Research Findings and Discussions

From the interviews carried out, there are a number of themes that emerged and these will be tabulated below:

THEMES	SUB-THEMES
Lack of Spiritual Intelligence	• Awareness of interconnectedness is non-existent • No knowledge on how to keep one's Higher self in charge. • No knowledge on the complexity of inner thought • No knowledge on how to apply wisdom on business and personal issues
Lack of Emotional Intelligence	• Poor Self-Awareness • Poor Self-Management • Low level of Others Awareness • Poor Relationship Skills
Mediocre Social Intelligence	• Lack of Effective Listening Skills • Lack of Conversational Skills • Lack of Impressions Management • Full of Arguing
Intelligence Quotient (IQ)	• This aspect of intelligence is well managed.
Physical Intelligence	• This aspect of intelligence is also well managed.

Figure 1. Themes and Sub-themes from the Research. Source : My own.

Discussions

Theme 1 – Lack of Spiritual Intelligence

On the question that sought to find out the cause of high levels of corruption in government departments, the responses from 90% of the respondents pointed to the fact that there are no ethical values embraced by the majority of people in high offices. The respondents indicated that the

awareness of interconnectedness is non-existent amongst most officials and that its importance is not understood. Further, it came out that most officials in high places do not apply issues of having one's Higher self being in charge of their decisions and their lives in general. The respondents further highlighted that the complexity of inner thought was a new area for the leaders in government departments and most of them are not acclimatized to the concept, let alone practicing it. Wisdom, a concept that is highly connected to issues of spiritual intelligence is also not fully possessed neither is it fully understood by the majority of leaders within governments.

Theme 2 – Lack of Emotional Intelligence

On the question that sought to find out whether senior managers in government are emotionally intelligent, 75% of the respondents felt that senior managers have attended a few courses on emotional intelligence and that they have some idea of what the concept is about, however they feel that when it comes to practising EQ, there is still a big gap between theoretical knowledge and practical implementation in management decisions. 15% of the sample that was interviewed believe there is little or no emotional intelligence at all whilst the 10% were indifferent. There was general indication from all respondents that emotional intelligence is still lacking and something needs to be done to ensure its fully practiced. The sub themes that emanated from the interviews are Self Awareness, Self Management, Awareness of Others and Relationship Skills.

On self awareness, it came out that most leaders do not fully understand themselves and therefore would also have difficulties in self management. Without self awareness, it becomes difficult to understand others and when one does not fully understand others, it becomes a challenge to have good relationship skills.

Theme 3 – Average Social Intelligence with room for improvement

On the question that sought to collect information on social intelligence, the respondents indicated that most senior officials in the government are average, when it comes to social intelligence. The field of social intelligence is about how individuals are able to understand and interact in different societal settings. There is a skills set required for social intelligence and these are: firstly an advanced and effective listening skills where one can listen without interrupting the speaker and using all forms of listening such as

hearing with ears, seeking with eyes, the body language and using gestures to confirm understanding of what the speaker is saying. Secondly, another very important skill in social intelligence is possession of conversation skills. These skills enable an individual to carry out a conversation with almost anyone regardless of whether they already know each other or they are meeting for the first time. The third skill needed in social intelligence is impressions management. A socially intelligent person is concerned with how others will view and interpret his behaviour. Before acting, this individual will firstly consider how the action might come across to others around him and what sort of impressions they will have. If the impressions they will have are negative, the socially intelligent individual will avoid such an action. The last, but not least, skill needed is the ability to live a life without arguing. Most arguments that people indulge in, are a sign of a serious lack of social intelligence.

Theme 4 – Intelligence Quotient (IQ)

Intelligence involves some different mental abilities including logic, reasoning, problem-solving, and planning. For years, the recruitment process has been modelled on screening interviewees on the basis of Intelligence Quotient (IQ). The IQ was mainly checked from qualifications and experience held by an individual. From the respondents that were interviewed, they indicated that this form of intelligence is well developed within the public service and many officials do excel in this type of intelligence.

Theme 5 – Physical Intelligence.

Physical Intelligence is the set of physical capacities that allows us to learn and to express our thoughts and feelings. These capacities are located in our physical bodies. They provide us with information through sensory channels, and this information then becomes the foundation for our cognitive and emotional development. From the respondents that participated in the research, there was almost a unanimous agreement on the fact that most senior managers were knowledgeable and doing well on this intelligence and is evidenced by the fact that most of them are members of gyms.

Recommendations

After analysing the research data, 5 major themes emerged along with other sub-themes some of which characterised the constraints / challenges experienced by senior managers within government departments. It is very clear from the results that there is a bankruptcy of spiritual capital on the part of the leaders in the government and the corridors of power. In response to this bankruptcy, the researcher has developed a model that can be applied to ensure that any leader in any organisation can perform at his highest level by applying five types of intelligences discussed above.

The conclusions arrived at, after analysing data, show that there is a need to introduce a new intelligence model that can be enforced through academia as well as through trainings, capacity building, coaching and mentoring. The model proposed is known as the Sikhosana Five-Fold Intelligence Model. The model is depicted below in the form of a hand that has fingers. The fingers represent each intelligence.

A hand is useful in many ways. It can be used to hold things using all the five fingers, it can be used to open doors that are closed or to close the doors that should not remain open. The hand, with its fingers can also be folded into a fist, should they be a need to fight. Within the domain of leadership, there are times when leaders should handle issues in the organisation. There are times when new avenues or new doors need to be opened and explored such as exploring new opportunities or markets. There are times when a defensive approach to be implemented such as risk management.

## Sikhosana Five-Fold Intelligence Model for Leaders and Managers
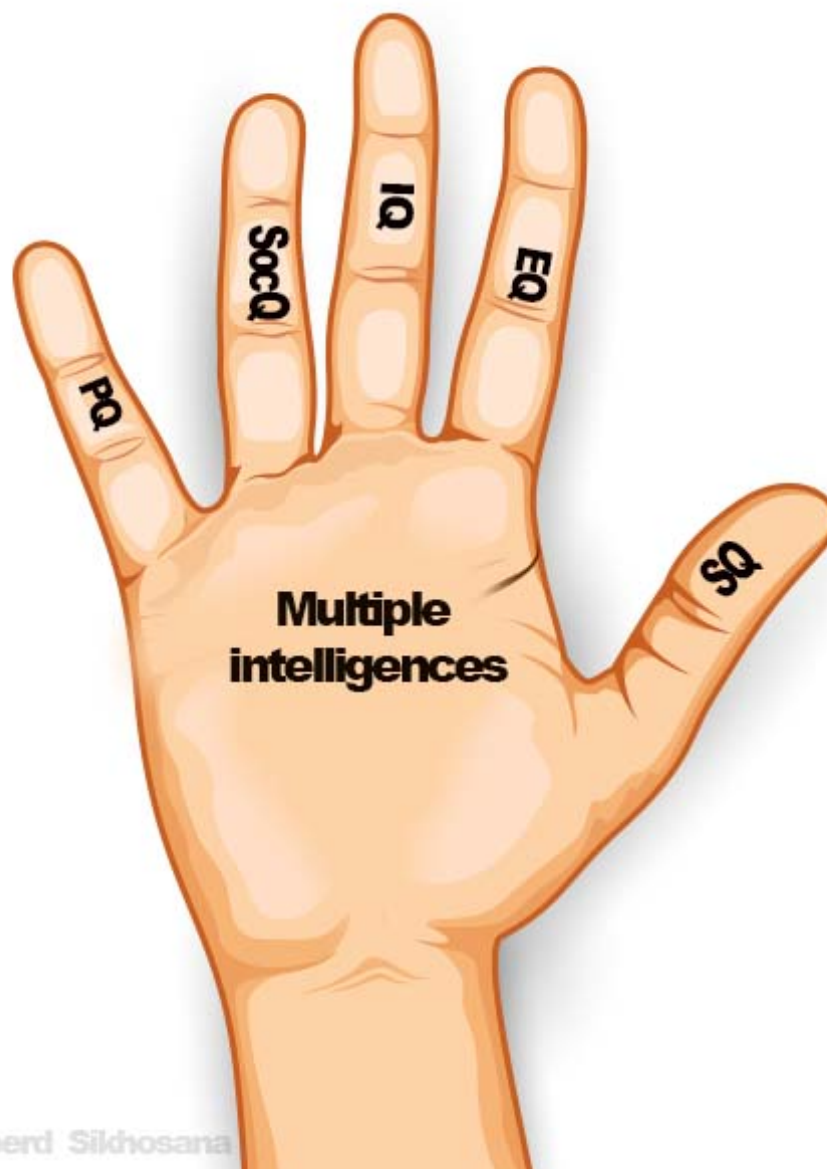
The Sikhosana Five-Fold Model consists of five intelligences that are represented by 5 fingers in a hand. The thumb (SQ) representing Spiritual Intelligence, the index/pointer finger (EQ) representing the emotional intelligence, the middle finger (IQ) representing Intelligence Quotient, the ring finger (SocQ)representing social intelligence and finally the small or pinky finger (PQ) representing physical intelligence .

- A leader who functions with all the 5 intelligences is a complete leader and runs his or her office with optimum competency at the same time balancing the performance with a high level of moral ethics as the model, through its spiritual intelligence component draws on a strong

moral authority to guide the behaviour pattern of the individual in question. The thumb on a hand can access all the fingers of the hand. This, metaphorically represents the role of spiritual intelligence in a leader. Every intelligence should be balanced and leveraged by the spiritual intelligence. This will raise a new breed of leaders who, when entrusted with key government positions, will ensure there is no corruption as corruption is a sign of spiritual capital bankruptcy. The model is founded on a strong theoretical base. Great scholars such as Maslow understood the importance of including a sixth level on his pyramid depicting the hierarchy of human needs in various stages of human development. His first pyramid only had physiological needs, safety needs, love needs, self-esteem needs, self-actualisation. He then added Transcendence as the highest level that every human should reach. Maslow (1976) believed that when all is said and done, a human being is not complete unless he connects with a concept described by psychologists as the Higher self and what other religions including Christianity, to as God. Maslow, in his research and pursuit for knowledge, got to a point where he realised that a human being needs to connect with a certain higher power. He argued that once a person has reached that level, he or she stops worrying about his ego or selfish desires but rather starts considering the general good of others and engaging in acts of altruism. Maslow pointed out that moral ethics can only be achieved when an individual is drawing his motivation and values from this higher self.
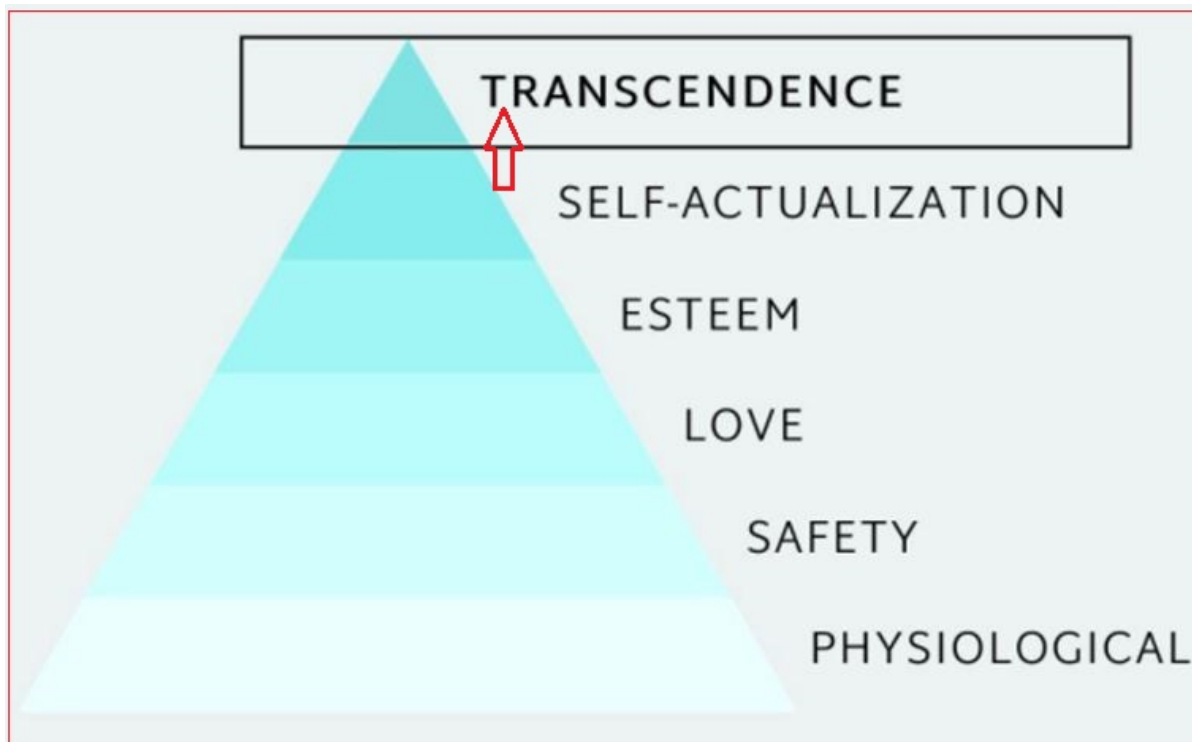
Maslow's Hierarchy of needs (1976)

- Steven Covey wrote widely on effective leadership and one of his classic works was a book titled 7 Habits of Highly Effective People. He articulated that for anyone to become highly effective, that individual should develop certain habits in life and those habits are : first habit is "be proactive", second habit is "start with the end in mind", third habit is "prioritise important over urgent", fourth habit is "think win/win", fifth habit is "listen to and understand the other first", sixth habit is "create synergies" and the seventh habit is "sharpen the saw". Habits 1-3 develop independence through "Private Victories." This stage focuses on internal growth and personal character. Habits 4-6 build on one's independence to develop interdependence through collaboration, cooperation, and communication. These are "Public Victories" that improve one's interactions with others. The seventh habit teaches an individual to renew and deepen one's habits to continuously improve. These seven habits, when practiced by any individual, effectiveness is guaranteed. The scholar, after having developed these seven habits, developed yet another habit which he named, the 8th Habit. This was articulated in a book titled, From Effectiveness to Greatness. Stephen

Covey's 8th habit is known as "Find your voice and help others to find theirs". Covey (2004), said "Spiritual intelligence is the central and most fundamental of all the intelligences, because it becomes the source of guidance for the others." The scholar further posited that spiritual intelligence is the central and most fundamental of all the intelligences, because it becomes the source of guidance for the others. Covey (2004) highlighted that every person who wants to be a great performer should embrace the concept of spiritual intelligence and connect with a Higher self where one starts hearing the a personalised voice in one's inner being.

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