out to ensure, everyone on the project succeeded.

The issue of late submission and sometimes the field guys of mining department submitting samples without submission sheets was discussed with both client and CompanyIOA staff. Per the CompanyIOA's protocol the samples could not be treated without submission sheet which indicated sample types, dates, sample identification, quantities, and what tests they required on the samples submitted. From this information, the jobs were registered into the software of CompanyIOA where job numbers were raised, identified, and followed up with.

The client clearly appreciated the atmosphere of positive change; it was surprisingly quicker but pleasantly received by the client and indeed the everyone involved in the project. They embraced and favorably remarked on the openness, honesty, and the vast improvement on communication and when the results of the turnaround time project started manifesting. They could not hold back their excitement, some top-level directors wrote, others visited the CompanyIOA and had some kind words for the researcher, in less than two weeks of the application of the multi-leadership principles study.

Some of the client's executive heads paid an unannounced visit to the lab on the 12th day of the study and encouraged the site management team, especially the researcher, to keep doing the great job. It was a sign that they were happy with the changes, and their earlier stance softened, the Contract manager had updated them on the great results that had started manifesting.

The below table was introduced into the CompanyIOA, to check production and turnaround time, the software of the CompanyIOA was also available, the CompanyIOA staff were taught how they could use that to track Turnaround time of samples and production, but this table presented a comparative view and a quick glance for the CompanyIOA leader or manager.

Date	Shift	Sample submitted	Sample milled	Backlog Pre-test	Samples Reported	Backlog of sample not reported	Comment or observation

Table 1.1 "Production Record"

For the Plant project which required quickest Turnaround time on their samples, repeat was a contributing factor to delays, so the researcher instead of duplicate, did a triplicate testing, so as to save time on possible repeats, same time ensure and assure the quality of the samples results and then again, the ore types demanded that in the interest of the CompanyIOA and the Mine, we did triple tests before reporting.

All results were sent to the Plant for them to use as they deemed necessary and professional for their calculations and estimations. The samples were not many, hence the question of cost did not arise. This measure avoided delays, increased turnaround time and even more wonderfully, the client was happy to pay for the triple tests, when the researcher suggested to them, how important the triple

test decision was, thus, one extra test. This was negotiated with the Mine and it posed no problems at all. The happy client would normally not have issues paying a little extra for great service.

5.2 Discussion of post-study customer satisfaction survey question on

TAT

Rate the Turn Around Time (TAT) of the samples per contract of CompanyIOA

1   2   3   ④

Turnaround time was rated excellent by the client. They noted it was beyond excellent, not just for this category, but indeed all rated as 4 because the laboratory exceeded expectations by great margins. For this case, the turnaround time for all the analytical tests. To levels the client thought it was not possible to attained. The laboratory set another bar of excellence.

The turnaround time varied with tests, but in each test category, the laboratory exceeded the estimated or expected timing per the contract and they had no complaint whatsoever, but praised and encouraged the laboratory to maintained those high standards that the study application had introduced.

6 Final Conclusion

The research was very successful, and the researcher was very satisfied with the outcome. In that, after the information gathered from the client and staff, using the principles of transformational and servant leadership, the abysmal pre-study evaluation of CompanyIOA by the Mine turned into great approvals and commendations of the CompanyIOA by the same Mine. The contract was not abrogated but rather expanded and the contract duration extended during the application of the multi-leadership in the CompanyIOA.

The Mine regained confidence in the Service provider, CompanyIOA and at the same time, taking the CompanyIOA from negative to positive profitability, continuously and incrementally, throughout the period of the study. The Mine and CompanyIOA became very happy, as well as, all stakeholders. In the application of the leadership principles in finding solutions to the organization's issues, it was observed that the study positively enhanced everyone who was involved in the study to be better at what they do by learning, observation, training and learning from failures, even the Mine admitted to this. The Mine rated CompanyIOA very highly, in excellent terms, a far departure from the very poor performance evaluation pre-study.

The study confirmed that Transformational and Servant leadership strategies were adequate and effective at solving the organization's problems.

For the purpose of this article, the Turnaround Time that rated poorest or lowest as post study rated highest because CompanyIOA exceeded the contractual Timearound Time, the difference being the application of the multi-leadership principles, thus, transformational and servant leadership. Per the post-study, customer service survey evaluation, it was evident that the multi-leadership principles of the transformational and servant leadership application, worked. It was effective in lifting the laboratory from crisis to business excellence. The contract was no more abrogated, but its duration extended, and scope increased.

In summary, with the post-study customer satisfaction survey results, the securing of the contract, the increase of the contractual numbers as a sign of double confidence in the CompanyIOA and an endorsement of the effectiveness of the leadership principles applied, the CompanyIOA becoming a model in the Mine for other business organizations and the significant financial performance of the laboratory from its previous consistently negative performances and the culmination of it into crisis pre study, one could confidently conclude and confirm that Transformational and Servant leadership strategies were adequate and effective in solving the organization's problems

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