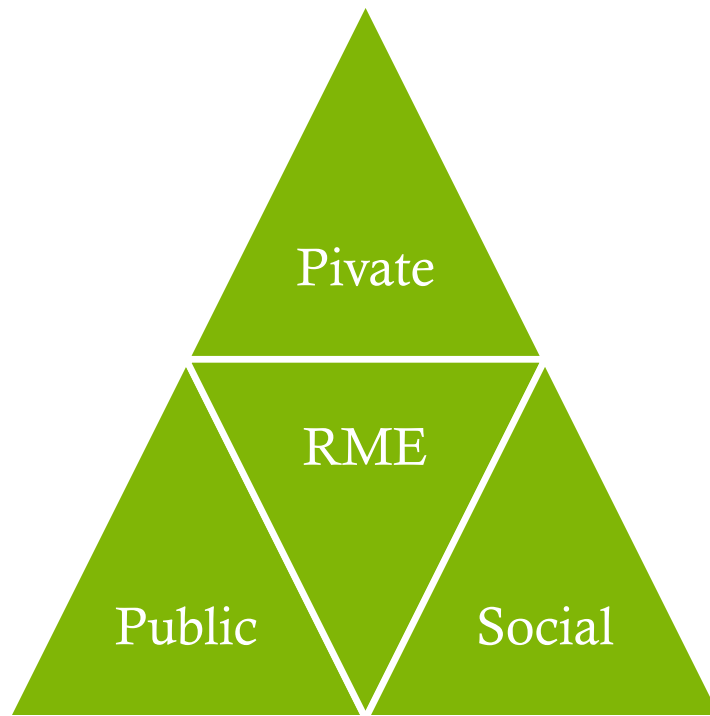


MBA's Meet NPOs: Finding Reciprocity in Impact

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A Business School for Society



“For us, social impact is about creating hope for people and advancing change for a flourishing world. This emanates from our teaching, learning, and research as we all together strive to be responsible leaders who work with others to enhance quality of life, create a spirit of generosity, and work for a fair and just society.”

Context and Practice

USB framework

Teaching

Research

Social Impact

MBA learning outcomes

Responsible leaders

Critical thinkers

Strategic
decision makers

Stewards
of society

Business in Society

ERS
integration

Ethical decision
making project

Social Engagement
Project

Social Engagement Project

Principles

- Leadership engagement
- Listening orientation
- Transformative learning

Practices

- Contextualise and analyse the NPO
- Attend meetings – observe, listen, learn, reflect
- Conduct leadership interview

Products

- Students
 - Profiles of NPOs
 - Reflective essays
- Faculty
 - NPO report
 - Research papers
 - MBA research paper

NPO Report



| Planning for the Future | Collaborating for Sustainability | Self-Sufficiency | Public Relations |
|--|---|----------------------|---------------------------|
| Strategic planning | Collaborative private sector partnerships | Funding | Organisational identity |
| Alignment with the Sustainable Development Goals | Embracing opportunity | Information sharing | Code of conduct |
| Diversifying service approach | | Leveraging resources | Enhancing competitiveness |
| Expanding and replicating services | | Leveraging status | Donor recognition |
| Staff development | | | |
| Monitoring and evaluation | | | |
| ICT advancement | | | |

Academic paper

- Title:
 - Transformative learning through social engagement: reflections on responsible leadership development in management education
- Objective:
 - To explore the levels of reflection and transformative learning that MBA students experienced after participating in the SEP.

Method

- Social constructivist paradigm - construct subjective meaning of student experiences.
- Qualitative content analysis of 201 student essays.
- Using Mezirow's (1991) framework for thematic coding:
 - content, process and premise reflection.
- Focus on premise reflection:
 - coming to an awareness of why you think, feel or act in the manner that you do

Findings



Empathetic leadership

Attributes

- Considered leadership and its impact from the perspective of others
 - Comfortable with being vulnerable
 - Present and attentive to the needs of others
 - Tempered their own ambition
 - Authentic listeners
 - Self-aware
 - Dismantled perceptions that hierarchies separated them relationally from others.

Student reflection

- “The first major revelation that I had was that this project was driven by the pure love for people and to make the world a better place for all. I work with people who only hear their own voices. During this dialogue, I interrogated my assumptions about these leaders? I think this empathy linked to the vision comes from listening to others. I take this personally that I must change this for me first.”

Selfless commitment

Attributes

- Leaders were committed to a cause beyond what was considered reasonable.
 - Invested own personal resources
 - Selfless dedication that others should emulate
 - Passion to be servants of society
 - Balancing act of stakeholders' interests

Student reflection

- “The love, care and dedication that they have put into the institution, in all forms often even covering financial shortfalls from their own pockets is truly commendable and epitomises the concepts of responsible leadership and societal stewardship. But why would I want to do this? In my experience people want to make money. But now I know that they have acted with values that transcend [the] self and truly are serving society for the greater good.”

Collaborative leadership

Attributes

- Corporate citizens- leaders who embody responsible and ethical leadership.
 - Aware of their role in broader community
 - Ability to influence others across sectors
 - Decision-making - drill down & take decisions in the best interests of others
 - Critical decisions through broad consultations

Student impression

- “Personally, I am transformed by this experience. Tim [NPO leader] is the true embodiment of being a responsible, ethical leader. I could experience first-hand what societal responsibility means and that, as a leader in the private sector, I have an obligation to contribute towards society. It inspired me to reflect more on how I can influence others, as they consider more than themselves, they include others.”

Future orientation

Attributes

- Leader's behaviour determined the trajectory of an organisation.
 - Could 'step into' the future
 - Predict challenges with ease
 - Change-ready, flexible, adaptable & able to handle complex challenges
 - Alignment of organisations' values & personal values
 - Visualise various scenarios

Student impression

- “It is imperative to look into the future and try predict how your decisions will impact others and try to identify what systemic risks might evolve from your decisions. It is the leader's responsibility to drive the correct behaviour and mindset on being ethical and socially conscious. In this assignment it confirms what I have experienced and I keep thinking about it. What has changed for me is how I see these NPO leaders.”

Conclusions

- Experience and the recognition of responsible leadership-in-action (Mintzberg and Sacks, 2004) .
- Shifting orientations is an important output for management education so that leaders can work for the common good (Raelin, 2002).
- Experiential learning should be an ongoing process and knowledge gained through experience should be transferable and transformative (Mezirow, 1981).

An ecosystem view of the future

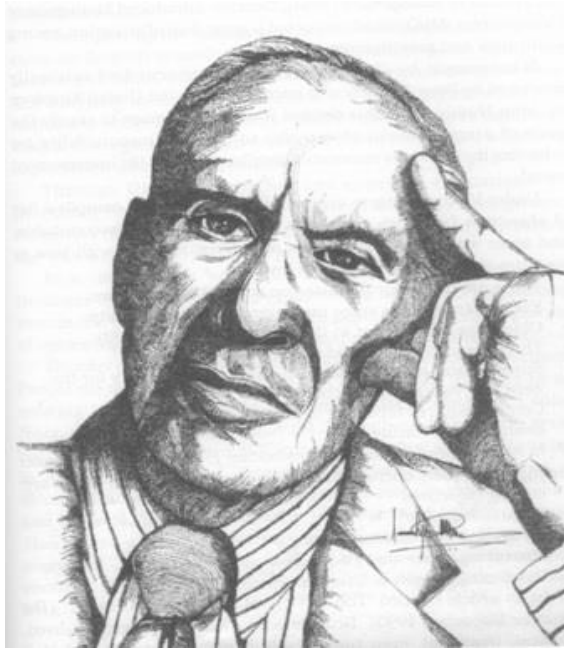


For discussion



- Questions
- Recommendations
- Sharing
- Collaboration

Peter Drucker...



My friends in business always come to me with enormous development programs for their people. And I take a very dim view of them. That's because the real development that I've seen of people in organizations, especially in big ones, comes from them being volunteers in a nonprofit. There, you have responsibility, you see results, and you very soon find out what your values are.