

**The Title: An Appreciative Inquiry into the Entrepreneurial Attributes of three young
African Entrepreneurs**

**by
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Thesis (PhD)

Submitted in fulfillment of the
requirements for the Degree of
Doctor of Philosophy in Higher Education

in the
Department of Higher Education
Faculty of Education

UNIVERSITY OF THE FREE STATE

Supervisor Prof J.P.H Pretorius

March 2024

**An Appreciative Inquiry into the Entrepreneurial Attributes
of three young African Entrepreneurs**

By

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A DISSERTATION SUBMITTED IN FULFILMENT OF THE
REQUIREMENTS IN RESPECT OF THE Ph.D. DEGREE
QUALIFICATION DOCTOR OF PHILOSOPHY WITH
SPECIALISATION IN HIGHER EDUCATION STUDIES AT THE
FACULTY OF EDUCATION AT THE UNIVERSITY OF THE
FREE STATE, BLOEMFONTEIN, SOUTH AFRICA.

DATE: March 2024

SUPERVISOR: PROF JANNIE PH PRETORIUS

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DECLARATION

I, Zosia Bucheli, declare that the PhD's Degree research dissertation that I herewith submit for the qualification Doctor of Philosophy with specialisation in Higher Education studies at the University of the Free State is my independent work, and that I have not previously submitted it for a qualification at another institution of higher learning.

I, Zosia Bucheli hereby declare that I am aware that the copyright is vested in the University of Free State.

I, Zosia Bucheli, hereby declare that all royalties as regards intellectual property that was developed during the course of and/or in connection with the study at the University of the Free State will accrue to the University.

Student: Zosia Bucheli



Supervisor: Professor JPH Pretorius



ETHICS STATEMENT

The research aimed to identify the most effective communication skills of three African entrepreneurs through Appreciative Inquiry. The entrepreneurs were Kenneth Ngakantsi, Thembeni Thomas Malothane and Rosy Khonkobe. It involved three Appreciative Inquiry workshops which followed a 5D cycle. The stages included Definition, Discovery, Dream, Design and Destiny. The entrepreneurs selected and invited the participants to the workshops. The participants were people they had worked with, mentored or friends. Workshop protocols were used during the workshop for the data collection along with paintings, recordings and photos.

The study contributes towards the entrepreneurs' communication skills development as well as the appreciative practice of the participants from the workshop. The readers of the articles may use the information to further grow and develop themselves. All the participants were informed of the conditions of the workshop and their participation was entirely voluntary. The participants held the right to withdraw from the study at any time with no consequences. Consent forms included clear and comprehensive information about the study which was shared and explained to the participants. All the participants freely chose to sign the consent forms.

The data was securely stored to ensure the confidentiality of the participants information when the study was submitted. The participants rights and dignity were taken into account and their differences and independence were treated with respect throughout the study. I was culturally sensitive and promoted inclusivity throughout the research.

I was aware during the study that conflicts of interest may arise and was willing to be transparent regarding this. As I did not know the participants prior to the study and had no financial gain, conflict of interest did not occur.

The study underwent ethical review and compliance through the University of the Free States Ethical Committee. This was approved prior to the study commencing. I further submitted an updated report following the research. I complied with all ethical guidelines and regulations during the research.

This ethical statement reflects my dedication to support ethical values in my research. I was purposefully conscious of any ethical considerations throughout the study, ensuring that the uppermost principles of research integrity and ethical behaviour was followed.

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ABSTRACT

The research is an Appreciative Inquiry into the Entrepreneurial Attributes of three young African Entrepreneurs. It recognised the vital role that entrepreneurial attributes play in entrepreneurial success. The study aimed to inquire into and identify the positive and most life-giving entrepreneurial attributes that these three individuals have developed through their entrepreneurial endeavours. The study assumed an Appreciative Inquiry perspective which accentuated and focused on strengths-based positive attributes.

The research employed 5D Appreciative Inquiry Cycle workshops for each of the three African entrepreneurs to gather in-depth information regarding their most effective entrepreneurial attributes. Through the use of an appreciative lens, the study aimed to uncover the individual strengths and life-giving attributes of each entrepreneur which empowered them to further development to advance their entrepreneurship. These were encapsulated by the positive entrepreneurial attributes which emerged through the workshops.

The results of this research highlight the best entrepreneurial attributes of these three African entrepreneurs. Each article provides unique results specific to the entrepreneur studied. The entrepreneurs' individual experiences, cultural backgrounds, communities and entrepreneurial journeys have impacted the development of their positive entrepreneurial attributes.

Further, the research provides necessary literature on entrepreneurial attributes. It also contributes towards the individual experiences and strategies utilised by three African entrepreneurs to further enhance and develop their entrepreneurial attributes. Aspiring entrepreneurs on the African continent may employ these practical implications in their entrepreneurial endeavours. It fosters the identification of effective entrepreneurial attributes which propels economic growth and development in South Africa and elsewhere.

Keywords: Appreciative Inquiry, entrepreneurial attributes, professional development, African entrepreneurs, strengths-based approach, social constructionism

DEDICATION

This PhD dissertation is dedicated to my supervisor, husband and parents, whose unwavering support and encouragement have been pillars to my success. Thank you for being my steady source of inspiration.

To my esteemed supervisor, Prof JPH Pretorius, your patience, support, guidance and expertise have been instrumental throughout this research. Your profound encouragement, motivation, and dedication to my growth as a researcher have challenged and inspired me. This research would have never come to life without your belief in me.

To my loving husband, Markus Bucheli, whose steadfast support and encouragement fuelled my perseverance throughout this journey. Your understanding enabled me to pursue this dream.

To my exceptional parents, Dr Marian and Sonja Kocznur, your sacrifices and firm belief in me has been the foundation of my success. I am eternally grateful for your continuous support.

ACKNOWLEDGEMENTS

I am deeply grateful to my supervisor, Prof JPH Pretorius for his expertise and guidance throughout this research endeavour. His mentorship has encouraged and inspired me. I am appreciative of the time and effort provided to support my academic development.

I am thankful to the participants that partook in this research. Their openness to development and growth is much appreciated.

To each individual that supported my academic path in any way I extend my heartfelt appreciation. I am grateful for all the support.

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Submitted in fulfillment of the requirements for the Degree of Doctor of Philosophy in Higher Education

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CHAPTER 1

1.1 INTRODUCTION

Key challenges in African entrepreneurs' development are enhancing their access to education and training. In South Africa, equal education and training opportunities are not available to those under the age of twenty-six (Matli & Ngoepe, 2022:420). According to Matli and Ngoepe (2022:420) this is a result of the previous apartheid system. The authors contend that, although South Africa became democratic in 1994, many of the structures which created inequality, disproportionate opportunities and poverty are still present nearly thirty years later. This study aimed to provide the essential education and training to African entrepreneurs to identify their positive entrepreneurial attributes and aid the development of their entrepreneurial careers.

Entrepreneurs may have unobserved personal traits which make them successful entrepreneurs (Shaw & Sørensen, 2022:14). Observed and unobserved personal traits or entrepreneurial attributes should be accounted for in the success of their entrepreneurial careers. Entrepreneurs may have key attributes before starting a firm or they may further develop these key attributes while running the firm over time (Shaw & Sørensen, 2022:14). These key attributes are their positive entrepreneurial attributes.

The success of entrepreneurs may be accounted for based on them sticking to a single job and doing it well. According to Shaw & Sørensen (2022:14) positive entrepreneurial attributes include taking risks. They may also have a kind of 'secret sauce' as portfolio entrepreneurs where they keep their first business and open their second business at the same time. Entrepreneurs are more likely to succeed if their father was an entrepreneur, which accounts for an unobserved personal trait (Shaw & Sørensen, 2022:14). These unobserved personal traits or entrepreneurial attributes contribute towards the success of entrepreneurs.

Entrepreneurs have services or products to be marketed. Effective communication connects the consumer and the seller, generating potential for sales. According to Ballantyne (2016:333) communication is a method of delivering a message to an extended audience. It facilitates productivity and ensures effective processes and procedures in a professional environment. The profitability of a sale is dependent on the effective and convincing communication and marketing of the entrepreneur selling the product or service. Communication has no overall agreement among academics about what it constitutes of as the philosophical viewpoints grounded in communication learning may be contradictory (Keyton, 2017:502). Pink (2014:179) suggests that entrepreneurs need to pitch and communicate their ideas. He contends that communication is a form of art; therefore, entrepreneurs should primarily perform as artists.

Rational arguments are significant for entrepreneurs and for their pitches for their enterprises, reducing the importance of emotional features from the persuasive viewpoint, though this should still be taken into consideration (Fernández-Vázquez &

Álvarez-Delgado, 2020:2342). Fernández-Vázquez and Álvarez-Delgado further contend that entrepreneurs should communicate strongly in a clear cognitive framework while taking note of emotional appeals which can be organically attached to reasonable disputes, which strengthens their rational engaging customers. An entrepreneurs effective pitching forms part of their positive entrepreneurial attributes.

Based on the criteria above, one might rightly argue that entrepreneurs should scale up their positive entrepreneurial attributes with a view to enhancing their selling ability and success rate. Higher education can influence people's beliefs and focus to produce positive change (Cockell & McArthur-Blair, 2020:6). Tight (2014:93) states that higher education is a multidisciplinary, introspective field of study for researchers. An example of this could be improving one's own art practice, such as the art of speaking or negotiating. These developmental practices should be utilised to upskill entrepreneurs to market their products. Authors from diverse disciplinary backgrounds engage in higher education themes, such as business focus, education and social sciences (Tight, 2014:97).

An entrepreneur focuses on all aspects of a business, including sales. To market a product effectively, successful entrepreneurs must share some common positive entrepreneurial attributes. This means that they are equipped to listen carefully to the consumer and to respond accordingly (Van Heerden & Drotsky, 2014:8). Entrepreneurs need to persuade consumers to purchase their product by communicating how that product will fulfil the consumers' needs. They execute this by utilising their marketing skills (Van Heerden & Drotsky, 2014:209). According to Hughes, Chapnick, Block & Ray (2021:online) customer relationships are imperative in a very competitive economy. They further argue that customer-centred enterprises should be developed. They suggest that this is achieved by changing all enterprise areas that influence customers where a culture prizes efforts that support customer success.

Marketing is a positive entrepreneurial attribute. When the artful marketing of products and services are executed, entrepreneurs become empowered to be self-employed and self-sufficient. The purpose of marketing is to fulfil customer needs (Van Heerden & Drotsky, 2014:209) The manner in which entrepreneurs utilise their marketing skills to 'advertise' products and services to customers and arouse their curiosity must be communicated effectively and should be socially adapted if their interest is to be piqued. An Appreciative Inquiry was conducted on the journey of three African entrepreneurs' positive entrepreneurial attributes to identify and development them in an effort to enhance their entrepreneurial careers.

1.2 BACKGROUND TO AND RATIONALE FOR THE RESEARCH PROBLEM, AND RELEVANT LITERATURE REVIEW

The latest literature underlines the role of entrepreneurial attributes in constructing entrepreneur's opinions and decision-making regarding formalising businesses while reflecting on the environment which influences one's viewpoint (Ishengoma, 2018:491). According to Ishengoma (2018:491) entrepreneurial attributes which are probable to increase the likelihood of starting a business include being a male, between the age of 31 and 50 years old and being opportunity driven or having a secondary education. These are some entrepreneurial attributes which may be beneficial for an entrepreneur.

Entrepreneurship is a strategy to decrease poverty (Cao, Asad, Wang, Naz & Almusharraf, 2022:1). The desire to be an entrepreneur, learning attitude and personality traits are the foremost influences on entrepreneurial intentions. According to Cao et al. (2022:1) personality traits direct the entrepreneurial intentions of young entrepreneurs. Personality traits play an important role in entrepreneurial intentions.

Personality traits are reinforced with entrepreneurial experience and support the entrepreneurial journey (Cao et al., 2022:1). Cao et al. (2022:1) argues that personality traits that have a positive effect on entrepreneurship include discipline and locus of control, determination and consistency, and tolerance and risk-taking. These personality traits are the positive entrepreneurial attributes that an entrepreneur possesses.

Marketing and communication skills may also be viewed as a positive entrepreneurial attribute. Entrepreneurs' business success relies on good verbal and visual communication (Williams, Spinuzzi & Newbold, 2019:5). Williams, Spinuzzi and Newbold state that this correlation has been well ascertained. This correlation has been confirmed and that pitches are an important part of marketing and communication for entrepreneurs in the commencement of a business's development, where entrepreneurs are seeking investors. Entrepreneurial capabilities compel entrepreneurs to rehearse skills, such as marketing and communication, which are necessary to develop and maintain a venture (Williams, Spinuzzi & Newbold, 2019:6).

Usually, communication experiences such as practising communication skills emerge in mentoring relationships (Williams, Spinuzzi & Newbold, 2019:6). Young entrepreneurs benefit from the improved understanding as they do not always have access to existing, evidence-based information regarding developing their skills (Williams, Spinuzzi & Newbold, 2019:12). Mentors and training programmes may fill the gap in their knowledge. Entrepreneurs can improve their entrepreneurial attributes through training programmes.

Communication skills are indispensable in entrepreneurship (Albaci, 2022:1). He contends that the association between entrepreneurial awareness and communication

skills has not been suitably explored in literature. Albaci suggests that entrepreneurship programmes should be incorporated into university courses and that theoretical knowledge should be included along with practical training and development in entrepreneurial attributes such as communication skills.

Odewale, Rani, Migiro & Adeyeye (2019:2) state that the lack of communication skills may tarnish the expertise of young entrepreneurial skills. They share that previous studies of entrepreneurial skills merely mention communication skills and that greater success would be attained by entrepreneurs through facilitation of these skills. An increased focus on developing entrepreneurs' entrepreneurial attributes needs to be adopted.

1.3 RESEARCH INTEREST AND FOCUS

As previously mentioned, entrepreneurs need to develop their entrepreneurial attributes to enhance their entrepreneurial careers. In order to succeed, entrepreneurs must interpret the needs of their customers and develop solutions to address perceived needs. The aim of this study, then, is to identify and enhance the professional development of three dedicated entrepreneurs' positive entrepreneurial attributes to empower them to sell more successfully.

The research follows the professional development of three African entrepreneurs, namely Kenneth Ngakantsi, Thembeni Thomas Malothane and Rosy Khonkobe. Their positive entrepreneurial attributes were identified to support and develop their professional entrepreneurial journey.

1.4 THEORETICAL FRAMEWORK

We are currently undergoing a paradigm shift in the social sciences and an appreciative paradigm is appearing (Varona, 2023:14). AI as a paradigm creates an innovative way of viewing, studying, transforming and valuing people and their behaviour in their natural and social world. It is a novel method of speaking and using languages' transformative potential when we converse about other parts of the appreciative paradigm (Varona, 2023:13-14). Varona (2023:14) argues that the appreciative paradigm has been implemented by scholars and practitioners globally as it has greater success compared to social paradigms which are established by the growth and success accomplished on theoretical and practical levels.

According to Varona (2023:15) there are five components of the appreciative paradigm that sets it aside to other social paradigms. These include appreciative ontology, appreciative epistemology, appreciative praxis, appreciative axiology and appreciative language. The five appreciative paradigm components and their fundamental principles are inter-reliant and constantly changing, growing and expecting to be co-created (Varona, 2023:19).

The first component are the central principles of appreciative ontology (Varona, 2023:15). People's behaviour in their natural and social environment is a mystery and we are not able to completely comprehend it. It states that there are core strengths with optimistic possibility ready to emerge in each person in all social and natural systems in which we live, for example, teams, organisations and family. These core strengths need to be uncovered and expanded together. Appreciative ontology considers the reality that people live in as subjective, constructed socially and constantly changing (Varona, 2023:16). Every person is seen to construct their own reality. People have boundless creative capabilities which is proven by the co-constructed world we live in. The social and human systems that we function in produce an overwhelming energy and endeavour to create an improved future from the instant we realise our positive core and cooperatively empower it.

The second component of the appreciative paradigm is the central principle of appreciative epistemology. It scrutinises what gives life to human and social systems in all moments of life (Varona, 2023:15). Research, therefore, does not focus on the problem, or what does not work, but rather on the ordinary and extraordinary. This is not necessarily only the positive either. Our research objective is to discover the emergent future and create an improved future. According to Varona (2023:16) appreciative research is a type of qualitative applied research. It is a research methodology that created innovative social theoretical knowledge and new social practical knowledge. The objective is finding novel explanations and plans of action that ensure better comprehension and change in our social world.

The appreciative epistemology affirms that everyone can be a unique theorist (Varona, 2023:16). Appreciative research suggests that research and social transformation are concurrent procedures. Varona (2023:17) argues that most traditional research methods in the social sciences ignores the desired transformation in people, communities and organisations. Engaging in research should commence at the forefront of the inquiry process and not only when the action plan is implemented.

The third component of the appreciative paradigm is the appreciative praxis or methodology. The appreciative inquiry of social change is an innovative way of creating social transformation in people and social and natural systems (Varona, 2023:17). The principles include the purpose of appreciative inquiry for social transformation. It uncovers what gives life and what is great about people in natural and social systems during exceptional, daily and disastrous times. According to Varona (2023:17) the belief is grounded in that people and social systems have positive potential that is awaiting to be discovered. Varona (2023:17) suggests that AI is an innovative positive social transformation for the emerging future. This is accomplished by generating scenarios of behaviour of what we hope for in the future that has not yet come to pass.

Varona (2023:17) proposes that the appreciative inquiry, methodology, intervention or inquiry process for social transformation comprises of six fundamental and unique phases. Firstly, the inner point of consciousness from which the participants will function should be identified. Secondly, the issue that the participants wish to change should be defined (Varona, 2023:18). Thirdly, the core strengths should be discovered through appreciative interviews. Fourthly, the optimal social reality that participants hope to have should be dreamt. Fifthly, the structure and culture of the idyllic social reality should be designed. Lastly, the idyllic social reality should be lived.

Appreciative Inquiry of social and personal transformation is cooperative, democratic and inclusive (Varona, 2023:18). Each member of a social system is involved in the whole process of transformation and hold equal influence in their participation in discussions and making decisions. Varona (2023:18) further explains that appreciative inquiry is all-encompassing, meaning that the transformation process involves feelings, imagination, levelheadedness, respect, commitment and determination.

The fourth component of the appreciative paradigm is the appreciative axiology which is an innovative manner of appreciating and valuing people and their behaviour in their environments (Varona, 2023:18). The core values of appreciative axiology include valuing what provides life to people and social systems in all possible contexts, they all contribute towards learning. Positive potential in people and social systems should be developed and discovered. Varona (2023:18) includes the infinite creative capability of people is always possible to advance. This is producing something improved or unique when discovering it is not functioning as opposed to repairing it. The power of concentrating on the positive is important as we awaken the greatest characteristics of people and social systems in terms of their energy, creativity and motivation. The power of anticipating how we will behave prior to doing so is valued as it develops excellence and creativity in what we do (Varona, 2023:19).

The fifth component of the appreciative paradigm is considering appreciative language as a fresh way of communicating about people and their behaviour in their environment (Varona, 2023:19). There are five main principles of appreciative language. Firstly, the language we choose creates the world that we live in and the world that we hope to live in. Appreciative language can create new possibilities as it transforms our viewpoints, behaviour and feelings. If we desire to change ourselves, we should change our language.

The second main principle of appreciative language states that language understands how to listen appreciatively to the undesirable to transform it into an opportunity that creates positive opportunities for behaving and understanding (Varona, 2023:19). Thirdly, language produces affirmative actions, emotions and thoughts. The value of words provokes emotions and creates passion. Fourthly, metaphors, poetry and storytelling are used because they permit communication with larger depth, power and beauty compared to theoretical and expository language. Lastly, personalised

language creates action and commitment (Varona, 2023:19). When we state we are going to do something contrasting from stating we have to do it.

Appreciative Inquiry (AI) involves approaching situations, people and oneself with admiration, opportunity, an unguarded heart and an appreciative sense (Jacobson, 2008:1). It is when people are co-operating and actively participating in seeking out the most positive, good and life-affirming aspects in a system that is functioning favourably (McArthur-Blair & Cockell, 2018:20–21). AI shifts the focus of solving a negative, deficit-based perspective to studying and identifying optimally functioning human systems and investigating what brings them to prime success (Whitney & Trosten-Bloom, 2010:1). This study focused on appreciating the most efficacious positive entrepreneurial attributes of the entrepreneurs and sought to further develop them.

AI is characterised by the process of transformation and has practical outcomes with meta-outcome results (Cockell & McArthur-Blair, 2020:42). According to Pretorius (2013:1), AI has conventionally been utilised to transform organisations. It can, however, be equally transformative for individuals, including entrepreneurs. All individuals have characteristics that endow their work with life and optimal success (Cockell & McArthur-Blair, 2018:4). AI recognises the value of what is thriving and engages people in asking questions and sharing stories through inquiry. Appreciating the entrepreneurs and inquiring and identifying their positive entrepreneurial attributes has the potential to further develop their entrepreneurial success.

1.5 THEORETICAL LENS: SOCIAL CONSTRUCTIONISM

We live in a social world and, therefore, for entrepreneurs to be successful, they need to consider the social backgrounds of their customers. Our social relationships determine what we take to be true about our world (Gergen, 2015:3). Our reality, which is everything we believe to be authentic and reasonable, has been constructed socially during the process of relating to each other (Gergen, 2015:13). We are constantly constructing our world through our communication with other people (Gergen, 2015:6). Social structural dissimilarities influence individuals' capability to partake of and be involved in additional pursuits and goals (Cockell & McArthur-Blair, 2020:64). Entrepreneurs need to perfect this communication in order to connect with their potential customers. They should be sensitive to cultural, social and economic backgrounds to enhance a positive connection. A deeper understanding of the people one is approaching leads to enhanced connections and opportunities to sell.

Social constructionism is a reflective pragmatism. It provokes us to recognise its function in all matters of life while maintaining critical judgement and curiosity (Gergen, 2015:29). Our social life seesaws between the stability of the realities we have constructed and those that disturb them. Social constructionism is a theory that allows a full understanding of sociality in the course of producing knowledge (Omodan &

Tsotetsi, 2020:188). Omodan and Tsotetsi further contend that it is the process of producing knowledge grounded on the interpretation of social context. Entrepreneurs should consult their own belief systems, biases and behaviours – which have all been socially constructed – to realise how these may influence their current situations.

A constructivist outlook shifts from empiricist research and has the ability to connect with the studies entrepreneurs, Kenneth, Thembeni and Rosy, to engage in the research collaboratively. This may promote interdependent relationships in which all the entrepreneurs' voices are heard. Numerous perspectives are revealed and the knowledge gained is a collaborative achievement (Gergen, 2015:80–81). Gergen argues that constructionism involves action research and social change in motion, where reality is negotiated and renegotiated for transformation. This makes change possible in any situation. Communities are encouraged to become actively inquisitive, seeking answers by posing quality questions, pursuing engagement with each other and discussing practical issues (Gergen, 2015:83).

Meaning is established through communication with other individuals in their environments (Omodan & Tsotetsi, 2020:188). The authors further content that gaining knowledge and learning takes place through social interactions. We comprehend and evaluate the world and ourselves in a manner that arises from our individual history and communal culture (Cockell & McArthur-Blair, 2020:64). As entrepreneurs communicate with their potential customers, they construct what they share based on the directions of and reactions to the interactions. The relationship between the entrepreneur and their potential customers is constantly evolving, with the goal of seeking a deeper, trusting relationship. This is achieved when the social norms of the customer and the entrepreneurial relationship are respected and constructed positively and collaboratively.

The purpose of communication is for the entrepreneur to convince the customer that s/he should purchase their product or services (Van Heerden & Drotsky, 2014:31). Various cultures have socially constructed their verbal and particularly their nonverbal communication. Entrepreneurs need to study various methods of communication in order to build solid foundations with customers. Verbal communication includes words used, the tone, pattern and pitch of one's voice, how one listens and how one phrases questions. Nonverbal communication includes eye movement, body language, handshakes, spatial distancing and dress (Heerden & Drotsky, 2014:32-42). These forms of communication can lead either to respectful, long-lasting relationships or to their disruption. People utilise verbal and nonverbal communication to produce understanding in different settings, backgrounds, media and channels (Keyton, 2017:502). Effective communication is a positive entrepreneurial attribute which supports successful sales.

1.6 RESEARCH QUESTIONS

Research question

What are the positive entrepreneurial attributes of three African entrepreneurs?

Secondary research questions

1. What are the positive entrepreneurial attributes of Kenneth Ngakantsi?
2. What are the positive entrepreneurial attributes of Thembeni Thomas Malothane?
3. What are the positive entrepreneurial attributes of Rosy Khonkobe?

1.7 RESEARCH APPROACH, DESIGN AND METHODOLOGY

1.7.1 Research Approach

The aim of this study was to identify the positive entrepreneurial attributes of three African entrepreneurs to further enhance their entrepreneurial attributes and empower themselves to increase sales successfully.

1.7.2 Research Design and Methodology

Swart and Pretorius (2018:5) organised and presented two workshops to a group of African entrepreneurs. During these workshops, the entrepreneurs had to give presentations of their services and products. The aim of these workshops was to study, identify and develop their presentation skills.

Upon completion of these workshops, the entrepreneurs were invited to participate in an Appreciative Inquiry to identify and develop their entrepreneurial attributes. Purposive sampling was used based on the participants knowledge and the components and purpose of the study (Babbie, 2017:193). In this case, “the participants” were the three entrepreneurs and the workshop participants. It is a kind of nonprobability sampling where the parts that are scrutinised are chosen based on the researcher’s judgement regarding what will be the greatest value for representation. According to Babbie (2017:193) purposive sampling is intentionally choosing participants based on their characteristics essential for the study. The entrepreneurs that were selected provide a general comparative for the purpose of the study. Kenneth, Thembeni and Rosy expressed interest in this, and consequently three Appreciative Inquiry workshops (one for each of them) were organised and conducted. As such, the research presented in this study is connected to, and flows from, the 2018 research of Swart and Pretorius.

The 5D framework of Appreciative Inquiry (see Figure 1) was utilised to discover the positive core of each entrepreneur:

- Define: What is the topic of inquiry?
- Discover: Appreciating the best of ‘what is’
- Dream: Imagining ‘what could be’
- Design: Determining ‘what should be’
- Destiny: Creating ‘what will be’

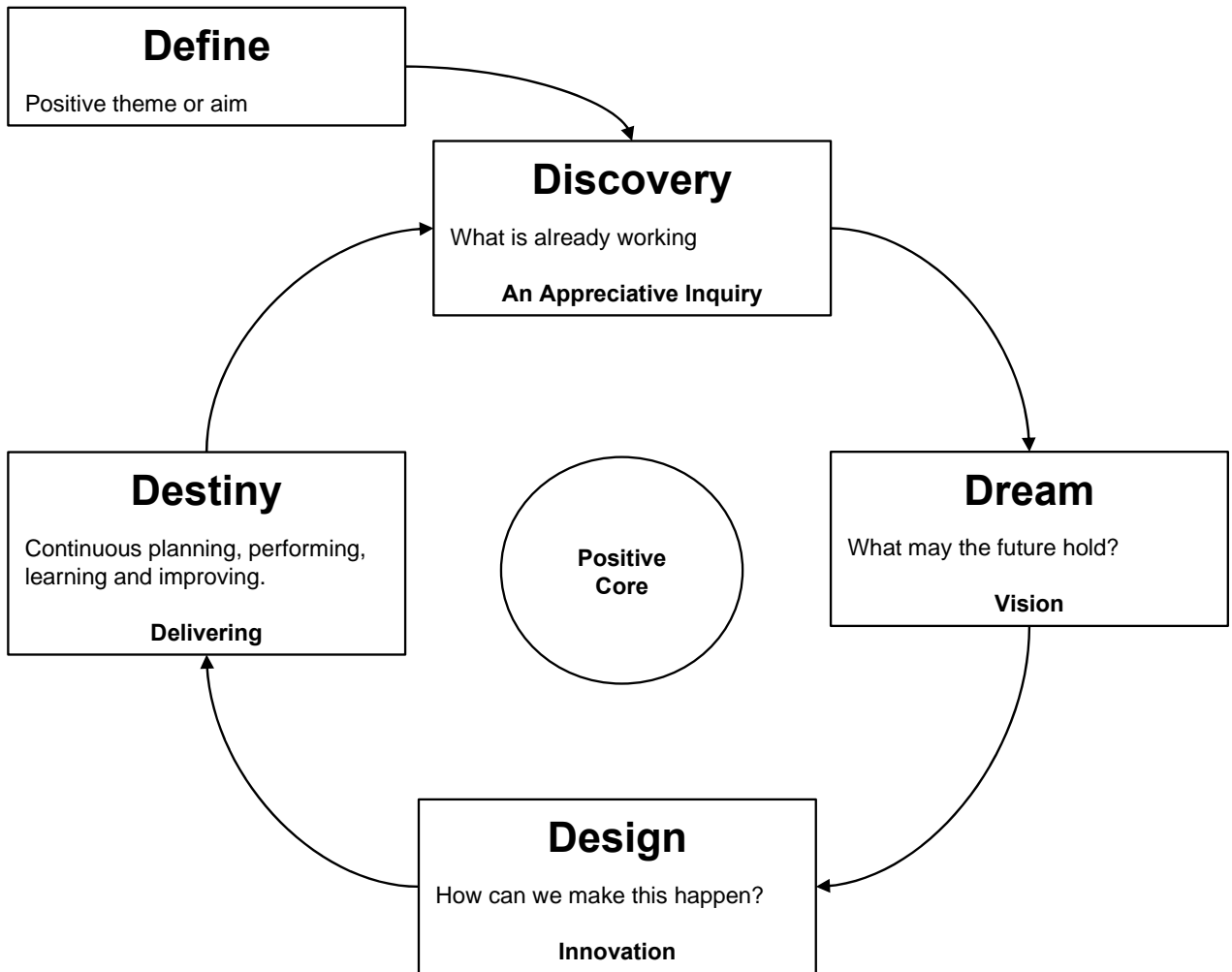


Figure 1.1. 5D Framework of Appreciative Inquiry based on Cockell & McArthur-Blair (2020:31)

Each workshop addressed the secondary research questions for each entrepreneur. The workshops were facilitated by the researcher. A structured interview protocol was utilised for each workshop (see Appendices D, E and F).

1.7.3 Data Collection

An Appreciative Inquiry workshop was conducted with each entrepreneur’s clients, mentees and customers to identify their positive entrepreneurial attributes. Each of the entrepreneurs, Kenneth, Thembeni and Rosy, nominated a group of people that they had worked with to attend an AI workshop which followed the 5D framework. A structured interview protocol (Pretorius, Pretorius, Du Toit, Martin & Daries, 2013:79) (see Appendices D, E, F) was used to structure the activities during each of the three workshops.

The positive themes which are referred to as the positive entrepreneurial attributes of the workshops were utilised to identify the most appreciated and life-giving

entrepreneurial attributes of each entrepreneur. The data was generated and interpreted by means of interviews in pairs and group discussions by the participants.

1.7.4 Selection of Research Participants

The participants that attended the workshops were a mixed-gender group of entrepreneurs from South Africa. Each entrepreneur nominated participants, whom they had worked with, to attend the AI workshop about them. The participants that the entrepreneurs nominated were from South Africa and their participation was voluntary. As all the participants were over the age of 18 years, parental permission was not necessary. The participants were required to be entrepreneurs seeking further professional development or participants who entrepreneurs nominated for their contribution towards the entrepreneurs' career.

1.8 DATA ANALYSIS, INTERPRETING AND REPORTING

A file was compiled and developed for each of the entrepreneurs identified which contained their action plans and their personal development throughout the research process. Interviews were conducted individually with the three entrepreneurs and then transcribed. The entrepreneurs' clients and friends were invited to attend an AI workshop which followed the AI 5D framework (Cockell & McArthur-Blair, 2020:30-37). This valuable data generation was utilised to assess and progress each entrepreneur's positive entrepreneurial attributes.

Qualitative analysis was employed to generate the positive entrepreneurial attributes for each entrepreneur, which in turn was used to formulate steps towards improving their entrepreneurial careers (Cockell & McArthur-Blair, 2020:38). The participants conducted interviews in pairs. They then envisioned that they could grant three wishes for the entrepreneur's future career. In small groups of 3 or four people, the participants considered the interviews, narratives and wishes and then chose four of them and transcribed them on a flipchart. This were recognised as the positive entrepreneurial attributes. The positive entrepreneurial attributes were presented to the whole group. The final positive entrepreneurial attributes were selected through an informal vote.

The data was produced and interpreted through interviews in pairs and group discussions by the participants. The relevant literature was used to validate and integrate the positive entrepreneurial attributes. These were embedded in each article. Ultimately, three articles were completed, one for each entrepreneur.

As the study unfolded, the data provided the direction to be followed, as the positive entrepreneurial attributes emerged and were analysed further.

1.9 VALUE OF PROPOSED RESEARCH

A powerful tool and unique element of this research was the employment of an entrepreneurial approach in higher education. Higher education is a powerful tool to advance socioeconomic good globally; through AI, higher education generates possibilities and transformation (Cockell & McArthur-Blair, 2020:1). The transformative power of AI in higher education has empowered entrepreneurs with knowledge and skills to further their careers and uplift their communities.

There are positive and powerful questions to be asked in higher education which aids businesses, communities and industries (Cockell & McArthur-Blair, 2020:259). The study has been used to support entrepreneurs identify their positive entrepreneurial attributes for their professional careers. These entrepreneurial attributes are necessary in times of tremendous change in higher education, where its importance can provide opportunities for communities, and where the need for leaders, ideas and innovation are resurging (Cockell & McArthur-Blair, 2020:1-2).

Entrepreneurs' personality characteristics influence the success of their opportunity identification (Malewska, Ratajczak-Mrozek & Sajdak, 2021:90). These personality traits or entrepreneurial attributes support the upliftment of entrepreneurs which in turn support the economic growth of our country. Entrepreneurial attributes include creativity and innovation. According to Malewska, Ratajczak-Mrozek & Sajdak (2021:90) we should focus on how entrepreneurs use their creativity and innovation to react to challenges, such as the recent pandemic. Challenges can be viewed as potential opportunities as a result. By focusing and identifying which positive entrepreneurial attributes are most valuable, we can support entrepreneurs in their entrepreneurial endeavours to encourage alleviation of unemployment and uplift the country's economy.

1.10 ETHICAL CLEARANCE

Ethical clearance for the study was sought from the Ethical Committee of the Faculty of Education at the University of the Free State in Bloemfontein, South Africa.

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CHAPTER 2

2.1 JUSTIFICATION OF CHOICE OF JOURNAL FOR ARTICLE ONE

The journal chosen for the first article was the *International Journal of Entrepreneurship and Innovation*. The international journal delivers a global forum for discovery and distribution of experiences and ideas concerning the progression and application of entrepreneurs. Article one aligns with this aim as it shares the most significant entrepreneurial attributes of an entrepreneur, Kenneth, and his progression towards improved entrepreneurial development. The journal has an interdisciplinary approach deriving from high quality work in management, business and social sciences. Kenneth's entrepreneurial journey corresponds to that of creating his own businesses and managing them effectively. The journal recognises that the comprehension of the attributes, procedures and practices of entrepreneurship are vital factors in economic success.

The aim and scope of the journal is to distribute innovative research regarding entrepreneurship, enterprise and communal innovation. It comprises of a holistic approach to entrepreneurship. Frequent sections that are included in the journal include research papers, teaching case studies and fresh perspectives research notes. Entrepreneurship propels economic and social involvement extending from remarkable economic value-added to humble influences of the self-employed. Kenneth is a self-employed entrepreneur which has started from humble beginnings.

The journal supports the development of important questions such as who the entrepreneurs are, why they engage in entrepreneurship, examples of success and how their support can be improved. This study identified an entrepreneur and supports his growth and development in entrepreneurship. The contributions are taken from academia and practice and utilised to promote supporting entrepreneurs and their innovative pursuits. Topics that align with the journal and this article include, entrepreneurial success, social entrepreneurship, entrepreneurship in developing countries, supporting entrepreneurship and enterprise.

2.2 ARTICLE 1: AN APPRECIATIVE INQUIRY OF KENNETH NGAKANTSI'S POSITIVE ENTREPRENEURIAL ATTRIBUTES

Abstract

This article is an appreciative inquiry into the entrepreneurial attributes of an aspiring entrepreneur, Kenneth Ngakantsi. It concentrates on his strength-based attributes that contribute towards his effective entrepreneurship. There are various entrepreneurial attributes that play an important role in entrepreneurial success. Effective communication is necessary to build long-term positive relationships with customers as well as to ensure customer loyalty. This study aspires to discover Kenneth's most

life-giving entrepreneurial attributes which have contributed towards his accomplishments as an aspiring entrepreneur. An appreciative approach is employed as the research pursues to concentrate on strengths and prospects as opposed to shortfalls or challenges. The results of the study offer valuable insights into effective entrepreneurial attributes which empower Kenneth to further develop these identified strengths to further progress his entrepreneurial career.

Key words: Appreciative Inquiry, entrepreneurial attributes, entrepreneurship

2.1.1. Introduction

Entrepreneurship plays an important role in the current world economy (Mbuya, Diniso & Mphahlele, 2016:2). Overcoming unemployment and increasing economic growth is supported by small and medium enterprises. Mbuya, Diniso & Mphahlele (2016:2) further suggest that the attributes that are required in the current markets include accumulating capital, further developing the market and the development and growth of commercial culture and skills within the area. Entrepreneurs should develop these attributes for development and success.

In the current entrepreneurial setting, knowledge along with the understanding and recognition of communication skills become tremendously significant (Guta, 2021:265). There are concerns regarding inefficient attention to professional communication in entrepreneurship (Spartz & Weber, 2015:430). Spartz and Weber argue that professional communication in entrepreneurship has gone unnoticed despite the increase of entrepreneurial research. Entrepreneurs require the business communication proficiency which is necessary for competitive markets. Through effective professional communication, the consumer and the entrepreneur are connected, and the potential for sales is enhanced.

According to Pfadenhauer & Knoblauch (2020:293–294), standard communicative action in daily circumstances achieves power without aggression, control or other negative traits. The result of people communicating with one another habitually transforms approaches, behaviour and lives. This is due to the daily transformational power of communication. This power can be utilised for effective sales by entrepreneurs when they seek to understand and employ it. Successful interpersonal communication consists of verbal and nonverbal communication (Zamfir, 2021:548).

The Covid-19 pandemic resulted in many economic disruptions (Zighan, Abualqumboz, Dwaikat & Alkalha, 2021:1). Attributes such as resilience had to be developed by enterprises within the limitations of Covid-19 (Zighan, Abualqumboz, Dwaikat & Alkalha, 2021:11). Entrepreneurs have been through an unprecedented time in recent history (Pattison & Cunningham, 2022:71). There has been economic uncertainty and the circumstances supporting entrepreneurs have been particularly

challenging. According to Pattison & Cunningham (2022:73), it is necessary to further develop entrepreneurship in times of difficulty, within their contextual experiences.

2.1.2 Entrepreneurial Attributes

There are various factors that influence and effect the success of an entrepreneur. To market a product effectively, successful entrepreneurs must have in common the attribute of being good communicators. This means that they are equipped to listen carefully to the consumer and to respond accordingly (Van Heerden & Drotsky, 2014:8). People are generally poor listeners, in that they focus on their own responses and on what they themselves aim to communicate (Whitmore, 2017:89). Entrepreneurs need to develop the true art of really hearing what is being conveyed and identifying the feelings that are being usually indirectly communicated. In addition, Whitmore (2017:89) argues that trust is lost when entrepreneurs do not respond according to what is being communicated to them by their customers. In the modern, fast-paced world, it is crucial for entrepreneurs to develop the complex art of hearing, responding to and building connections with their customers, and keeping up to date with the latest communication technology.

Online engagement tools are needed to engage with customers (Cant & Drotsky, 2022:49). How effectively people communicate is radically influenced by technology (Subramanian, 2018:1). This author argues that both technology and communication are developing and that how we communicate may forever be transformed by technology. The world is progressing further in digitalisation, which affects how people share information both with one another and with their working environment (Subramanian, 2018:4). Social media provides the platform for product expansion and current communication and marketing strategies for increased selling opportunities that can improve the sustainability of businesses (Arora & Sharma, 2021:33). Technology is increasing marketing choices, which equates to people having more options and opportunities to access information.

Social media platforms such as Facebook, Twitter and LinkedIn have transformed, influenced and empowered entrepreneurs to utilise their artistry and connect with customers in a rapid, effective and targeted way. These platforms have proved to be valuable sources of marketing which reach many people at affordable costs (Arora & Sharma, 2021:35). Attributes that are recommended in digital sales include intuition, curiosity, social skills, persuasion, adaptability, creativity, multitasking and the comfort of using technology (Cant & Drotsky, 2022:49-50). Entrepreneurs need to have the necessary attributes to compete in a competitive market influenced by social media platforms.

Chatbots, artificial intelligence agents for customer services, have been created to communicate with people to deliver instant customer services (Wang, Li, Fu & Jin, 2023:1). They simulate communication through text conversations or verbal

instructions. This is an effective marketing tool. Customers use chatbots to gather information or for support. This is a novel service experience, although the performance is comparable to human customer service representatives. The level of customers' trust differs between human agents and chatbots. This is a change to our previous system of using only people in customer support services. Entrepreneurs need the necessary skills and attributes to keep up to date with these developments and use them to enhance their selling.

Personal selling is the mostly commonly used and useful way to endorse goods and services in business markets (Cant & Drotzky, 2022:218). Small business owners and entrepreneurs should invest in the development of their sales skills. These sales skills include gathering substantial information about customers, preparing intensive presentations, understanding customer's needs, building long-term relationships with customers, teamwork and investing in their customers (Cant & Drotzky, 2022:218-19). These entrepreneurial attributes contribute towards the success of entrepreneurs.

Entrepreneurs use communication to invest, understand and build relationships with customers. Communication is an imperative part in a sales person's role (Fitria & Manafe, 2022:30). Products and services are sold directly or indirectly to customers for the company. Customer service, along with branding, quality, prices and needs, are one of the central influences on customer satisfaction. People that are selling must provide good and interesting services.

Entrepreneurs may also enhance their careers with improved emotional intelligence to connect with people. People with increased emotional intelligence communicate more successfully and are therefore better salespeople (Dhiviya & Omar, 2021:114–115). Emotional intelligence has a substantial impact on successful marketing of products and services and improved sales performance outcomes. As an entrepreneur's sales success is influenced by their emotional intelligence to sell effectively, it may be an entrepreneurial attribute that entrepreneurs have naturally and can further develop to further their success.

Entrepreneurs need to know how to gain access to capital to further support their entrepreneurial endeavours. According to Mbuya, Diniso & Mphahlele (2016:7) research on financial accessibility support the concern that small businesses have difficulty in accessing debt and equity finance. The challenge of accessing capital has been a long standing one. The development of small businesses is hindered due to the lack of access to finances (Mbuya, Diniso & Mphahlele, 2016:7).

Entrepreneurs' attributes such as their track record, personality and their venture innovation affect investors decisions to invest (Lavi & Yanic, 2023:65). Leadership and creativity may be empirically linked to influence investors decisions. Lavi & Yanic (2023:65) further suggest that passion connected to financing may positively influence

funding opportunities. Coachability and leadership are other entrepreneurial attributes that may lead to further success.

A review of an entrepreneur's most successful attributes, and the effects of these on their career are a clear indication of their entrepreneurial success. In this study I have engaged with a bright young entrepreneur, Kenneth Ngakantsi, to examine his entrepreneurial attributes. He has many of the entrepreneurial attributes that are necessary to be a successful entrepreneur, which has affected his accomplishments in his career. I have chosen to focus on Kenneth's most positive entrepreneurial attributes.

Appreciative Inquiry (AI) focuses on life-giving positivity by posing questions and sharing stories regarding optimal operations (McArthur-Blair & Cockell, 2018:4). It concentrates on the most thriving attributes that make the organisation or individual, like Kenneth, an aspiring entrepreneur, and it produces change by relating to these positive attributes. The main issue to consider is which entrepreneurial attributes are working well in Kenneth's career, with the attention focused on the fundamental causes of success, and then further develop them to increase successes into the future (Cockell & McArthur-Blair, 2020:16) I shall now present a brief biography of him to illuminate the context and the developments of his entrepreneurial career.

2.3.3 A brief biography of Keamogetse Kenneth Ngakantsi



Figure 2.1. Image of Keamogetse Kenneth Ngakantsi

Keamogetse Kenneth Ngakantsi, known as Kenneth, was born on 22 May 1992 and raised in Thaba Nachu, a town in the Free State Province of South Africa. He says he grew up amongst Tswana and Sotho people, two different ethnics groups native to southern Africa.

After school, Kenneth attended the Central University of Technology (CUT) in Bloemfontein, a city in central South Africa, where he received the reward as the most outstanding mentor for students in the Faculty of Management Sciences. He was a member of the University Debate Club, where he served as financial officer and represented the university at the South African University Debate Championships. He held the position of chairperson at Advancement of Black Accountants in Southern Africa (ABASA), CUT Student Chapter, and was awarded the Chairpersons Award. In 2018, according to Kenneth, he graduated from a programme, Young African Leadership Initiative, active involvement in the social entrepreneurship space.

A defining moment in Kenneth's entrepreneurial career was when he was awarded the Social Enterprise Challenge award. This was organised by the ILO (International Labour Organisation), Department of Small Business Development, Tourism and Environmental Affairs (DESTEA) and business agencies. It involved various entrepreneurs being invited to compete in four categories: social development, information technology, finance and environment. Kenneth was short-listed and made the top ten, winning him a ZAR10 000 cash prize. This allowed him to host career expos, where he received a variety of corporate endorsements for his work. Kenneth has featured as one of the Top 50 Young Free State Game Changers, established by the Legislature of the Free State, a province in central South Africa, with a focus on launching career expos in remote areas, emphasising sustainability and supporting students in attaining jobs.

In 2016, he also won the Social Enterprise Challenge which recognised his positive impact and work in the community as an entrepreneur. This was a pivotal moment in Kenneth's life: when he became certain that he wanted to be an entrepreneur. Kenneth shared that the success of having received the Social Enterprise Award gave birth to his idea of hosting career expos. These are socially responsible projects where he establishes learning centres in remote areas.

Kenneth is the founder of Tswellopele Branding Enterprise, a career fairs company, and has launched a perfume product line. He is a networker, organiser and opportunity seeker and taker. Kenneth exudes an aura of enthusiasm and passion. He truly knows how to grasp and engage an audience's attention. He has clear direction as an entrepreneur and is someone to watch out for in the future. Currently, he is cash-strapped and is not particularly meticulous in attending appointments. As such, the workshops are seen as steps in his development, as he is not the ideal entrepreneur yet. As previously stated, I focused on his entrepreneurial attributes. The method that

I have used for this, Appreciative Inquiry, also provided a methodological framework for the developmental process. I will first describe its methodological framework.

2.3.4 Methodological Framework: Appreciative Inquiry

Appreciative Inquiry searches for the most vitalising characteristics when a system (or individual) is operating optimally (Crous, De Bruin, Roodt, Van Vuuren, Schoeman & Stuart, 2006:4). 'Appreciating Johann M. Scheepers' was the first ever AI of an individual, seeking the most life-giving forces in a human being when they are performing optimally. In the study, a positive image was constructed of him using responses from Appreciative Inquiry interviews. A profile was then generated comprised of positive characteristics of his personality, cognition, skills and attitudes (Crous, De Bruin, Roodt, Van Vuuren, Schoeman & Stuart, 2006:6).

They identified positive traits, such as his gentlemanly behaviour, religious ways and wisdom. His positive cognitive abilities included questioning and seeing flaws in studies that no one else had seen. Scheepers' positive skills included being a specialist mathematician and statistician with the ability to absorb information on diverse topics of high complexity in short spaces of time. His positive attitude included being a cautious, uncompromising scientist who was truly humble and quietly assertive, and who overcame stumbling blocks.

Pretorius (2015:65) undertook an appreciative inquiry on the pedagogical attributes of Gerhardus Bosch, an extraordinary South African biology teacher. Appreciative interviews were conducted with six of his students. Seven positive attributes emerged from the interviews to recognise the positive core of his pedagogy (Pretorius, 2015:67). A profile was assembled of his distinct teaching style to share with future educators and to continue his legacy in excellent teaching.

Kocznur and Pretorius (2020) conducted a personal and professional appreciation of Frank Sinatra's life. The author first travelled to Italy to explore his family's roots, to London to watch a show celebrating what would have been his hundredth birthday, and to New York to visit the place he was born and a special Sinatra exhibition. An AI workshop was conducted with participants who were Sinatra fans with a good knowledge about him. The positive themes that emerged were that, despite Sinatra's setbacks, he worked hard to realise his dreams and passions; his approach to life and work was self-assured, devoted and spontaneous; he was dedicated to transformation in his life and his work and approached transformation with vigour; and he believed in himself and kept his own unique way of doing things (Kocznur & Pretorius, 2020:13-14). The main beneficiaries of the study were the researcher and those that read the article as the famous person, Frank Sinatra, had passed away. In this study, Kenneth and the further development of his entrepreneurial attributes are most advantaged along with future aspiring entrepreneurs that read the article.

According to Cockell & McArthur-Blair (2020:15–16), shifting focus on the positive core bonds with positive increased energy, aspirations, foresight and transformational change. AI replaces identifying deficits; the focus is instead on investigating aspects that contribute to the favourably effective functioning of a system or individual. As previously mentioned, AI, by focusing on the most positive attributes, builds on them to generate further successes.

Because the fundamental philosophy and principles of AI are based on positive transformation, it is both a highly effective tool and a process for change (Orem, Binkert & Clancy, 2007:11-12). AI provides a positive approach that utilises accomplishments, foresights, strengths and the quest for transformation. It commences when a deliberate decision is made to concentrate on the positive as the centre of the inquiry (Watkins, Mohr & Kelly, 2011:112). The choice of focusing on the positive for positive transformation is key for optimal outcomes, as opposed to collecting information regarding the problem. The positive transformational shift in focus produces energy which allows effective progress towards achieving goals (Cockell & McArthur-Blair, 2020:15) and the necessary positive transformation to occur.

Appreciative Inquiry approaches problems in a different way (Lewis, 2016:123). According to Whitney & Trosten-Bloom (2010:2), *appreciation* amounts to enhancing value, providing recognition and demonstrating gratitude. The noun ‘appreciation’ embodies adding value and according recognition. Appreciation is seeking the best in people, in the case of this study, Kenneth, upholding strengths and success, and drawing attention to the life-giving aspects of humans and the systems they are part of. The methods aim to transform people by using what is working optimally, successfully and effectively (McArthur-Blair & Cockell, 2018:4). Appreciating this entrepreneur’s entrepreneurial attributes, and inquiring how he used them effectively, might encourage him to aspire to further success as he develops these attributes.

Inquiry is the act of discovery and exploration. It is characterised by an expedition towards enthusiasm to learn, towards discovery, marvelling and an openness to change (Whitney & Trosten-Bloom, 2010:3). It is about inquiring, using optimistic powerful questions (McArthur-Blair & Cockell, 2018:22). Originality, possibility and creativity generally contribute towards what and how a researcher chooses to study (Bushe, 2012:4). The act of inquiry, as a consequence of genuine curiosity and openness to new understanding, must be learned (Whitney & Trosten-Bloom, 2010:3). Through asking inquiry questions and sharing stories, it engages people to intensely see what is and discover what can further grow and develop (McArthur-Blair & Cockell, 2018:4). By inquiring into Kenneth’s stories, experiences and attributes, value will be added to further develop his entrepreneurial attributes.

When people are appreciated for what they do, they develop in the direction of that appreciation (Lewis, Passmore & Cantore, 2016:26). People’s personal talents are distinguished as their character strengths and virtues (Lewis, Passmore & Cantore,

2016:121). According to Orem, Binkert & Clancy (2007:26), all societies have individuals with positive traits that work well. These positive traits should be amplified rather than focusing on mending weaknesses (according to Orem, Binkert & Clancy, 2007:29) The positive traits and characteristics of individuals endow their work with life and optimal success (McArthur-Blair & Cockell, 2018:4). In this study we focus on Kenneth's individual positive entrepreneurial attributes.

Having described the theoretical framework of Appreciative Inquiry, I will now embed the study in an appropriate theoretical lense, social constructionism (Lewis, Passmore & Cantore, 2016:34).

2.3.5 THEORETICAL LENSE: Social Constructionism

When people inquire together, they socially construct their comprehension of the world collectively (McArthur-Blair & Cockell, 2018:27). It is a process of learning together through relational experiences and is central to constructing resilience (McArthur-Blair & Cockell, 2018:28). When leaders practice social constructionism, the single experience dissipates and a new interpretation and viewpoint is formed.

Kenneth Gergen has taken a grandfatherly role in the progress of AI (Lewis, Passmore & Cantore, 2016:34). His innovation in advancing the concept of social constructionism has made a significant impact in supporting AI with compelling paradigmatic groundwork. Gergen (2015:3) states that our social relationships determine what we take to be true about our world. Our reality, which is everything we believe to be authentic and reasonable, has been constructed socially during the process of relating to each other (Gergen, 2015:13). We are constantly constructing our world through our communication with other people (Gergen, 2015:6). With a deeper understanding of the customers approached and building social relationships, Kenneth's entrepreneurship could therefore potentially be enhanced through connections and selling opportunities.

In this study, social constructionism is employed as a reflective pragmatism, as it is provocative in recognition of its function in all matters of life, while maintaining appreciative criticism and curiosity (Gergen, 2015:29). Reflective pragmatism asks what the outcomes or accomplishments will be. When we recognise the outcomes or accomplishments, we can start to appreciate the possibilities that lie ahead. In this study, I seek to identify Kenneth's most positive entrepreneurial attributes in his entrepreneurship and then seek to further grow and develop these.

Higher-order mental processing, such as reasoning, strategising and recalling, are formed by culture (Gergen, 2015:101). Traditional beliefs held these to be biological functions, but Gergen argues that social relationships are the foundations of higher mental functioning, and influence and reflect the social process. People's thought-processing is not independent: it reflects and is embedded in social interactions. Our

minds are socialised and as our worlds are the product of our interactions with other people's social environments (Gergen, 2015:104).

People should recognise that they have been shaped through our social world. Entrepreneurs need to develop their social relationships and understand their customers' backgrounds to connect and make sales. In this study, a variety of participants appreciated the life-giving entrepreneurial attributes of Kenneth, the entrepreneur. This process occurred during an Appreciative Inquiry workshop, where participants followed the 5D cycle of AI to identify the themes and positive core of Kenneth's entrepreneurial attributes (see Methodology). The workshop was organised by the researcher and facilitated by the researcher and a specialist in AI workshops. I shall now discuss the application of the theoretical principles of AI during this workshop and study.

2.3.6 Theoretical Principles of Appreciative Inquiry as research methodology

The 5D cycle of Appreciative Inquiry has been used as research methodology. This will be explained in the next section, but now it is important that the theoretical principles underlying Appreciative Inquiry should first be connected to the methodological practices applied in this study. AI principles are the foundation of AI and direct what is being appreciated and inquire what the future may hold (McArthur-Blair & Cockell, 2018:26). AI principles reinforce AI methodology and practice in everyday life (Cockell & McArthur-Blair, 2020:19). The most central AI principle is the *constructionist principle*, where the world is understood and reality is created and constructed, collectively, by people (Cockell & McArthur-Blair, 2020:19). When groups of people inquire alongside one another, their interpretations of reality are personally and socially constructed within the group (McArthur-Blair & Cockell, 2018:27). Social construction occurs when, together, people construct their interpersonal experiences, events and reality (McArthur-Blair & Cockell, 2018:20–28). In this study, the constructionist principle was utilised amongst a diverse group of people that appreciate Kenneth's most life-giving positive entrepreneurial attributes.

Forming realities by using language in the *constructionist principle*, is an illustration of the development of working and learning in higher education (Cockell & McArthur-Blair, 2020:20). People enter with diverse lenses developed and grounded in influences such as race, socioeconomic background, personality type and education. The way words are used has the power to construct new realities. In this study, consideration has been taken that Kenneth is from a previously disadvantaged background and development of his entrepreneurial attributes, which includes his communication through the use of words, in entrepreneurship would support his career progressions and aspirations, creating and constructing his desired future.

According to the *constructionist principle*, people often relate to one another in the belief that they have a similar viewpoint (Cockell & McArthur-Blair, 2020:20). However,

there are usually very different personal viewpoints in any group. Groups continuously form and reform and create their own worlds and cultures. Conversely, it is possible for different groups to share beliefs and create understanding together across dissimilarities. This study provides the opportunity to have a group of Kenneth's customers, clients and mentees be fully present together and socially construct, from their diverse viewpoints and backgrounds, what entrepreneurial attributes Kenneth should further develop to gain and maintain the interest of his customers.

The *simultaneity principle* identifies that change transpires when a question is asked, as it sparks ideas and prospects (McArthur-Blair & Cockell, 2018:29). Inquiry and change are concurrent. Asking powerful appreciative questions about which areas Kenneth should further develop to enhance his entrepreneurial attributes provokes change, and the impact has the potential to be profound.

According to McArthur-Blair & Cockell (2018:30), new opportunities are opened by the *simultaneity principle*, when questions are asked during trying times and when opportunities are created to escalate to a new perspective. The result is change. Careful consideration should take place when formulating the question to ensure the desired change outcome will occur (Cockell & McArthur-Blair, 2020:21). Questions surrounding problems cause a focus on the shortage and negative aspects; this creates a challenge to build a positive future. Asking carefully formulated questions around strengths and successes during this workshop about Kenneth's entrepreneurial attributes ensured positive and life-giving contributions towards Kenneth's entrepreneurship.

The *poetic principle* supports the idea that we decide what we engage with, and that people should select a focus on the best of their organisation to construct their desired futures (McArthur-Blair & Cockell, 2018:22). In this study we choose to focus on Kenneth's positive entrepreneurial attributes. AI practitioners believe that, behind shortcomings, there is a preferred state that is already present. Through identification of desired outcomes, concerns are reframed to ensure positive outcomes.

The *poetic principle* recognises that there are numerous interpretations of any experience (McArthur-Blair & Cockell, 2018:31). When the focus is deficit-based, we lose the opportunity for positive change and it produces negative morale (Cockell & McArthur-Blair, 2020:22). We need to choose where our concentration lies. This choice is significant for the inquiry. Positive transformation is evident when the focus is on success, through AI, which constructs opportunities for an optimistic future (McArthur-Blair & Cockell, 2018:32). The poetic principle has been applied to this study by choosing to focus on Kenneth's positive entrepreneurial attributes.

According to AI's *anticipatory principle*, images motivate taking action (Cockell & McArthur-Blair, 2020:22). A future vision attracts people towards it and inspires current actions (McArthur-Blair & Cockell, 2018:30). Our present actions are motivated by the

images we have for our future. Optimistic current action is heightened by our promising and positive images for the future (Cockell & McArthur-Blair, 2020:22). Kenneth is empowered to act by professionally, developing the hopes, dreams and aspirations from the positive entrepreneurial attributes of the workshop.

The *anticipatory principle* supports entrepreneurs, such as Kenneth, to have a positive vision and act on it. A convincing vision and seeing its prospects is indispensable for leaders in creating the right circumstances for future victories (McArthur-Blair & Cockell, 2018:31). Holding on to hope is challenging unless the ability to anticipate and hold confidence in the future is present. When Kenneth visualises his desired futures using the anticipatory principle, he is enabled to co-create his visualisation.

Positive questions direct progressive transformation, according to the *positive principle* (Cockell & McArthur-Blair, 2020:23). Results will increase in positivity based on the positivity of the inquiry. In this study, the questions posed are affirmative, seeking out the best in Kenneth's entrepreneurial attributes in expectation of optimistic outcomes. According to Lewis (2016:103), to fully access people's potential we should seek out their positive strengths and capabilities. Obtaining affirmation about a person encourages their expansive thinking. The increase in positive approaches increases the likelihood of positive change. The AI workshops are consciously choosing to ask affirmative questions for positive outcomes. The hope for the outcome is increased positive results on Kenneth's entrepreneurial career and momentum for optimistic change.

The *wholeness principle* postulates that when everyone involved is brought together, the best is seen in people and the organisation (Cockell & McArthur-Blair, 2020:23). Practically, this means arousing creativity and developing collective ability by bringing all involved together (Cockell & McArthur-Blair, 2020:23–24). In this study, the AI workshop brings many people together to appreciate, inquire and identify the life-giving qualities of Kenneth's entrepreneurship. Sharing images and ideas of the desired futures is inspirational with diverse people in a group to activate positive outcomes.

Comprehension of the whole story is the experience of *wholeness principle* when people are sharing diverse viewpoints, perspectives and understandings of shared experiences (McArthur-Blair & Cockell, 2018:26). Having a holistic approach with everyone brought together, like in Kenneth's AI workshop, supports the complexity of what has happened (McArthur-Blair & Cockell, 2018:27), in this case, identifying Kenneth's entrepreneurial attributes.

Acting as though the desired change has already occurred is known as the *enactment principle* of AI (Cockell & McArthur-Blair, 2020:24). When Kenneth prepares for success and acts as though his entrepreneurial attributes will be successful, the enactment principle will be in action. It is trusting the process and supporting others in

the process to follow suit (Cockell & McArthur-Blair, 2020:24). This is not ignoring the challenges, but rather going into a sale confidently, regardless of previous negative outcomes or information. The enactment principle in action would have Kenneth visualise where he wants to be, what it feels like and what the accomplishment would look like.

Having freedom of choice releases power and is known as the *free choice principle* (Cockell & McArthur-Blair, 2020:24). This principle in AI has the power and capability to ignite action and inspire positive change. When people are presented with the choice of how and what they'll contribute, their productivity and commitment increase (Cockell & McArthur-Blair, 2020:25). This study has utilised the free choice principle to study Kenneth's positive entrepreneurial attributes, which will inspire future and current entrepreneurs towards positive change. The participants in the workshop had freedom of choice to attend, guide and direct the positive outcomes, which will impact Kenneth's entrepreneurial career progression. In the next section, I describe the AI 5D cycle, my research methodology.

2.3.7 The 5D Cycle of Appreciative Inquiry: Methodology

The five-step AI process is a pragmatic way to move through the development of AI (Cockell & McArthur-Blair, 2020:29). The first stage of the 5D model is the Definition Stage (see Figure 2). Prior to the change process commencing, the focus of the inquiry needs to be defined (Lewis, Passmore & Cantore, 2016:47). This is an essential stage of the preparation of the whole process (Watkins, Mohr & Kelly, 2011:86). The affirmative topic of this study was to conduct an appreciative inquiry of Kenneth's entrepreneurial attributes. This was executed by focusing on his strengths and accomplishments, which prompted and stimulated development.

All the steps in an Appreciative Inquiry cycle are centered around the affirmative topic (Cockell & McArthur-Blair, 2020:28). The affirmative topic is selected at the start of the process and is the focus of concentration throughout the inquiry, in this case an appreciative inquiry of Kenneth's entrepreneurial attributes. I arranged and conducted an Appreciative Inquiry workshop which followed the 5D cycle. A specialist in AI workshops and myself facilitated the workshop and provided guidance throughout the workshop to ensure the participants were aware of what they should do. An appreciative protocol was used to guide the workshop. Participants were invited, at free will, to attend the workshop. They comprised Kenneth's customers and colleagues, people who have purchased from Kenneth, who have worked alongside him or people that he has supported and mentored.

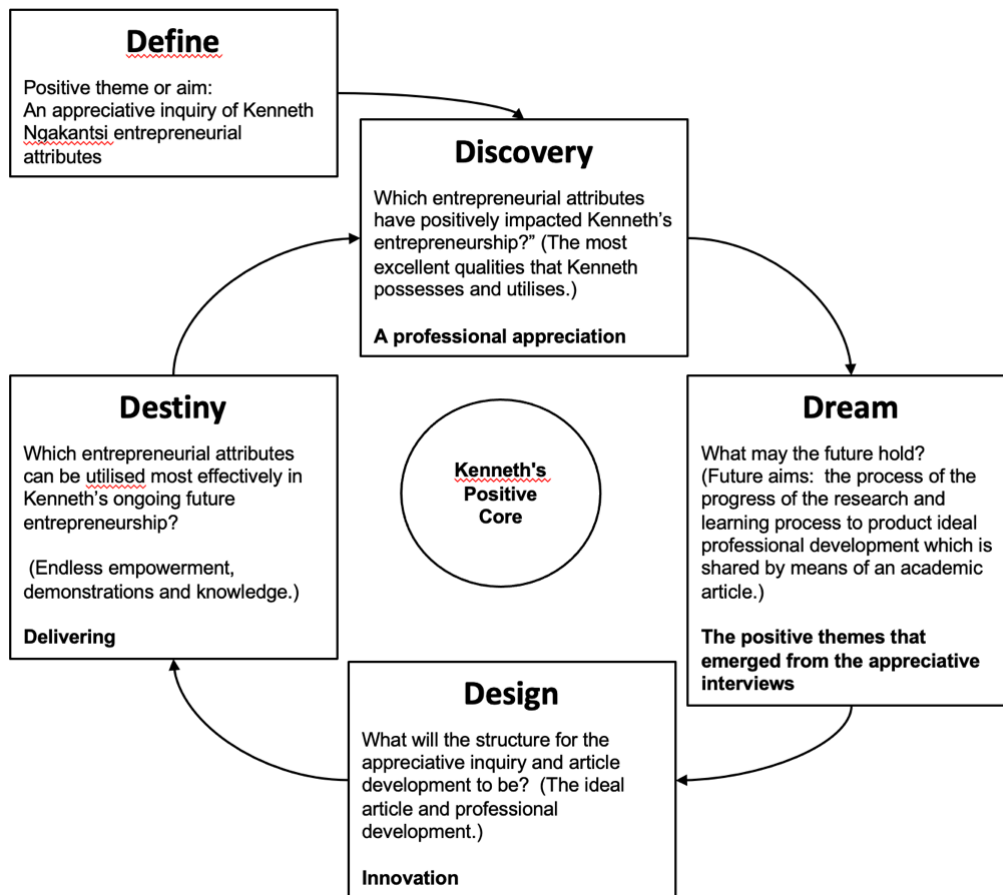


Figure 2. 2. The foundation of the 5D model of this study, modified from Whitney and Trosten-Bloom (2010:6) and Watkins et al. (2011)

The participants were selected and invited by Kenneth and were eager to share, support and participate in sharing their positive experiences with him. There were eight participants which consisted of six men and two women. The age ranges of the participants were between twenty-one years old to fifty-six years old. The workshop took place at Bon Hotel Bloemfontein Central in the city of Bloemfontein, central South Africa. The workshop took a full day of positively appreciating and inquiring about Kenneth's entrepreneurial attributes. An appreciative protocol was utilised as the framework for the AI workshop (see Appendix A). The workshop followed the 5D cycle of Appreciative Inquiry (see Figure 2).

The Discovery stage (Figure 2) is the second phase of the 5D model, where extraordinary positive moments are inquired into and stories recognising life-giving influences are shared (Cockell & McArthur-Blair, 2020:30–31). During the workshop, participants conducted appreciative interviews in pairs (see Figure 3) guided by positive life-giving questions around Kenneth's entrepreneurial attributes. Questions such as: 'What is the one thing that gives life to Kenneth – without which he just would not be the same person?', 'Why is Kenneth an extraordinary entrepreneur?' and 'Tell me about a specific or difficult situation that Kenneth handled excellently?' were reflected on in pairs.

This provided the opportunity to share Kenneth's positive attributes that they had experienced.



Figure 2.3. Participants conducted appreciative interviews in pairs

Following these interviews, the participants imagined that they had three wishes to grant Kenneth's career as an entrepreneur. The participants, sitting in groups of three or four people, were given the opportunity to reflect on the interviews, the stories shared and the wishes, and then write four of them on a flipchart (see Figure 4). These were identified as the positive themes of Kenneth's entrepreneurial career and development. In this study we will refer to the positive themes as the positive entrepreneurial attributes. This was then collaboratively shared amongst the whole group of participants. The final positive entrepreneurial attributes emerged and were identified by the group through an informal vote (see Figure 5). The positive entrepreneurial attributes represent the positive core of Kenneth's entrepreneurship (see Figure 6).



Figure 2.4. Participants shared the positive entrepreneurial attributes that were identified during the interviews on a flipchart



Figure 2.5. Participants conducted an informal vote by reviewing all the flipcharts and marking their top three on the charts

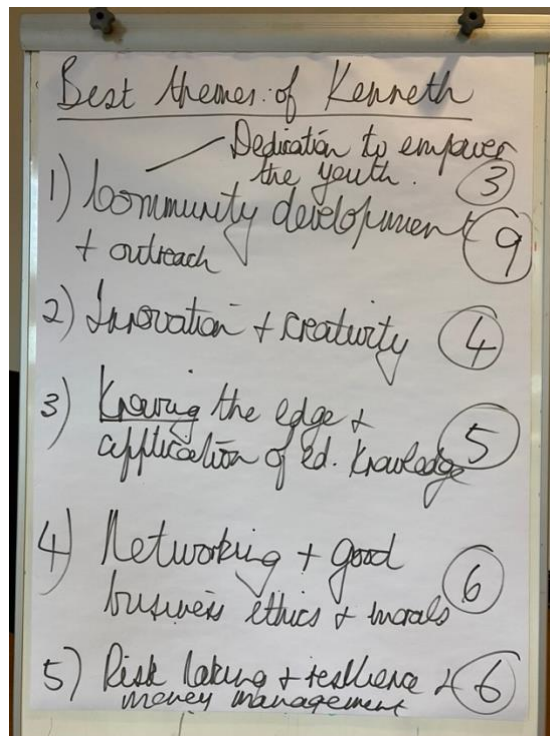


Figure 2.6. The positive entrepreneurial attributes identified through an informal vote

2.3.8 Positive entrepreneurial attributes

During the 5D AI workshop, five positive entrepreneurial attributes were identified (Figure 6). The entrepreneurial attribute which received the most votes, a total of twelve, was that Kenneth is dedicated to empowering the youth through community development and outreach. The second and third positive entrepreneurial attributes reached a tie, with six votes each, one of which recognised Kenneth as a networker with good business ethics and the other identifying his morals along with being risk-taking and resilient, and having good money management skills. The fourth positive entrepreneurial attribute received five votes, and appreciated that Kenneth knows the edge and application of educational knowledge. The last positive entrepreneurial attribute, which received four votes, included his innovation and creativity as an entrepreneur.

The Dream phase, the third phase of AI, involves producing images of a desired future. In this phase people generate the dreams they have for their future (Lewis, Passmore & Cantore, 2016:54). People, in groups, generate shared imageries of a favoured future for Kenneth (Cockell & McArthur-Blair, 2020:34). The participants' imaginations were utilised to produce positive future images grounded on the positive entrepreneurial attributes. The participants imagined three years into the future, witnessing Kenneth's highly successful entrepreneurial career. They were guided by the positive entrepreneurial attributes from the Discovery phase and how these would contribute towards his entrepreneurial career. The participants then produced paintings, as suggested by Whitney & Trosten-Bloom (2010:188), that represented the

four entrepreneurial attributes from the visualisation of Kenneth's extraordinary entrepreneurial career. From this, participants created positive images for their desired futures of Kenneth (see Figures 7–13). Bright colours and images of hope were created and presented by the participants.



Figure 2.7. Participants engaging in painting that represents the four positive entrepreneurial attributes identified



Figure 2.8. Participants produced a painting of a rainbow

The participants in Figure 8 produced a painting of a rainbow. They shared that the yellow presented the brightness of Kenneth's future and the brightness that is within him. The red represented the risk and resilience Kenneth has carried throughout his aspirational endeavours. The green in the rainbow represented the greener pastures that lie ahead of Kenneth in his bright future. The bright blue sky symbolised that the sky is not Kenneth's limit, and that Kenneth could surpass it. Below the rainbow is fruit, the fruits of Kenneth's labour.



Figure 2.9. The participant painted a picture of a lighthouse

The participant in Figure 9 painted a picture of a lighthouse to represent Kenneth's impact on his community. He described Kenneth as someone who shines light on other people's initiatives and provides careful direction to people's lives in the community. He shared that Kenneth is dedicated to supporting and assisting people, just as a lighthouse is. Kenneth is the light in the darkness which is present in his community.



Figure 2.10. The participant painted various images that described Kenneth's extraordinary entrepreneurial skills

The participant in Figure 10 painted Kenneth at the centre of his painting, describing him as an extraordinary entrepreneur and man. The bag of money on the left top corner shows the wealth that Kenneth will create for himself through earning an income. This is complemented by the images of his community in the top right corner, as Kenneth does not leave his community behind. He will impact his community

positively through his projects and initiatives. The bottom right corner shows the impact Kenneth has had on other businesses, represented by a factory. This indicates that businesses depend on one another, even when those involved are from diverse sectors. The word written in red, 'legacy', symbolises the extraordinary impact Kenneth is making on the current and the next generation.



Figure 2.11. The participant painted a multi-coloured page symbolising all of Kenneth's positive characteristics

The painter in Figure 11 used numerous colours and textures to symbolise the combination of all of Kenneth's positive characteristics. The colours are combined because everything Kenneth does brings people together. The participant shared that Kenneth has the ability to network and introduce people in diverse walks of life. This supports the uplift of one another and brings about hope within the communities.



Figure 2.12. The painting indicates various important aspects that are valued by Kenneth, like education, establishing businesses and the brightness of his life

The painting in Figure 12 shows Kenneth's love for education. A school is drawn in the top left corner to represent his heart for education. The participant believes Kenneth will have the same impact as Oprah and build a school in their area, Thaba Nchu, for further education and support in his community. The image of the sun is the hope that his life is always bright, no matter the darkness that may surround him. The factory represents the job creation that Kenneth has been and will continue to create. The vision for Kenneth is that he establishes and develops many businesses, not only in Thaba Nchu, but in the whole province. The participants believe that Kenneth deserves to be rewarded for his hard work and effort, and therefore the car and money in the painting indicate his well-earned rewards.



Figure 2.13. The participants painted images of the impact of Kenneth's voice relating to the support he provides to his community through his public speaking

The painting in Figure 13 has 'Kenneth's Voice Academy' written brightly in blue, brown and yellow. This is in support of Kenneth being well established after building his public speaking academy. The students in the left corner indicate enthusiasm, with delighted faces, about the support and development that is happening in their lives. The dollar signs symbolise Kenneth's future wealth, because of his impact on and upliftment of people in his community. The stairs show how Kenneth continues to elevate himself and take the youth along with him.

The desired future images from the Dream phase are the basis of the fifth stage, the Design stage (see Figure 2), where groups of people invent ways to build that future (Cockell & McArthur-Blair, 2020:35). During this phase of the workshop, the participants wrote a single-line statement which described the extraordinary future that Kenneth is going to develop in an optimal way. The provocative statement was formulated by the group, following the composition, discussion and reflection of the positive entrepreneurial attributes. We called the statement a 'provocative proposition'. A provocative proposition can be compared to a vision statement and incites action (Cockell & McArthur-Blair, 2020:34). We use the present tense as it is grounded in what is already functioning well. The group then collectively assimilated their shared statements to make a collective statement:

‘Kenneth is an ethical inspirational leading entrepreneur in his generation and public speaking ignitor of sparks and coach in the whole world.’

The final phase, the Destiny/Delivery phase, is ensuring the execution of the Design phase by producing and applying the intended actions and strategies (Cockell & McArthur-Blair, 2020:37). This is a celebration of the recognised learning through the workshop and the commencement of the process of progressing forward (Lewis, Passmore & Cantore, 2016:59). According to Watkins, Mohr & Kelly (2011:89), this phase of the inquiry includes constant learning, alterations and inventiveness, where the energy and drive for innovation is tremendously high. The article was shared with Kenneth to further inspire and grow his entrepreneurial attributes. The article was completed and submitted for assessment and publication. This concluded the Destiny phase of the article.

2.3.9 Research Findings

This appreciative inquiry served to discover Kenneth’s most life-giving entrepreneurial attributes. As I reflect on the appreciative inquiry journey of this study, it is evident that Kenneth’s entrepreneurial attributes have profoundly impacted numerous people positively on many levels. Kenneth is an inspiration to every person that he comes across. His colleagues truly admire his life’s work and are motivated by the remarkable impact he has had on his community. Kenneth’s communication, passion, drive and heart for his community ensure the support and trust of his customers. He empowers, networks, takes risks, is resilient, uses his knowledge effectively and is innovative and creative. He is an outstanding entrepreneur and we expect and predict that Kenneth will break many limits and boundaries in his inspiring career. The AI 5D workshop further highlighted the most life-giving forces behind Kenneth’s entrepreneurial successes (see Figure 14).

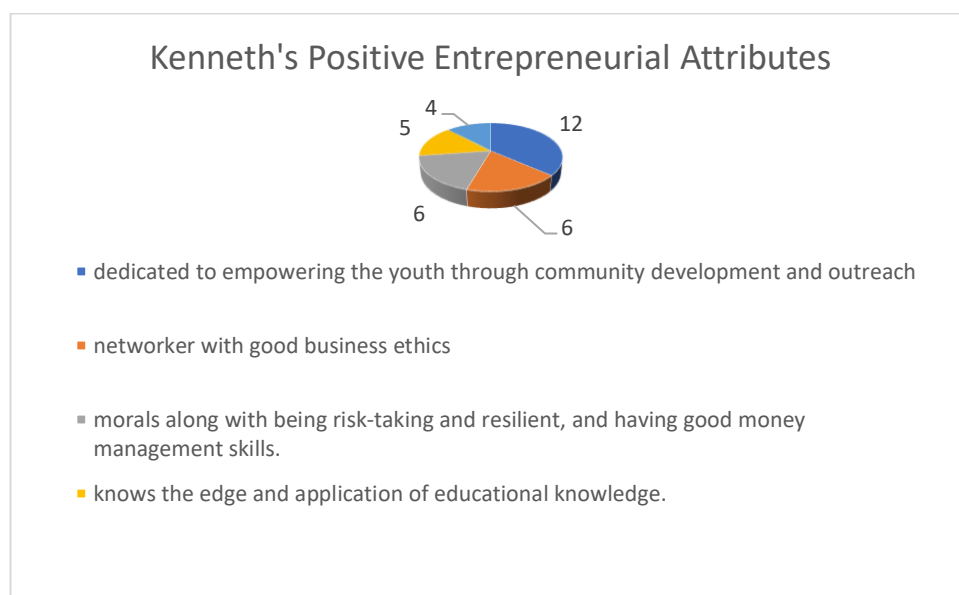


Figure 2.14. Kenneth’s Positive Entrepreneurial Attributes

The five positive entrepreneurial attributes (see Figure 14) that emerged from the AI 5D workshop showed Kenneth's entrepreneurial strengths. These entrepreneurial attributes are present in entrepreneurship literature and can be connected to the relevant sources. As previously mentioned, the entrepreneurial attribute with the most votes were that Kenneth is dedicated to empower the youth through community development and outreach. This could identify him as a social entrepreneur. Social entrepreneurs play a vital role in community development (Malunga, Iwu & Mugobo, 2014:23). They encourage transformation in communities by promoting equality, and positively support people in the community through ground-breaking ideas and tackling social issues. They have the ability to identify prospects and create an advantageous improvement plan for these prospects. Kenneth's entrepreneurial journey has ensured the upliftment of his community.

The second and third positive entrepreneurial attributes tied. One recognised Kenneth as a networker with good business ethics. Close entrepreneurial networks are vital for entrepreneurial mindsets and enhance performance (Abu-Rumman, Al Shraah, Al-Madi & Alfalah, 2021:13). Entrepreneurs construct greater capabilities when amplified with networks of entrepreneurs. This is due to their social learning from one another. The shared knowledge supports recognising innovative opportunities and collectively providing for these opportunities. There is robust enthusiasm for entrepreneurs to behave ethically due to their responsibility for the growth and development of their business, maximising profits, ensuring returns, enhancing loyalty in customers and motivating employees (Jaroslav, Ajaz, Josef & Zoltan, 2020:96). Entrepreneurs will encounter ethical issues in their work and these will impact their decisions. Kenneth's realisation of the impact of his networking ability and business ethics has enhanced his skills as an entrepreneur.

The other second-most voted positive entrepreneurial attribute identified Kenneth's morals, alongside being risk-taking and resilient, and having good money management skills. Kenneth has high standards and moral beliefs. Risk-taking, along with innovation and proactiveness, is one of the indispensable components that advance business strategies and develop business performance (Meekaewkunchorn, Szczepańska-Woszczyńska, Muangmee, Kassakorn & Khalid, 2021:306). Entrepreneurs' resilience is fundamental in entrepreneurial development (Hartmann, Backmann, Newman, Brykman, & Pidduck, 2022:1068). It impacts inventiveness, engagement and the performance of entrepreneurial undertaking. Kenneth's ability to manage money ensures that his entrepreneurial work is lucrative.

The fourth positive entrepreneurial attribute received five votes, and appreciated that Kenneth knows the edge and application of educational knowledge. Kenneth is open to step outside of his comfort zone to achieve his entrepreneurial goals. Entrepreneurship is one of the key means of generating wealth and stimulating the growth of the world (Mortazavi & Bahrami, 2012:281). Knowledge-based economies depend on manufacturing, delivery of application of knowledge, and then use the

knowledge for economic growth, policies and international agencies. It is necessary to combine these concepts to improve efficiency using human resources and extensive knowledge at the same time, to progress the main organisational targets. Kenneth applies his educational knowledge to achieve his entrepreneurial goals.

The last positive entrepreneurial attribute received four votes, and included Kenneth's innovation and creativity. Innovation is an intrinsic driver, and is connected with an entrepreneurial mindset (Wei, Liu & Sha, 2019:1). Entering a new market or developing a novel product is the result of entrepreneurship. Kenneth's innovative ability supports these features. Creativity is an indispensable component of entrepreneurship: entrepreneurs need to be creative to recognise and use opportunities (Anjum, Farrukh, Heidler & Tautiva, 2021:2). Creative tendencies are associated with entrepreneurial outlook and purpose. Kenneth uses his innovation and creativity in his entrepreneurial endeavours.

The collaborative consensus of his positive entrepreneurial attributes from his peers is admirable. Kenneth has used his entrepreneurial skills to empower communities, create job opportunities, develop and uplift his colleagues and make a generous income. He is a man to be admired and it is evident that, based on his profound impact on his community and his career progress, he is a man to watch for much success in the future. This is just the beginning.

2.3.10 Acknowledgements

The author would like to thank Bon Hotel Bloemfontein Central for hosting the workshop at the hotel. This happened during the COVID-19 pandemic and the hotel took safety measures to ensure the workshop was a success. The commitment and motivation of the participants to take part in this study is also appreciated.

2.4. Conclusion

This appreciative inquiry into Kenneth Ngakantsi's positive entrepreneurial attributes offers a contribution towards which attributes are most effective in entrepreneurship in his aspiring career. Through an appreciative lense we recognise Kenneth's entrepreneurial journey and focus on his strengths and positive attributes despite his previous setbacks. The positive entrepreneurial attributes provide a model of what is working most effectively towards his entrepreneurial career. Kenneth's most positive entrepreneurial attributes include him being dedicated to empower the youth and his community development and outreach, his networking skills and good ethics and morals, his risk-taking skills, resilience, money management, knowing the edge and applying his knowledge and his innovation and creativity. This study celebrates Kenneth's entrepreneurial attributes and hopes to inspire current and future entrepreneurs towards development, growth and positive change.

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CHAPTER 3

3.1 JUSTIFICATION OF CHOICE OF JOURNAL FOR ARTICLE TWO

The Southern African Journal of Entrepreneurship and Small Business Management has been chosen for Article two. The journal offers a communication forum to progress entrepreneurship, novelty, smaller business management and family business theory and the operation of such in practice. This study is aligned with the journals aims of further progressing entrepreneurship, which is focused on the entrepreneur, Thembeni, development and supporting innovation in a smaller business setup. The journal aims to advance development in these areas and is constructed to attract academics and practitioners, like myself.

The article corresponds to the innovative research overview and is related to the focus and scope of the journal. The article provides practical guidelines focusing on the entrepreneurial and business management fields, as set out by the journal. The article follows the clear and well-structured format of the journal's layout guidelines. This qualitative study shares the significant findings which is relevant and functional in the entrepreneurial field and aligns with the journals mission.

3.2 ARTICLE 2: AN APPRECIATIVE INQUIRY INTO THEMBENI THOMAS MALOTHANE'S ENTREPRENEURIAL ATTRIBUTES

3.2.1 Abstract

This article is an Appreciative Inquiry in the field of entrepreneurial attributes. Entrepreneurs need to develop their entrepreneurial attributes to ensure success. Entrepreneurial skills are fundamental for gaining and maintaining customers attention and ensuring customers are satisfied with their products and services. Effective entrepreneurship ensures optimal sales and loyalty from customers. The article aspires to investigate positive entrepreneurial attributes from a strength-based point of view, exploring the optimal practices and strategies utilised by an aspiring entrepreneur. An Appreciative Inquiry approach is employed to accentuate the positive viewpoint. Through an Appreciative Inquiry workshop, involving appreciative interviews, the study identifies the key entrepreneurial attributes of an aspiring entrepreneur, Thembeni Thomas Malothane. By assuming an appreciative lense, the inquiry aims to progress past conventional deficit-based approaches and explore the individual strengths and qualities of Thembeni's entrepreneurial attributes which may be enhanced and further developed for optimal entrepreneurial results.

KEY WORDS: entrepreneurial attributes, Appreciative Inquiry, entrepreneurship, social constructionism

3.2.2 Introduction

An entrepreneur is a person whom founds a business, collecting components of manufacturing to create a product or service (Abaci 2022:1). They take the risks and the benefits. Entrepreneurs need to possess various entrepreneurial attributes to be successful. Entrepreneurs must identify and assess potential opportunities, contemplate threats and create and apply the necessary actions that will arise as outcomes of the actions taken, cultivate effectual communication, elevated social capital, increased self-assurance, discipline, courageousness, openness to novelty and inquisitiveness (Abaci 2022:1–2). According to Abaci (2022:1) entrepreneurs continuously pursue opportunities and expand innovations. They generate creative ideas to solve customers' problems by using their entrepreneurial skills, finding original solutions and creating trust.

Entrepreneurial attributes have a significant role in supporting venture creation (Dada, Adegbuyi & Ogbari, 2023:11). There are many useful entrepreneurial attributes that support entrepreneurial success. According to Dada, Adegbuyi & Ogbari (2023:11) entrepreneurial attributes include risk taking, leadership skills, creativity, resilience and critical thinking. These attributes support recognising opportunities, handling risks and creating networks. There are many different entrepreneurial attributes which support different entrepreneurial needs and outcomes.

Meticulous communication skills are essential as the business environment has increased in complexity (Somlea 2022:1). Communication in entrepreneurship starts when an entrepreneurial idea is generated and used to persuade potential investors with sales pitches (Abaci 2022:2). This involves all aspects of entrepreneurship: pitching to potential customers, developing trust and business progress.

Effective communication skills must be learned to advance entrepreneurship (Abaci 2022:10). Entrepreneurial communication is one of the most distinguishing features of an entrepreneur (Abaci 2022:2). It is imperative that entrepreneurs recognise the value of training and seek further development. Swart & Pretorius (2018:6), conducted a day-long appreciative workshop to develop the communication skills of seven volunteering aspiring African entrepreneurs, during which each of the entrepreneurs gave three presentations. This uncovered their presentation skills and communication strategies.

Pretorius & Swart (2018:6) then facilitated appreciative discussions and feedback about the participants' successes, strengths and opportunities to improve after they had each presented, enabling the participants to develop their presentation skills. Pretorius & Swart (2018:11) discovered that some of the entrepreneurs lacked conviction: they were reluctant to defend an opinion that would make people feel uncomfortable. This, these authors argued, is a course of action often called for when an entrepreneur suggests a new and innovative product or service.

Following this study, all seven of the entrepreneurs were invited to attend additional workshops relating to their presentation skills. These workshops were intended to focus on their individual entrepreneurial attribute's development and growth. Three of the entrepreneurs accepted the invitations. Thembeni Thomas Malothane was one of them. The other two were Kenneth Ngakantsi and Rosey Khonkobe, with the result that three additional day-long workshops were conducted, one for each entrepreneur. Each of the entrepreneurs invited some of their supporters and friend to participate in those workshops.

After the three workshops, academic articles were written to map out the professional landscapes of the three entrepreneurs. Accordingly, this article is about the workshop facilitated for Thembeni.

3.2.3 A brief biography of Thembeni Thomas Malothane



Figure 3.1. Image of Thembeni Thomas Malothane

Thembeni Thomas Malothane was born in 1987, to the parents Shabudi Anna Malothane and Hendrick Mangaliso Malothane, in the dusty fields of Leeudoringstad in the dry gullies of Kgakala Township in North West Province, South Africa. He was also raised there.

Thembeni is well acquainted with the harsh realities of poverty, hardship and hunger. When Thembeni was 12 years old his parents took him to a farm where his uncle worked in the Makwasie District. He describes it as a cold and rainy place which has a strong impact on his life. There he learned that no man is supposed to live only for himself, that he was born to positively influence the lives of other people and that he possesses a divine calling from God to do His will, not his own. During his time on the

farm, Thembeni's hands burned from coldness in the winter season. He describes it as the greatest initiation school, where he learned wisdom and contentment.

He was taught that everyone older than him are his parents, and everyone younger than him are his sisters and brothers. He learned that he should always be the first to greet people, no matter their age or time of day. He describes Kgakala, 'as a place that possess the fruits of the colonies of Heaven and in a way it will bring Glory to the Glorified Kingdom'. This is where, during his childhood, teenage and adulthood years, he learned about his culture and the value of it.

Although Thembeni does not have a clear recollection of his primary education, he does however remember learning about entrepreneurship from a teacher. Thembeni remembers his teacher's words clearly: '...an entrepreneur is a person who starts his/her own business'. He also remembers learning about Christiaan Barnard, the South African cardiac surgeon who performed the first human heart transplant in 1967 (Cooper 2018:14). The connection of his teacher teaching from his heart to Thembeni's heart and the act of a heart transplant spoke to Thembeni and sharpened his inner calling to entrepreneurship.

During Thembeni's secondary years at Tiragalo Secondary School, Leeudoringstad, also in Kgakala Township, he conquered mathematics, and this provided him with the opportunity to study applied mathematics at the University of North-West, Mahikeng Campus. He studied for one year and then moved to Bloemfontein in 2009 to join his brother studying for a law degree. He missed the registration deadline and, not willing to waste a year of his life, found a solution by registering for a short course certification in mercantile law.

In 2010, Thembeni revisited, and was reminded of, his calling to entrepreneurship. He describes his early initiatives as 'premature'. He was encouraged by and moved along with the trending spirit of tendering and BEE (Black Economic Empowerment). He started a company called Ndabathethwa Construction and Trading CC, based in the construction industry. Thembeni was looking for tenders and aimed to profit with millions of rands. The opportunity that he was awaiting did not come, however, although they did a paving project in Bloemfontein, South Africa, worth a substantial amount, and stationery and printing contracts for legislation and government communication.

Thembeni's experience provided him with the realisation that, if he wanted lucrative opportunities, he would be forced to enter a corrupt business, not an option for him. It proved to be a disappointingly unprofitable and unsuccessful venture. Fortunately he was able to sell the company for the same amount that he paid to register it. He also learned many skills during this time and his awareness was awakened by the selfishness and greed that could form a part of entrepreneurial endeavours. He did not want that and aimed to make his family proud.

A few years passed, and in 2012 he registered for a law degree with the University of South Africa. Thembeni commenced afresh and registered Ndabaithethwa Group Pty Ltd in 2012. He describes this venture as a 'new hustle' where he plans, 'to go big or go home' and feed 'his passion for possibility'. He attended many entrepreneurial workshops and studied to gain knowledge, understanding and wisdom of this practice and field. With this new challenge he aims to empower not only himself but also the broader community. He read widely about the Fourth Industrial Revolution and found that with the energy he possessed, he could create something spectacular. Through prayer he came to the solution that he has today.

Thembeni has a clear vision that he will not be the consumer any longer, but the producer. As he is extremely short of money and does not seem reliable in attending appointments, he is far from the model entrepreneur yet. The workshops can be seen as steps in his development. He recently launched Crypto Air and has been focusing on marketing. The main aim is to build a global product. He is currently approaching investors to further develop his dream, a real economic inclusion for all through Crypto Air.

3.3.3 Literature Review

There is a rising interest in finding out what the reasons are behind entrepreneurs' success and how to ascertain which attributes are required to achieve this success (Yangailo & Qutieshat, 2022:146). According to Yangailo & Qutieshat (2022:146) there is insufficient information regarding the personal attributes of entrepreneurs whom have accomplished high levels of success. Attributes such as self-efficacy, self-determination, conscientiousness and the desire to attain innovativeness are attributes that may foresee entrepreneurial intention and ensure future success (Yangailo & Qutieshat, 2022:172).

Communication skills are one of the vital skills entrepreneurs need to develop (Odewale et al. 2019:7). Entrepreneurial communication skills are closely related to the longevity of a business and a tremendously important component in entrepreneurship (Abaci, 2022:2). Expansion of entrepreneurial activity requires effective communication skills (Odewale et al. 2019:7–8) and they form a vital role in enhancing sales.

Entrepreneurs need to be technology savvy to keep up with current markets. Technology has impacted the development of businesses through social media (Odewale et al. 2019:4). Entrepreneurs can generate value utilising networks and limited resources (Abaci 2022:2). Social networking is a further system which has an overwhelming effect on marketing strategies and sales (Genoveva & Syarief 2015:32). Genoveva & Syarief (2015:32) argue that social networking connects people virtually whether they know each other or not. This networking leads to the interaction with

products and services. Genoveva & Syarief (2015:32) further state that marketing through networks or friendship groups is a great predictor of favourableness or unfavourableness towards a product. Entrepreneurs need to evaluate how to market effectively using technology and social networking platforms in order to enhance sales.

Entrepreneurial intention and growth in human capital amongst students are positively impacted by entrepreneurial education (Aboobaker & Renjini 2020:76). Aboobaker & Renjini (2020:76) further argue that many university courses focus on entrepreneurial practice, as opposed to knowledge and skills, on how to venture into a new enterprise. Entrepreneurs benefit from training to increase sales (Kotha et al. 2022:22). Kotha et al. (2022:22) further hold that the more ambitious the entrepreneur's growth goals, the more advantage they gain from training. Entrepreneurs trained in innovation, teams and networks undergo enhanced expansion (Kotha et al. 2022:4). Therefore, entrepreneurial training should be at the forefront of entrepreneurial development. As was expressed in the primary research questions, this is the aim of my study. I shall first elaborate on the theoretical background and paradigm of my research methodology, Appreciative Inquiry.

3.3.4 Theoretical Principle: Appreciative Inquiry as research methodology

The 5D cycle of Appreciative Inquiry has been used as research methodology. This will be elaborated on in the following section, but currently it is critical that the theoretical principles underlying Appreciative Inquiry should initially be connected to the methodological practices applied in this study. Appreciative Inquiry (AI) facilitates positive change, focusing on strengths to constructively transform human systems (Armstrong, Holmes & Henning 2020:2). Armstrong, Holmes & Henning (2020:2) further argue that the supposition is that all human systems have areas that are working optimally and contain prosperous and effective elements, which constitute the focal points of the process. It is an approach that deliberately seeks the life-giving forces of people, organisations and the prospects surrounding them (Cooperrider & Fry 2020:267).

In this study, I have focused on Thembeni's positive entrepreneurial attributes, using AI as a transformational tool to identify the most positive core of Thembeni's entrepreneurship and then further develop them towards positive change. AI utilises inquiries and stories to shift people's attention to recognise strengths, what is working optimally and the positive core (Armstrong, Holmes & Henning 2020:2). It focuses on finding the greatest positivity when a system is working optimally in economic, environmental and individual terms (Cooperrider & Fry 2020:267). The fundamental emphasis is on generativity, not necessarily on constantly being positive (Armstrong, Holmes & Henning 2020:2). When AI is successfully incorporated and implemented, people are empowered to take steps to an improved future.

Appreciative Inquiry values the importance of everyone's opinion and encourages increased theories and opportunity mindsets (Stavros & Torres 2018:4). Stavros & Torres (2018:4) further hold that it allows the people involved to venture out to broad innovative possibilities, question the validity of assumptions of existing circumstances and motivate original choices for enhanced living. AI utilises artful questioning techniques to uplift and promote a system's ability by capturing the most vitalising, optimistic possibilities. The AI approach is a paradigm shift from a deficit-based viewpoint to that of progress and a strength-based outlook (Armstrong, Holmes & Henning 2020:2).

3.3.5 Theoretical Lense: Social constructionism

According to Lewis, Passmore & Cantore (2016:34), the grandfather of the development of Appreciative Inquiry is Kenneth Gergen. The authors state that his innovative work progressed social constructionism and reinforced Appreciative Inquiry with convincing theoretical support. The authors further argue that social constructionism views the world from a relativist position. An external world, they argue, only exists within our thoughts, perceptions and wishes. We exist based on our relationships with others.

Our relationships come to life through communication. The skillful capacity to communicate effectively is an imperative life skill (Somlea 2022:777). Somlea (2022:777) shares that it makes communication with others achievable and ensures we understand what is being said. When entrepreneurs have the skill of effective communication, positive relationships are created with potential buyers. Poor communication has the potential to obliterate personal and professional relationships.

Our social relationships determine what we accept as factual in our world (Gergen 2015:3). Our factual worlds, in this case Thembeni's entrepreneurial success, will be co-constructed through our interactions. According to Gergen (2015:3) social constructionism questions what is perceived to be reality, cause, objectivity or fact. He further argues that what we believe to be true and real are human constructions, founded in history and culture. This can ignite curiosity and open-mindedness towards people that differ from us.

People are affected by their previous experiences and current interactions in a social learning context (Shah 2022:302). Shah (2022:302) holds that mediation is a dominant fact in psychology. The author further states that advanced human mental functions are mediated by a variety of tools. People learn through social or human mediation. Thembeni could learn about effective interactions by engaging in social and human mediation. These social interactions and mediations affect many aspects of our lives, including our purchasing choices, which should affect entrepreneurial decisions.

3.3.6 Methodological Framework of Appreciative Inquiry

The theoretical principles of AI reinforce the methodology and daily life: being AI as well as doing AI (Cockell & McArthur-Blair 2020:19). There are five basic AI principles: Constructionist, Simultaneity, Poetic, Anticipatory and Positive. AI has developed further to include these principles: Wholeness, Enactment and Free Choice. The principles should be explored holistically as they are interconnected in how they relate to AI.

The Constructivist principle is the most central principle and describes how the language we use generates our worlds (Cockell & McArthur-Blair 2020:19). Cockell & McArthur-Blair (2020:19) state that our conversations with others create how we interpret the world around us. People do not construct their reality alone, but rather collaboratively and socially. The authors further argue that this principle recognises the actions of co-creating a common interpretation of our environment. In this study, participants attended a workshop where they shared their experiences with one another to develop and grow their ideas about Thembeni entrepreneurial attributes. The product or reality constructed in the workshops was socially constructed.

The Simultaneity principle affirms that inquiry creates transformation and that they are interlinked (Cockell & McArthur-Blair 2020:21). Transformation starts once a question is asked (McArthur-Blair & Cockell 2018:29). This commencement comes about because questions ignite opportunities. During the workshop about Thembeni, the participants asked questions about Thembeni's most effective entrepreneurial attributes. The questions themselves ignite ideas and possibilities for Thembeni's entrepreneurial development.

The Poetic principle asserts that we can select what we study (Cockell & McArthur-Blair 2020:22). Cockell & McArthur-Blair (2020:22) further state that in poetry, people's attention is drawn to what is significant to them and they understand the world in diverse ways. According to McArthur-Blair & Cockell (2018:31), a particular experience can have numerous interpretations, thus the focus of the inquiry is noteworthy. This study explored the positive entrepreneurial attributes of Thembeni's entrepreneurship with the aim that what he focuses on will grow and positively develop.

The anticipatory principle proposes that the images people have for their future directs their current actions (Cockell & McArthur-Blair 2020:22). Cockell & McArthur-Blair (2020:22) state that when the future image is optimistic and expectant the current actions increase in positivity. Thembeni's current actions will be positive, as the study and workshop focused on positive images of hope for the future.

The Positive principle reinforces all of the principles in AI; positive questions direct positive transformation (Cockell & McArthur-Blair 2020:23). Cockell & McArthur-Blair (2020:23) further argue that the increase in positivity in an inquiry causes increased

positive results. Positive change is impacted by various factors: the greater the extent of a positive approach, the greater the probability of positive change (McArthur-Blair & Cockell 2018:32). During the workshop, the questions were all affirmative, seeking positive results. The AI workshop and this study were approached positively and aimed at having a positive transformational effect on Thembeni's entrepreneurial development.

The Wholeness principle affirms that wholeness brings the finest out of people: everyone coming together arouses creativity and constructs cooperative capacity (Cockell & McArthur-Blair 2020:24–25). It is comprehension of the whole story when people listen, observe and understand each other's diverse perspectives and understandings of communal events (McArthur-Blair & Cockell 2018:26). The AI workshop brought together people from diverse backgrounds who have had positive experiences and interactions with Thembeni. It was an opportunity to learn from one another, to share and listen to each other's experiences. This was also an opportunity for the group to share desired future dreams and aspirations for Thembeni's entrepreneurial career.

The Enactment principle believes that 'acting "as if" is self-fulfilling' (Cockell & McArthur-Blair, 2020:24). Cockell & McArthur-Blair (2020:24) further argue that this principle recommends behaving as if something that is desired has already occurred. The principle is brought to life when we believe in the process, and we inspire those involved in the process to follow suit. For Thembeni, acting out the Enactment principle would entail him going into entrepreneurial endeavours, sales pitches and meetings believing that he has already made positive sales. Thembeni would see his entrepreneurial goals as already achieved and act accordingly in order to achieve them.

The Free-Choice principle affirms that free choice releases power (Cockell & McArthur-Blair 2020:24). Cockell & McArthur-Blair (2020:24) hold that the impact of AI to make something happen effects positive transformation. When people are given the choice of what and how they will contribute, their performance is enhanced. In this study, the free choice principle was utilised by freely selecting the focus of the inquiry goal. Thembeni chose to be part of this study to further enhance his entrepreneurship, and the participants chose to attend the AI workshop. I will now describe the 5D cycle of the AI workshop.

3.3.7 Research Methodology: The 5D Cycle of AI

Kocznur and Pretorius (2020) conducted a personal and professional appreciation of Frank Sinatra's life using the Appreciative Inquiry 5D cycle (Figure 2). The author visited places of interest that had an impact on Sinatra's life. These places included Italy, where his family originated, New York, where he was born and an exclusive

exhibition was held to celebrate Sinatra's life, and London for a performance commemorating his hundredth birthday.

The participants that attended the AI 5D workshop were Sinatra enthusiasts who shared an appreciation of his life's work. Four positive themes emerged from the AI workshop: despite Sinatra's setbacks, he worked hard to realise his dreams and passions; his approach to life and work was self-assured, devoted and spontaneous; he was dedicated to transformation in his life and his work and approached transformation with vigour; and he believed in himself and kept his own unique way of doing things (Kocznur & Pretorius 2020:13–14).

The AI framework was also used to support teachers' professional development by utilising performance recordings of Sir Cliff Richard, a distinguished British performer (Pretorius 2015:65). The Pretorius (2015:65) contended that mutual qualities are present between aesthetics and educational experiences, and amidst artistry and education. Twenty teachers from a school in Bloemfontein, South Africa, attended the AI workshop. They examined a performance by Richard and its characteristics. Nine attributes of Richard's artistry were identified by converting the vision of the teachers and exhibition of the enciphering with a radar graph. The nine attributes were discussed and associated to educational theory. These attributes were shown to be pertinent to difficulties in South African classrooms and for generating impactful educational experiences.

Pretorius (2022:117–118) also utilised the Appreciative Inquiry 5D cycle to identify the positive attributes of a prominent musical figure, Neil Diamond, as a personal educational appreciation. This process was used to further develop himself professionally. Those benefitting from the study were those that were performing the study and not necessarily Neil Diamond. However, in this study, the intent was for Thembeni, the subject of the study, to benefit from the AI. I utilised the AI 5D cycle in a workshop to identify Thembeni's positive entrepreneurial attributes.

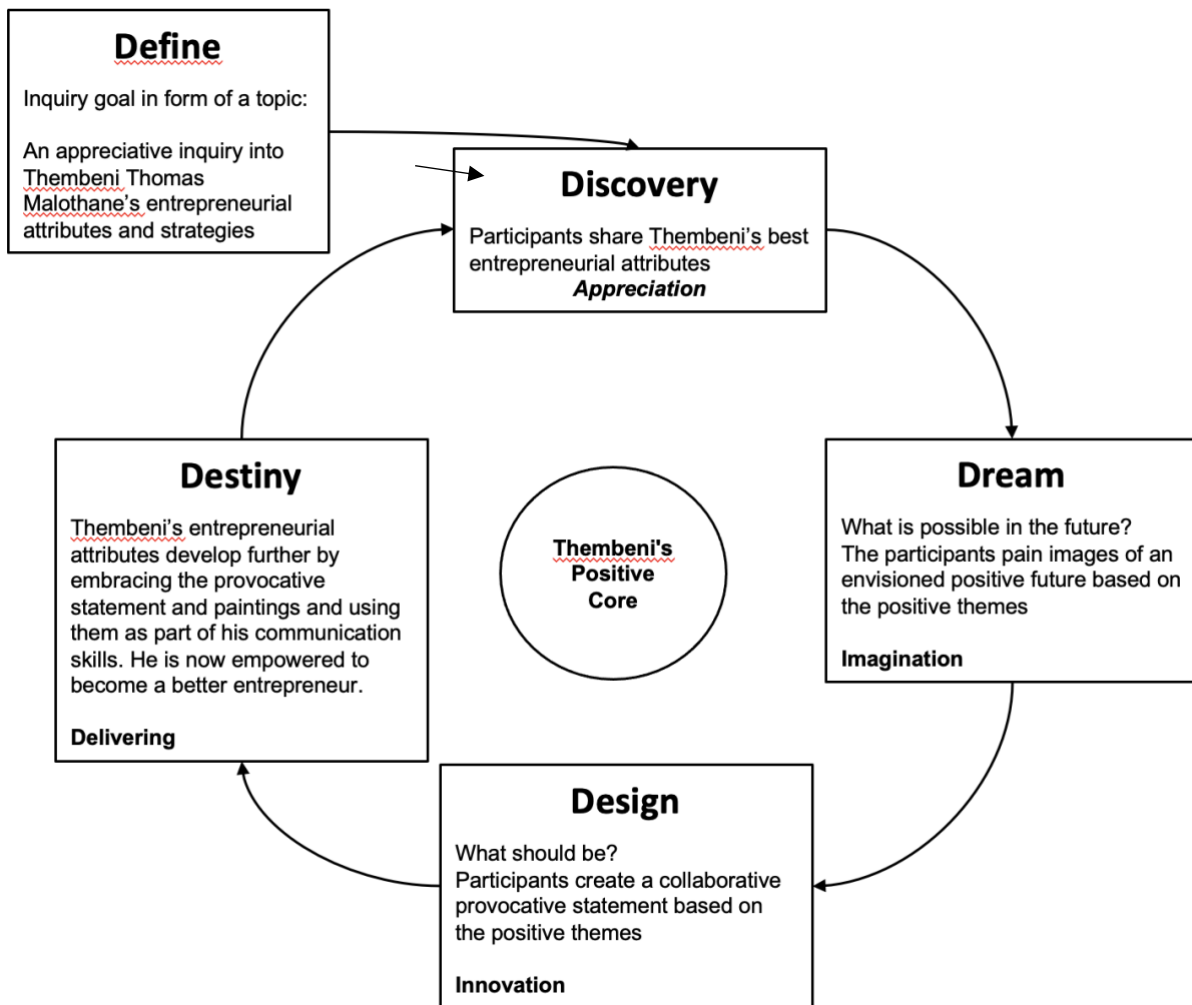


Figure 3.2. The Appreciative Inquiry 5D Cycle (Adapted from Cooperrider, Whitney & Stavros 2008; Whitney & Trosten-Bloom 2010; Watkins, Mohr and Kelly 2011; Cockell & McArthur-Blair 2020)

I conducted an Appreciative Inquiry workshop at Bon Hotel in Bloemfontein, South Africa in January 2021 following the AI 5D cycle. The workshop was facilitated by an AI workshop specialist and myself. As explained earlier, the participants were selected and invited by Thembeni to attend the workshop and participation was voluntary. They were Thembeni's colleagues, customers and people that he had mentored along his entrepreneurial journey. The workshop entailed a full day of appreciating how Thembeni's entrepreneurial attributes.

As was previously mentioned, the Appreciative Inquiry 5D cycle (Figure 2) was followed during the workshop. The following phases were used (Lewis, Passmore & Cantore 2016:47–60): a Definition phase, a Discovery phase, a Dream phase, a Design phase, and a Destiny phase. The phases followed one another in a practical process (Cockell & McArthur-Blair 2020:29).

According to Cockell & McArthur-Blair (2020:30), the Definition phase is when the positive focus of the inquiry is defined. The inquiry goal was defined as an appreciative inquiry of Thembeni entrepreneurial attributes.

During the Discovery phase, extraordinary positive moments were inquired into. The participants shared their positive experiences around Thembeni in paired interviews. They then shared their findings with the group and the most gripping positive themes and stories were identified by group members. The positive themes will be called entrepreneurial attributes.

The Dream phase, the next phase, is where images of a favourable future were shared (Cockell & McArthur-Blair 2020:34). The participants were invited to create paintings and share them with the group explaining what inspired their work.

The Design phase was when the group invented ways to create a positive future. The group worked together to create a provocative statement.

In the last phase, the Destiny phase, the designs are given life (Cockell & McArthur-Blair 2020:37). The positive entrepreneurial attributes, provocative statement and finished article were shared with Thembeni, and continuous rediscovery, redreaming and ongoing developing designs on the desired future were accomplished.

3.3.7 Study Population and Sampling Strategy

As described earlier, Thembeni was part of a professional development appreciative inquiry study conducted by Swart & Pretorius (2018) for young African entrepreneurs. Thembeni was then invited to participate in this study as a further development from the previous study and he accepted. The participants of the workshop were identified and invited to take part by Thembeni. They were his colleagues, customers and mentees. These six participants voluntarily accepted Thembeni's invitation to participate in this study. They consisting of four men and two women and were all from the surrounding areas of Bloemfontein, Free State, South Africa. The participants age range was between eighteen to twenty-two years old.

3.3.8 Research Instrument and Data Collection

The AI interview protocol provides guidelines and is customised to gather information (Watkins, Mohr & Kelly 2011:148–149). I accordingly developed the following appreciative questions for the structured interview protocol:

- Tell me about a peak experience or high point that you witnessed with Thembeni in his career as an entrepreneur – a specific time when you felt alive, most engaged, or proud of what he had done.
- What did Thembeni, as a presenter, do to make it so enjoyable? Please elaborate on your answer.
- Which part of Thembeni's entrepreneurship do you admire most and why?
- What is the one thing that gives life to Thembeni – without which he just would not be the same person?

- Tell me about a case where you witnessed in which Thembeni handled conflict with a client/situation in a positive way. What did he do right? Be specific.
- Tell me about a case where Thembeni marketed a/his product successfully. What did he do right then? Be specific.
- What do you appreciate most about Thembeni?
- What do you appreciate most about your fellow entrepreneurs?
- What is the one thing about Thembeni that made the biggest impression on you? Please elaborate.
- Describe the best fellow entrepreneurship that you know about in terms of the following aspects:
 - Why is this person an extraordinary entrepreneur?
 - Tell me about a specific or difficult situation that this person handled excellently.
 - Why is it this person making so much money?

3.3.9 Data Collection

As indicated earlier, the second phase of the AI 5D cycle was the Discovery phase (Figure 2). During this phase, extraordinary moments were inquired into, and vitalising and exceptional narratives were shared (Cockel & McArthur-Blair 2020:31). The questions devised in the Definition phase surrounded Thembeni's most positive entrepreneurial attributes and were used for peer appreciative interviews (Figure 3). The participants paired up and interviewed each other utilising the interview protocol (Cockell & McArthur-Blair 2020:33). The participants openly shared the positive and enlivening experiences that they had with Thembeni during these interviews.



Figure 3.3. Participants engaged in appreciative peer interviews utilising the interview protocol

The participants gained valuable insights through sharing stories during the interviews. They were then invited to reflect on these insights and write the four most inspiring stories or highlights of Thembeni on their interview protocol document. The pairs shared the stories, identified positive forces and highlights from the interviews with the group (Cockell & McArthur-Blair 2020:33). The pairs' identified positive entrepreneurial attributes which were shared with the group (Figure 4). Following all the pairs sharing and presenting their identified entrepreneurial attributes, the final entrepreneurial attributes were distinguished through a vote. Participants took the opportunity to revise

all the positive entrepreneurial attributes and vote for the ones that most resonated with who Thembeni is, and what they admire about him and his entrepreneurial successes. The top five positive entrepreneurial attributes were then identified (Figure 5). The data was generated and interpreted by means of interviews in pairs and group discussions by the participants. The positive entrepreneurial attributes signify the positive core of Thembeni's entrepreneurship.

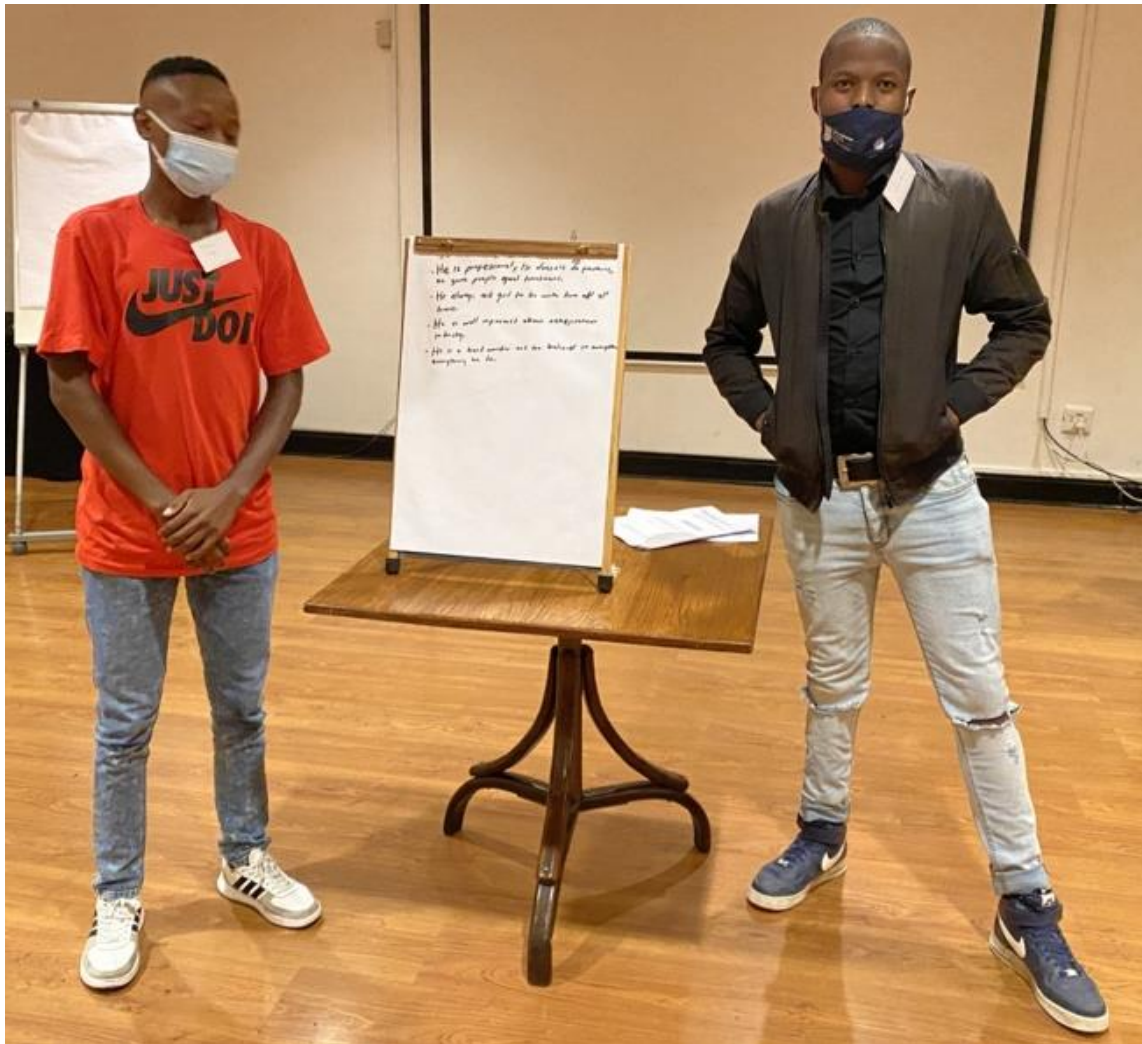


Figure 3.4. Participants sharing their identified positive entrepreneurial attributes of Thembeni's career following their appreciative interviews

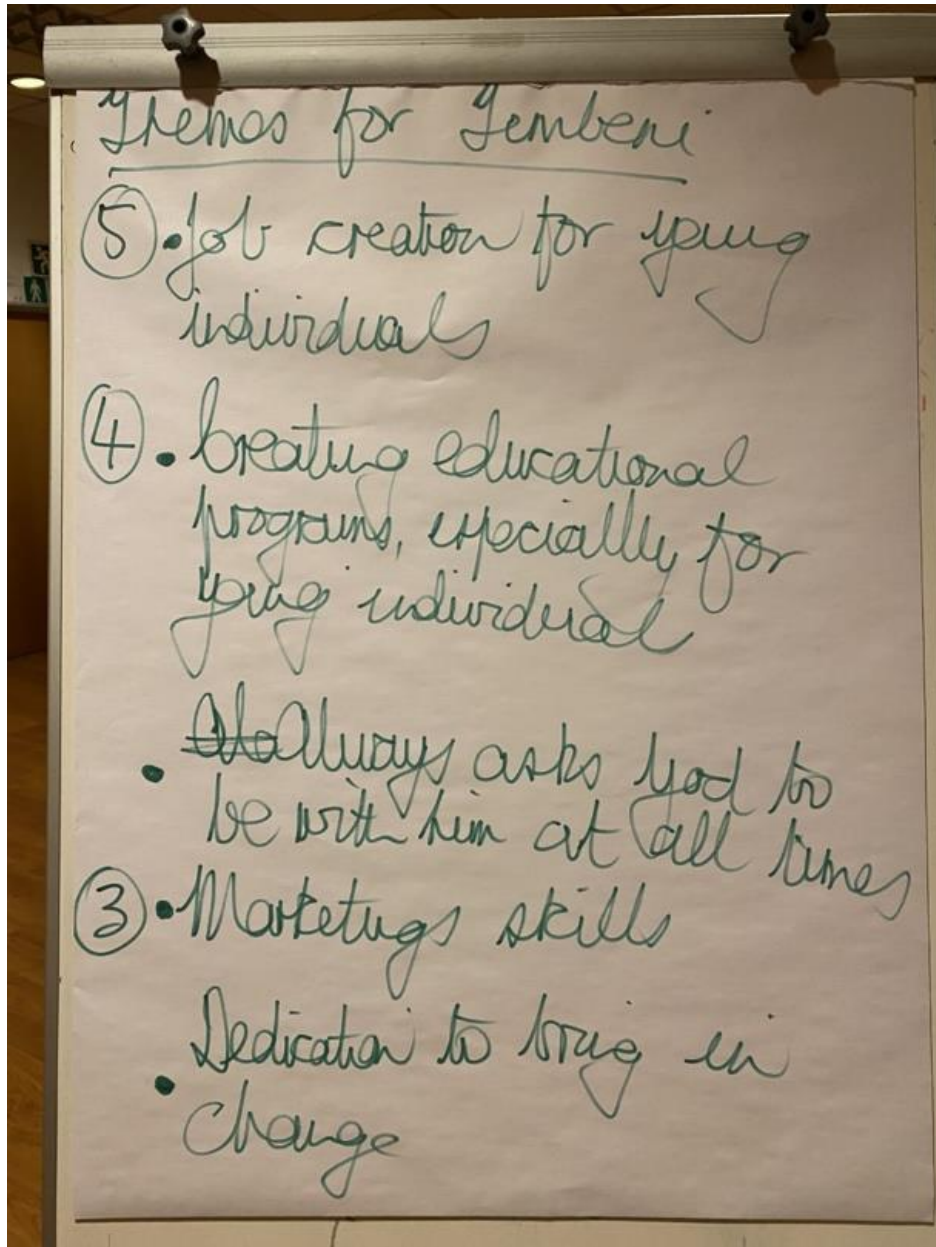


Figure 3.5. The positive entrepreneurial attributes chosen through a vote

During the 5D AI workshop the five identified positive entrepreneurial attributes that received the most votes from the participants were identified (Figure 5). The positive entrepreneurial attribute that received the most votes, five in total, was how Thembeni focuses on job creation for young individuals. There was a tie between two positive entrepreneurial attributes for second place, with four votes for each positive entrepreneurial attribute.

The second and third positive entrepreneurial attributes recognised that Thembeni is creating educational programmes, especially for young individuals, and that Thembeni asks God to be with him at all times. The fourth and fifth most popular positive entrepreneurial attributes were also tied between two, with three votes each. These

two positive entrepreneurial attributes first appreciated Thembeni's marketing skills and secondly recognised Thembeni's dedication to bring change.

The third phase of the 5D AI workshop was the Dream phase, during which participants visualised a desired future and participants were invited to contemplate great ideas and opportunities (Watkins, Mohr & Kelly 2011:87). According to Cockell & McArthur-Blaire (2020:34), starting from the themes, two types of images for the envisioned future should be created: a visual image and a word image or provocative statement. The identified entrepreneurial attributes were used to do this.

Lewis, Passmore & Cantore (2016:55), describe the Dream phase as extremely practical and generative, exploring future potential. The authors further contend that the process intensifies the positive core to further arouse vigour and a motivating future. The participants were invited to use their imagination to paint positive images for the future guided by the previously identified positive entrepreneurial attributes (Figure 6). Participants imagined Thembeni in three years' time as a highly accomplished entrepreneur and used their creativity to generate paintings of his achievements as an entrepreneur.



Figure 3.6. The participants painting a visual image guided by the positive entrepreneurial attributes



Figure 3.7. The participant created a painting that resembled job creation

The participant in Figure 7 painted a portrayal of what he described as Thembeni's entrepreneurial skills. He spoke about how Thembeni will increase job creation for the youth in the country. He described the top part of the painting as an illustration of the factories which will generate an income for workers. He shared that the drawing of the person displays that he/she is receiving an income for their work and supporting their household needs. He said that the income from these jobs would support the youth to buy their essentials, pay off their debt and start accumulating assets. The participant concluded that job creation and incomes would contribute positively towards the economy of the country, and that this is the positive effect of Thembeni's entrepreneurship.



Figure 3.8. The participant painted a large wave, sun and a flower

The participant in Figure 8 communicated that she had painted a wave moving towards a flower under the optimal conditions of the sunshine. According to her, it represented Thembeni's dedication towards bringing positive change. She said that the wave characterised Thembeni riding the large wave of success into the future and helping to build a new and enhanced economy. The participant described Thembeni as always determined to bring positive change to the lives of individuals and the country's economy.



Figure 3.9. The painting demonstrates the sun shining brightly in the sky

The participant in Figure 9 said that the positive entrepreneurial attribute of Thembeni asking God to be with him at all times resonated with her. She said that her painting focused on the sky and what is above. She explained that she painted the sun to show that Thembeni relies on God to show him the way and that the sunlight shining down resembles God lighting the way to success and guiding Thembeni on his entrepreneurial path. She believed that it shows that what Thembeni is doing is bigger than just himself, focusing on a larger picture and the greater good of the community and the country.



Figure 3.10. Two paintings were represented by the participant, a heart and an array of colours

The participant in Figure 10 created two paintings. He explained that the first painting was of a heart and this symbolised Thembeni's love for people. He further shared that through this love, Thembeni aims to create a positively changed environment, where people are continuously uplifted. The participant expressed that Thembeni's heart is to always put others first. The participant then moved on to the second painting, which he said was aimed to 'not be understood'. He further elaborated that this symbolised that people may not fully understand Thembeni and his aims and goals, but this should not hinder him from achieving his dreams. He imparted that Thembeni is the only person that knows and understands what he wants and the direction he is going. The participant went on to share an example, as when Thembeni introduced innovative ideas in his company, many people did not understand or relate to his ideas that proved to be successful. The participant communicated that as long as Thembeni

understands the vision and the path to success, he will achieve his goals. The participant's final thought was that Thembeni knows what he wants and there is no double that he will accomplish it.

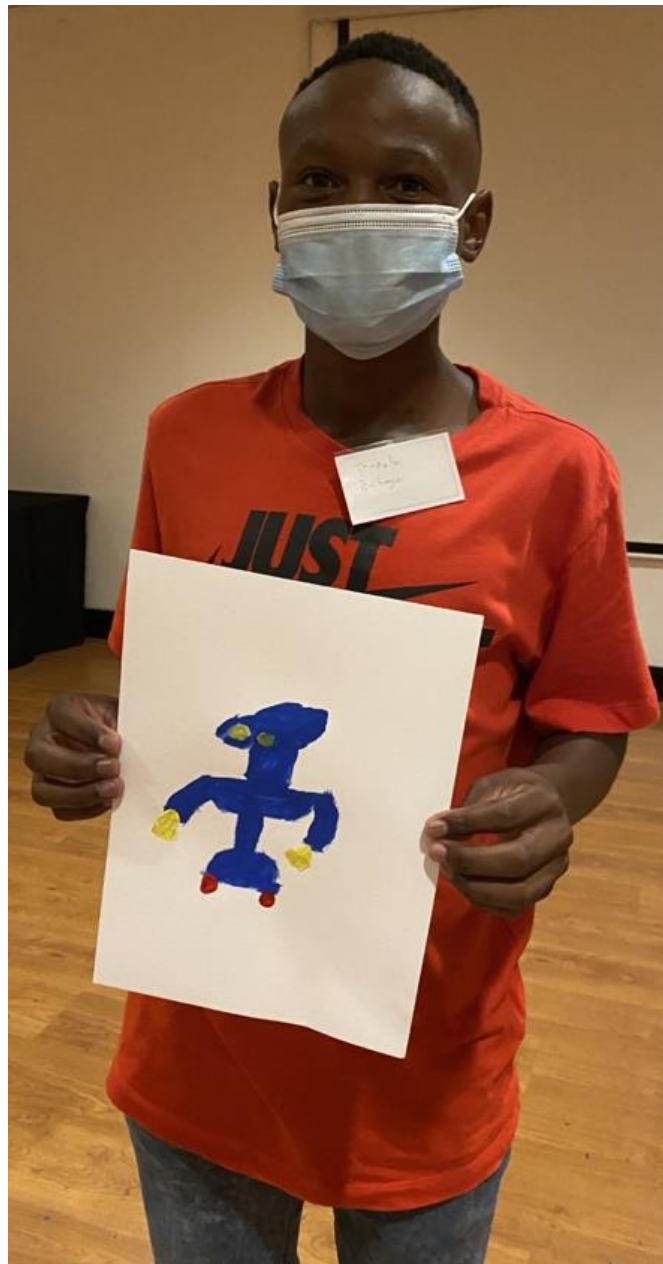


Figure 3.11. The participant painted a futuristic robot

The participant in Figure 11 described his painting as a futuristic robot to resemble the rapid transformation that Thembeni has and will continue to bring to the world. He spoke about how Thembeni is contributing in the world like the fourth revolution. He elaborated that the robot may change our lifestyles and do many daily activities for us. The participant then compared the robot to the same kind of transformation that Thembeni will contribute towards his community and the economy through his entrepreneurship.



Figure 3.12. The participant painted images relating to God

The participant in Figure 12 shared that he painted images that related to God being like a candle and to praying hands. He revealed that Thembeni always reminds him that with God there is life. The participant spoke about how Thembeni has a bigger purpose and calling and is motivated to uplift his community and the country's economy because of this. The participant disclosed that he appreciates and admires that Thembeni always asks God for strength wherever he goes and does not seek self-glorification.

3.3.10 Measures for Establishing Trustworthiness in the Research

Measures were taken to ensure that this study was trustworthy. This was included in the research design involving the well-defined research question, sample size and methodology. Following the workshop, the positive entrepreneurial attributes were shared with Thembeni. He could confirm and recognise the positive entrepreneurial attributes that were identified in the study. The workshop used an interview protocol. The transcripts were securely stored to ensure they would be available if later requested. The author did not have prior relationships with the participants and therefore conflict of interest arising from personal relationships did not arise.

3.3.11 Ethical Considerations

An application was submitted for ethical clearance at the Ethical Committee of the Free State University prior to the study taking place. All participants signed an informed consent letter explaining what the study involved, that their participation was voluntary and they could choose to leave at any time. All participants were over the age of 18 years and therefore parental consent was unnecessary. The interviews and workshops did not cover sensitive topics. The only identified risk of the study was loss of time. The workshop was arranged out of work hours to ensure participants could attend during their free time.

3.3.12 Results

The fourth phase of the AI 5D cycle was the Design phase (Figure 2). The Design phase assists in the delivery of the dream (Lewis, Passmore & Cantore 2016:57). During the Design phase, questions about how the preferred future is going to come about should be asked (Cockell & McArthur-Blair 2020:35). It involves high-level action decisions progressing towards a shared future dream and supporting actions. The action the participants took was to create a provocative proposition by utilising their imagination of a future grounded in the themes identified in the previous phase (Cockell & McArthur-Blair 2020:34). The themes were the positive entrepreneurial attributes that emerged.

The paintings from the Dream phase were utilised to lead the group in creating transformative ways to generate the desired future (Cockell & McArthur-Blair 2020:35). This was an outcome-based process where the action plan was created. In this phase of the workshop, participants transcribed a descriptive statement on the exceptional future that Thembeni would be going, optimally, to progress towards. This is the provocative statement. The group worked collaboratively in pairs to construct the provocative statement grounded on the conversations and considerations of the positive entrepreneurial attributes previously identified. The whole group then collaboratively integrated their statements to produce a collective statement:

Thembeni is a well-organised, God-loving, problem-solving and dedicated entrepreneurial leader who believes in himself and in others, especially young people, whom he cares about.

The fifth and last phase was the Destiny/Delivery phase (Figure 2). The Design phase and Destiny/Delivery phase are closely connected in the AI 5D cycle. The purpose and action plan are now to be produced in a practical manner, executing the actions and strategies (Cockell & McArthur-Blair 2020:37). The Destiny/Delivery phase is continuous, with constant conversations and opportunities to revise (Watkins, Mohr & Kelly 2011:89). To sustain the change, there are ongoing learning opportunities, modifications and creativeness. The article was shared with Thembeni as a growth prospect to further develop how he communicate his knowledge, skills and ideas convincingly to enhance his selling. The Destiny/Delivery phase came to a close when the article was completed and submitted for assessment and publication.

3.3.13 Research Findings

The purpose of this appreciative inquiry was to pursue an appreciation of Thembeni's positive entrepreneurial attributes. During the AI 5D cycle workshop, the positive entrepreneurial attributes that emerged identified Thembeni's positive core. The entrepreneurial attributes included that Thembeni creates jobs for young individuals. He uses his knowledge and skills to create jobs for young individuals and this enhances his sales, because the community are loyal towards the positive impact and change that his entrepreneurship brings. Thembeni uplifts young individuals especially, through creating educational programmes and sharing his entrepreneurial knowledge and skills. The young individuals then have the opportunity to build and grow his entrepreneurial endeavours alongside him. Thembeni uses his marketing skills to convince customers that his products are 'must have' purchases, which enhances his sales. The participants agreed that Thembeni always asks God to be with him at all times. This was a quality that was admired and led to the participants' loyalty towards him and support for his entrepreneurial efforts.

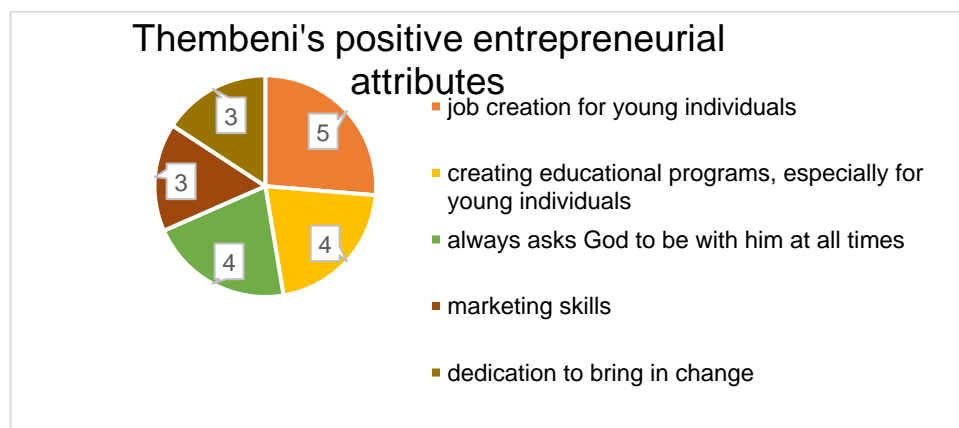


Figure 3.13. Thembeni's positive entrepreneurial attributes

The most voted positive entrepreneurial attribute (Figure 13) was that Thembeni focuses on job creation for young individuals. There was a tie between two positive entrepreneurial attributes for second place, with four votes for each. One of which recognised that Thembeni is creating educational programmes, which is also for young individuals. Youth may become uninterested in education, jobs and training when leaving school and entering the workforce (Hawke et al. 2021:942–943). The reasons may be obstacles such as struggles finding a job, education and training prospects. Entrepreneurs create job opportunities in rural areas, a critical solution to overcoming poverty (Dong, Xu & Cha 2021:1). The other second place positive entrepreneurial attribute, with four votes, was that Thembeni always asks God to be with him at all times. Entrepreneurs provide quality entrepreneurship with the understanding that they have received much in life and that God has provided them with an unlimited number of gifts (Azzaakiyyah 2023:9). Dong, Xu and Cha (2021:1) argue that mitigating poverty has been one of the most significant global concerns, particularly in rural regions. Alleviating poverty in rural areas is resolved by entrepreneurs and, globally, entrepreneurship has increased. Thembeni is dedicated to creating jobs and providing educational programmes for the youth as a way of becoming closer to God.

The fourth and fifth most popular positive entrepreneurial attributes were also tied between two positive entrepreneurial attributes with three votes each. One appreciated Thembeni's marketing skills. People in business and government have neglected the use of marketing skills by entrepreneurs (Ayiku & Grant 2021:53). There is a noteworthy correlation between entrepreneur's marketing skills and the growth of their sales, along with the correlation between marketing skills and customer-based growth. Marketing skills are essential for successful entrepreneurship, which Thembeni has grasped and developed.

The fifth tied entrepreneurial attributes recognised Thembeni's dedication to bring change. Change is addressed as Thembeni seeks to transform the community through his entrepreneurial endeavours. Entrepreneurs tackle societies' needs with continuous demands and accelerate forwards towards creating new discoveries (Azzaakiyyah 2023:12). Results of previous ways of thinking generate new ways of resolving problem and improve the understanding of entrepreneurship. Essentially, the entrepreneurs' obligation is to contribute towards society. Those contributions bring about positive change.



Figure 3.14. Participants ended the AI 5D cycle workshop displaying their certificates and positive about what they had learned through the appreciative inquiry they participated in

In conclusion, the article was shared with Thembeni and an interview was conducted with him. He communicated that the entrepreneurial attributes resonated with him. He continues to strive towards job creation for young individuals. He is currently working on an application where people in rural areas can accumulate points for cash back. He is in negotiation and pitching his start up with a bank. He aims to expand this cashback model to the taxi system in his area, which has not been done before.

Thembeni shared that he learned transferable skills from the workshop and has realised if people do not know how to do something, they cannot do it. This relates to the positive entrepreneurial attribute of creating educational programmes, especially for young individuals. He has learned that if he knows his goals, he is empowered to build the route towards them. He is inspired to share this knowledge and education with young individuals.

Thembeni said that he has changed churches recently. He had a revelation and vision where he saw himself no longer following the leaders. His life has been transformed through this vision and decision, and he continues to put everything in the hands of God. This is just as the entrepreneurial attribute identified that he asks God to be with him at all times.

Thembeni's marketing skills were identified as a positive entrepreneurial attribute. He communicated that he continues his entrepreneurial endeavours with Cryto A in digital banking. He continues to market and create awareness of the product and increase sales. He aims is to have an international company.

Thembeni shared that the workshop has had a positive effect on his entrepreneurial endeavours. He has utilised the knowledge and it has motivated him to do further research and try new endeavours to bring about change.

Thembeni is dedicated to bring in change, not only in his community but across the country. The positive entrepreneurial attributes provide a clear illustration of how customers, people in the community and his colleagues view him. This has also brought him admiration and loyalty. Thembeni is real and honest, and his way of communicating demonstrates his admirable qualities. These qualities are infectious and stand out for customers, which continues to enhance his sales.

3.3.12 Limitations of the Study

This study was a qualitative study. It concentrated on a specific geographical area and personal experiences of the participants. Therefore, the findings cannot be generalised. The workshop was conducted during the COVID-19 pandemic and this may have had an effect on the participants' emotional and financial views.

3.3.13 Future Research

This study has limitations notwithstanding the contributions. In the future, the qualitative research could further be improved. A larger sample size would provide increased consensus of the results. Further research could be done to monitor the progress and viewpoints of the participants' contributions at a later stage.

3.3.14 Acknowledgements

The author would especially like to thank Bon Hotel Bloemfontein Central for accommodating the workshop at the hotel. This was during the COVID-19 pandemic and the hotel supported the safety precautions to ensure the workshop was successful. The participants willingness and enthusiasm to contribute to the study is also appreciated.

3.4 Conclusion

This study identified Thembeni Thomas Molanthane's entrepreneurial attributes which have supported his entrepreneurial endeavours. The positive entrepreneurial attributes emerged through an AI workshop which identified the most life-giving entrepreneurial attributes that Thembeni possesses. Thembeni's positive entrepreneurial attributes include him creating jobs and educational programs for young individuals, his marketing skills, his dedication to bring change and that he always asks God to be with him at all times. The appreciative approach recognised his core strengths that may be further enhanced and developed towards future entrepreneurial endeavours and success in his career.

3.5 REFERENCES FOR CHAPTER 3

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CHAPTER 4

4.1 JUSTIFICATION OF CHOICE OF JOURNAL FOR ARTICLE THREE

The journal chosen for Article three is the *Journal of Women's Entrepreneurship and Education (JWEE)*. This journal was specifically chosen based on its devotion to developing research regarding women's entrepreneurship and education. In the case of Article three, Rosy's entrepreneurial attributes was the focus. The journal encourages articles that are aspired to uplift women from economic developing rural areas. Rosy is from Thaba Nchu, a rural area in the Free State province of South Africa. The journal endeavours to accept articles from PhD students, like myself, with the aim of improved involvement in publishing academically.

Women from developed and developing countries are promoted to contribute towards this journal. I have been born and raised in a developing country and have lived in a developed country as an adult, therefore, I fit this profile. The article and journals research focus and disciplines are aligned with Article three in the following ways: The article aims to empower women economically, have an economic influence of female entrepreneurs, provides indispensable strategies for female education and entrepreneurship, utilises networks, looks at female entrepreneurs' experiences and education and female entrepreneurs performing in informal economies. Article three follows the journals layout guidelines.

Journal Women's Entrepreneurship and Education (JWEE)

Abstract: not longer than 250 words

Keywords: 8

Times Roman 12 pt, single spacing.

Margins to be used: 3.3 cm top and bottom, left and right 2.6 cm

4.2 TITLE: HOW DOES ROSY KHONKOBÉ USE HER ENTREPRENEURIAL ATTRIBUTES TO ENHANCE HER ENTREPRENEURIAL CAREER?

4.2.1 ABSTRACT

This article investigates how Rosy Khonkobe, a successful female entrepreneur, uses her entrepreneurial attributes to enhance her entrepreneurial career. Rosy's essential entrepreneurial attributes are identified and explored. The study investigates the need for closing the gender gap in entrepreneurship with a focus on further developing and supporting female entrepreneurs, such as Rosy, sell their services and products. The study uses an Appreciative Inquiry lense, with a focus on what is working optimally and how these attributes may be further extended. This is opposed to focusing on a problem and seeking a solution. The study aims to advance Rosy's effective entrepreneurial attributes further to ensure further advancement in her entrepreneurial career. This is to ensure that female entrepreneurs are empowered and uplifted to close the gender gap in entrepreneurship.

KEY WORDS: *Appreciative Inquiry, entrepreneurial attributes, Social constructionism, entrepreneurial development*

4.2.2 Introduction

Entrepreneurial attributes are vital to the success of entrepreneurial procedures and venture creations (Ibidunni, Mozie & Ayeni, 2020,73). This is because they integrate attributes with companies' innovative attributes for entrepreneurial success. According to Ibidunni, Mozie & Ayeni (2020,73) entrepreneurs attributes and behaviour inclinations impact their capability towards business success. Individual, social and environmental influences are factors of entrepreneurial attributes. Individual factors include personal attributes and values. Social factors comprise of their family and career history. Environmental factors are external attributes that are associated with the entrepreneurs' circumstances, such as opportunities, capital creation and reduction in taxes.

According to recurrent citations on entrepreneurship, positive entrepreneurial attributes include risk-taking, innovativeness, the desire to achieve, self-agency and open mindedness to evaluate entrepreneurial attributes (Anwar & Saleem, 2018:284). According to Anwar & Saleem (2018:284) the overall results of research deduce that these attributes are not yet concluded. Current research confirms and questions the interrelatedness of these attributes. Therefore, it is necessary to further explore the entrepreneurial attributes that lead to entrepreneurial success. Gender may also play a role in an entrepreneur's entrepreneurial attributes.

Women's involvement in management has increased as additional female graduates join the workforce (Halim & Razak, 2014, 22). Halim and Razak argue that although women have broken barriers, structural shortcomings and gender bias continue to obstruct all phases of management (Ammerman & Groysberg, 2021). Executives have witnessed disparities in salary and promotions where women are rather disadvantaged. The highest management positions in the Malaysian government and corporate sectors occupied by women are low (Halim & Razak, 2014, 22). This is regardless of the entrepreneurial attributes they possess.

Halim & Razak (2014, 22), also argue that only women with exceptional qualifications are successful in corporate careers, which is a racial and gender disparity. Companies must recognise and avert the patterns that prevent the full utilisation of female talents and participation, and further ensure systematic transformation (Ammerman & Groysberg, 2021, online). The reason often stated for the fact that women are not given the independence to lead, despite having higher qualifications than men, is that they do not have the self-assuredness and skills to voice their rights through effective communication (Halim & Razak, 2014, 22). Halim and Razak suggest that the components of the toxic culture in corporate settings, which hinder women, include inadequate leadership skills and restricted communication. Self-assuredness, leadership and communication skills are entrepreneurial attributes that would be beneficial for women to further develop their entrepreneurial careers.

Women have chosen to be entrepreneurs to move away from gender-related bias in the workplace and to have balance between their personal and professional lives (Agarwal & Lenka, 2015, 359). The belief that, when industries accomplish gender balance, bias is reduced and gender gaps are closed, is incorrect (Diehl et al., 2022, online). According to these three authors, an organisation's procedures and processes that favour men need to be transformed and the idea of only including women without a change in men's behaviour needs to be addressed. The practice of men making the important decisions even when women are well represented needs to be altered (Diehl, et al., 2022, online).

Women have created enterprises to improve their work-life balance (Agarwal & Lenka, 2015, 358). Some women have restricted their career objectives to manage their personal responsibilities (Diehl et al., 2022, online). They suggest that the corporate workplace has been unaccommodating in balancing work with family. However, women add valuable contributions to organisations. In their entrepreneurial endeavours, women emphasise upholding effective communication and relationships with staff and customers (Agarwal & Lenka, 2015, 358). The authors argue that women should utilise their emotional intelligence to resolve problems. They

further claim that female entrepreneurs have confidence that communication and building relationships will decrease stress and accomplish work-life balance. Women's entrepreneurial attributes in the workplace such as communication skills and building relationships should be highly valued.

According to Thandabhani (2020, 481), it is essential for women's startup enterprises to develop their operations and innovative products. The writer also points to the fact that India, for example, has (like South Africa) strong communication systems which include mobile networks, logistics corporations, courier services, social media, and other corporate companies. She further argues that access to communication devices is an imperative condition for running a prosperous business. However, female entrepreneurs may have restricted access to communication devices like the internet, mobile phones and television (Roy, 2014, 335). The growth of several businesses and international organisations has been sustained by employment opportunities, income earned and female entrepreneur initiatives (Thandabhani, 2020, 481). The entrepreneurial attribute of knowing how to access these technologies and using them would be highly beneficial in entrepreneurial endeavours.

Thandabhani (2020, 495) suggests that female entrepreneurs should learn the essential communication skills and train to improve these skills and their Information and Communications Technology resources. These are a variety of different technological tools and resources employed to exchange information. Digitalisation impacts entrepreneurs and businesses as it provides innovative prospects to expand, specifically on ICTs as communication, advertising and business channels (Olsson & Bernhard, 2020, 379). Olsson & Bernhard further state that entrepreneurs rarely have the knowledge and skills to progress their businesses by harnessing digital challenges. According to Thandabhani (2020, 496), female entrepreneurs' qualifications may be overlooked unless their communication is upskilled compared to their competition.

There is a noteworthy gender gap in entrepreneurship (Byrne et al., 2019, 154). Policy makers ensure policies are in the interest of gender equality and encourage women to be self-sufficient business owners, for example the EU gender equality policy (Byrne et al., 2019, 156). Byrne et al. (2019, 154) argues that policy makers aim to encourage young women to be entrepreneurs through role models. Female entrepreneurs may be mentors or role models, providing important messages and lessons for aspiring women. In this study, I shall accordingly perform research into an example of an aspiring female entrepreneur in South Africa, Refilwe Rosy Khonkhobe, and how she uses her entrepreneurial attributes to sell her services and products. I shall now present a brief biography of her to provide the background for this study.

4.2.3 A brief biography of Refilwe Rosy Khonkhobe

Figure 4.1. Image of Refilwe Rosy Khonkhobe



Refilwe Rosy Khonkhobe, also known as Rosy, was born on 11 March 1992. She was raised in a small town called Thaba Nchu, 63km east of Bloemfontein, in the Free State province of South Africa. Growing up, she was very quiet, shy, reserved and God-fearing. She was raised by her parents Dikeledi and Mokgutle who instilled the qualities of kindness and empathy in her from a young age. Rosy is the youngest of four children. She has two older brothers, Galeboe and Kagisho, and a sister, Moipone.

Rosy grew up facing financial struggles. Her father was the sole provider for the family of six and there were often times he struggled to find paid employment. From a very early stage, she experienced the pain and struggle of not being able to afford certain things that her peers had. She vowed to herself that she would never overlook anyone who was struggling and would always try to assist in whatever way possible.

She started her schooling at a pre-school, Godisho, in Thaba Nchu. She then went on to attend St Augustine's Primary School from grades 1 to 4 and Tweespruit Primary School, where she completed grades 5 to 7. Rosy describes her primary school days as very interesting, as she was a very active child and quite competitive too. She played many sports, including netball, high jump, long jump and soccer. She completed grades 8 to 12 at Goronyane High School, in Thaba Nchu, where she became less interested in sports as there was then, and still today is, a lack of resources. Training to compete was a huge challenge and became quite frustrating for her.

Rosy did, however, find an interest by joining the Youth Enterprise Society where she was taught how to present herself in public speaking. She learned the essence of teamwork and helping others who struggled in spheres such as school work or affording a school uniform. This is where she realised her impact and influence in serving others through upliftment and helping people reach their goals.

Following Rosy's final year at school, she took a gap year. She was uncertain of what her purpose really was and which career path she should pursue. She was accepted to study for a Bachelor of Commerce Accounting degree at the University of the Free State. Disappointingly she had to drop out as her parents could not afford the fees and her bursary failed to settle her academic debt. She was never given a valid reason by her bursary provider. Rosy searched for jobs to settle her academic debt, which she successfully did in three years. She is a woman who seeks solutions and, regardless of her challenges, she still managed to complete her degree through the University of South Africa.

Rosy realised she wanted to be an entrepreneur in 2013 through her friendship with Kenneth Ngakantsi, also an entrepreneur. In the beginning, he believed in her more than she believed in herself. They undertook their first event together before Rosy went on to study. Rosy had a pivotal moment the following year after having to drop out of the University of the Free State to realise that entrepreneurship was her future path.

Rosy had a wide range of different jobs. She worked as a waitress, an accountant tutor at Motheo TVET College and Goronyane High School and as a personal assistant to a health economist. She is currently working as a Business Development Manager at Morumioa Space Programme. This is a small company where Rosy works full time. The company has three categories: tourist, agriculture and construction. She works in the tourism category and advertises guest houses in the local area. She provides the owners with the platform and resources to market their businesses which they otherwise would not have easy access to. The company also has a scholars' programme where they upskill students. A recent project was to teach students how to build and fly a drone, which is how they get the best advertising pictures for the guesthouses. Rosy also supports elderly people with their financial statements at an NGO, Itharabogelweng Mahumagadi, based in Thaba Nchu.

After Rosy experienced the difficulty of dropping out of an academic programme due to the lack of finances, she realised the need to support other students. She was determined to help others so that they did not have to go through the same experience that she did. Rosy began to volunteer at World Vision, where she utilised her own resources to support scholars' applications to universities and for bursaries. The company eventually closed.

Rosy then registered a company called Cyber Fuse. This company helped distribute information to people who, due to financial limitations, did not have access to smartphones or internet connectivity. With limited resources and amidst the pandemic, the company managed to apply for over 150 students to attend universities and scholarships, including the National Student Financial Aid Scheme, in 2020. Rosy also supports people in compiling their CVs, business plans and company registration. Her biggest dream is to uplift the community of Thaba Nchu through her work. She is very hopeful that her work will reach many more people around South Africa and internationally. I will now present a review of the relevant literature to serve as an academic platform for this research.

4.2.4 Literature review

Entrepreneurial and individual attributes inspire the creation of new businesses in developing countries (Wibisono & Thao, 2023:52). According to Wibisono & Thao (2023:52) these attributes are still being explored in studies of developing countries. A person achieving success will likely inspire others which is similar to the relationship of entrepreneurial networks. The achievements of people that have successful start-up businesses motivate others in their social environments which support nascent entrepreneurs to follow their paths (Wibisono & Thao, 2023:52). In this study we look at Rosy's entrepreneurial attributes and how she uses them to enhance her entrepreneurial career as a woman.

Entrepreneurial attributes may be defined as personality characteristics and behaviours that are related to entrepreneurship (Villasana, Alcaraz-Rodríguez & Alvarez, 2016:154). Individuals that engage in entrepreneurship usually possess attributes such as creativity, problem solving, risk management and self-confidence. According to Villasana, Alcaraz-Rodríguez & Alvarez (2016:154) creativity enhances innovativeness and ideas and increase the identification of opportunities. Problem solving uses a specific combination of choices to find a solution. An essential attribute of entrepreneurship is risk management which is when entrepreneurs take calculated risks (Villasana, Alcaraz-Rodríguez & Alvarez, 2016:155). Self-confidence is the awareness of one's capabilities and is related to self-esteem. Entrepreneurs

should believe that they influence the outcome of their actions which corresponds to high levels of self-determination and self-confidence (Villasana, Alcaraz-Rodríguez & Alvarez, 2016:155). These entrepreneurial attributes lead to economic development.

Over the last century, women's increasing role in society has been the central driving force in economic development (Manjaly, Joseph, Nimmi & Kailash Nadh, 2022, 274). Entrepreneurship is an enduring skill which positively changes ideas into practical undertakings. Female entrepreneurs are groups of women that begin, arrange and manage businesses. According to Manjaly et al. (2022, 274) women in developing economies, such as India, experience bias and disadvantages. This is comparable with Rosy, pursuing entrepreneurial endeavours in South Africa, a developing country. According to the World Economic Forum (2022, 318), South Africa was ranked twentieth out of one hundred and forty-six countries on the Global Gender Gap Index in 2022. This is an indication that South Africa has come a long way; however, there is still disparity between men and women.

It is essential to foresee the obstacles female graduates need to overcome in emerging markets (Manjaly et al., 2022, 273). The authors point to the fact that when entrepreneurs self-evaluate, it has a constructive association with entrepreneurial intention. Initially entrepreneurs should employ self-understanding as an entrepreneurial attribute. This assesses the entrepreneur's capability to be freelance and the outcome is inclined to boost an individual's objectives to employ entrepreneurship. Entrepreneurial self-assessment supports a prospective entrepreneur in assessing their capabilities prior to commencing an entrepreneurial endeavour (Manjaly et al., 2022, 278). The individual is supported when evaluating their individual, family and entrepreneurial priorities to determine if this is the correct path for them, or if an alternative path is better suited.

According to Manjaly et al. (2022, 274), a favourable self-assessment correlates with entrepreneurial passion. They state that the link between self-assessment and entrepreneurial intention is arbitrated by their entrepreneurial passion. In this study, I embarked on a collaborative journey of self-assessment and appreciation with Rosy to enhance her entrepreneurial attribute of self-understanding, entrepreneurial intention and passion, and to appreciate what is working for her.

Female entrepreneurs experience influences dissimilar to those of men (Manjaly et al., 2022, 274). Manjaly et al. (2022, 274) argue that gender dissimilarities and family constrictions are crucial influences in an entrepreneurial endeavour. 'Entrepreneur' is a masculine notion and not gender neutral. Manjaly et al. (2022, 775) state that women in poorer countries do not always undertake entrepreneurship as an opportunity, but rather as a necessity because they do not have job prospects that will produce revenue. Women have specific entrepreneurial attribute that enhance entrepreneurial performance; these should be utilised and enhanced.

Female entrepreneurs in emerging markets have characteristics, such as proactiveness and innovation, which are significant attributes in entrepreneurial orientation (Muindi & Masurel, 2022, 22). Entrepreneurial orientation is reliant on entrepreneurial performance, and it affects entrepreneurial performance positively. A feature of female entrepreneurs' performance is their social performance, predicted by entrepreneurial orientation. This shows that female entrepreneurs have specific entrepreneurial attribute that are beneficial and positively contribute towards entrepreneurial endeavours. A positive factor in Rosy's entrepreneurial success could be these key features in her entrepreneurial performance.

In the majority of countries, the number of women occupying top management positions is low, though there have been increases in the US and certain European countries (Mansoori, 2022, 177). This gender gap in human resources means that they are not utilised efficiently due to gender discrimination. According to Mansoori (2022, 177), when women's valued skills are utilised, corporate performance is enhanced which leads to an optimistic influence on corporate value. Through professional development and providing opportunities to female entrepreneurs,

such as Rosy, resources and organisational performance would seemingly be enhanced. Female entrepreneurs also need to be knowledgeable and updated with the latest information and use of technology.

The emergence and use of chatbots have freed employees' time, are available around the clock and respond quickly to customers. The use of digital technology in the process of entrepreneurial undertakings is growing remarkably quickly internationally (Shamak et al., 2022, 40). It is a foreseeable instrument with favourable competitive benefits for enterprises, specifically that of digitalised economies. Digital consciousness is insufficient to impact business performance (Shamaki et al., 2022, 55). Innovative technology needs to be accepted and adapted to. As I have argued earlier, female-owned businesses should develop and utilise digital technology to improve their business performance, in order for increased competitive advantage and economic development. In this theoretical analysis, I have presented arguments that female entrepreneurs, when their entrepreneurial attributes are utilised, and if they focus on their strengths, can become more efficient. In the next sections, I shall discuss the methodological framework and paradigm of the research process as it has been followed, and as it has unfolded, in this appreciation of Rosy Khonkobe.

4.2.5 Theoretical framework: Appreciative Inquiry as research methodology

The 5D cycle of Appreciative Inquiry has been utilised as research methodology. This will be explained in the subsequent section, but now it is imperative that the theoretical principles fundamental to Appreciative Inquiry should primarily be connected to the methodological practices applied in this study. Appreciative Inquiry (AI) is an optimistic and strength-based framework (Dewey et al., 2022, 1398). Cooperrider and Srivastva initially developed AI as a positive and strength-based method to produce change (Fileborn et al., 2020, 106). AI pursues what is the best to stir the communal imagination of what could be (Dewey et al., 2022, 1398). AI holds the supposition that, in all organisations, there are areas that are working optimally and transformation should be guided towards maximising these current strengths. The strengths are recognised through positive questions around the organisation's 'life-giving' characteristics and foreseeing an optimistic future where all parts prosper towards the enhancement of the core strengths.

The foundation of AI is the argument that, when we concentrate on the undesirable or deficits of an organisation, we generate increased images of the deficits which could overpower the scheme with illustrations of what is incorrect (Fileborn et al. 2020, 106). Fileborn et al. argue that contrary to this, AI requires us to envision what the image or situation should be like, which guides our attention and energy towards the ideal and desired vision. AI is futuristic and procreative, as it focuses our attention on where we would like to be and the manner in which we would like to succeed. The crucial question to scrutinise is what is working optimally in the organisation (Cockell & McArthur-Blair, 2020, 16).

AI is an invigorating approach which ignites positive transformation in people, groups and organisations (Cockell & McArthur-Blair, 2020, 15). AI utilises influential narratives to instigate positive change (Dewey et al., 2022, 1398). It identifies the present strengths of our practice and highlights what we should persist in continuing to do (Fileborn, Wood & Loughnan, 2020, 106). It appreciates what is functioning optimally, through inquiry, by involving people in asking questions and sharing stories (Cockell & McArthur-Blair, 2020, 15).

An organisational culture may benefit in numerous ways by using AI (Dewey et al., 2022, 1398). Through communicating positivity and accomplished stories, stakeholders genuinely bond with each another. The positive shift creates vigour in an organisational group, enabling it to propel successfully towards its targets (Cockell & McArthur-Blair, 2020, 15). People are

energised to further enhance their work when their accomplishments are acknowledged, as opposed to being disheartened when their failures are focused on (Cockell & McArthur-Blair, 2020, 17).

Originally AI was utilised for transformation in organisations, but it is now applied in other settings (Fileborn et al., 2020, 106). Fileborn et al. (2020, 114) reevaluated peer reviews as a type of Appreciative Inquiry and described how the advantages of using this approach overcame initial obstacles related to these reviews. In their findings, they discovered that when peer reviews of teaching are rethought as an AI they become generative rather than just appraisals. In this study, I have concentrated on Rosy's positive entrepreneurial attributes. AI was used as a tool for change to recognise the most positive core of her entrepreneurial attributes, and to advance her development towards positive transformation.

The study is embedded in a suitable paradigm. Through the use of AI, as a basis for social constructionism (Cockell & McArthur-Blair, 2020, 64). This delivers the theoretical groundwork to process the research upon which this research is based.

4.2.6 Theoretical Lense: Social Constructionism

Social constructionism is grounded in what we take to be reality, which is socially situated (Havelkova, 2020, 435). It focuses on how our ideas arise, how we socialise them and how they are organised. Social constructionism signifies a procedure where a person generates their own reality by communicating with their social setting (Eads, 2023, 4). The procedure is impacted through the influence of language to illustrate and form our own reality.

Kenneth Gergen is viewed as a godfather in the progress of Appreciative Inquiry (Lewis et al., 2016, 34). His innovative research on developing social constructionism has vastly supported Appreciative Inquiry with robust theoretical reinforcement. Gergen (2015, 3) states that we live in a social world and, therefore, for entrepreneurs to be successful, they should consider the social backgrounds of their customers. Our social relationships determine what we take to be true about our world (Gergen, 2015, 3).

Our reality, which is everything we believe to be authentic and reasonable, has been constructed socially during the process of relating to each other (Gergen, 2015, 13). We are constantly constructing our world through our communication with other people (Gergen, 2015, 6). Entrepreneurs need to perfect their entrepreneurial attributes such as their communication in order to connect with their potential customers. They should be sensitive to their customers' cultural, social and economic backgrounds to enhance a positive connection. A deeper understanding of the people one is approaching leads to enhanced connections and opportunities to sell.

Lewis et al. (2016, 24) argue that social constructionism's purpose is to interpret the way in which occurrences are socially formed. They further suggest that it holds a relativist place and supposes that an external world does not exist unaccompanied by our own philosophies, language, opinions, wishes and thoughts. Our genuine existence is only when we are in relationship with others.

Social constructionism is a reflective pragmatism. It provokes us to recognise its function in all matters of life while maintaining criticism and curiosity (Gergen, 2015, 29). He further suggests that our social life develops a seesaw effect between the stability of the realities we have constructed and those that disturb them. Entrepreneurs should consult their own belief systems, biases and behaviours – which have all been socially constructed – to realise how these may influence their current situations.

A constructivist outlook shifts from empiricist research and has the ability to connect with study participants, such as Rosy in this study, to engage in research collaboratively. This may promote interdependent relationships in which all participants' voices are heard.

Numerous perspectives are revealed, and the knowledge gained is a collaborative achievement (Gergen, 2015, 80–81). Constructionism involves action research and social change in motion, where reality is negotiated and renegotiated for transformation. This makes change ubiquitously possible.

Communities are encouraged to become actively inquisitive, seeking answers by posing quality questions, pursuing engagement with each other and discussing practical issues (Gergen, 2015, 83). As entrepreneurs communicate with their potential customers, they should construct what they share, based on the direction and reactions of the interactions. The relationship between entrepreneur and customers is constantly evolving with the goal of seeking a deeper, trusting social relationship. This is achieved when the social norms of the customer and the entrepreneurial relationship are respected and constructed positively and collaboratively.

The purpose of communication is for the entrepreneur to convince the customer that they should purchase the entrepreneur's product or services (Van Heerden & Drotsky, 2014, 31). Various cultures have socially constructed their verbal and particularly their nonverbal communication. Entrepreneurs need to study the various entrepreneurial attributes of communication to build solid foundations with customers. Verbal communication includes words used; the tone, pattern and pitch of one's voice; how one listens; and how one phrases questions. Nonverbal communication includes eye movement; body language; handshakes; spatial distancing; and dress (Van Heerden & Drotsky, 2014, 32-42). These forms of communication can lead either to respectful, long-lasting relationships or to their disruption.

4.2.7 Research methodology: The 5D cycle of Appreciative Inquiry

A practical way to proceed through the various phases of AI is through the five general processes of AI (Cockell & McArthur-Blair, 2020, 29). The first is the *Definition Phase* (see Figure 1), where the topic of interest is developed to fit the aim of the inquiry. This is when the possibility of the inquiry is ascertained (Dewey et al., 2022, 1398). This phase sets the direction of the inquiry and therefore is the most significant phase (Cockell & McArthur-Blair, 2020, 30). The change is defined, an important constituent in the procedure (Lewis et al., 2016, 48). The groundwork and preparation accomplished during the Definition Phase plays an essential role in the whole process (Watkins, Mohr & Kelly, 2011, 86). The affirmative topic of this appreciative inquiry is how Rosy Khonkobe uses her entrepreneurial attributes to enhance her entrepreneurial career. Rosy's strengths and positive entrepreneurial attributes as a female entrepreneur were therefore the focus of the study.

The principles of AI need an introduction to ensure the comprehension of the methodology and procedures have theoretical basis (Cockell & McArthur-Blair, 2020, 19). The methodology of AI is reinforced by the five fundamental principles and daily practical use of AI. The AI principles have advanced to show novel reasoning and learning (Woodfield, et al., 2017). These include the Constructionist, Simultaneous, Poetic, Anticipatory and Positive Principles.

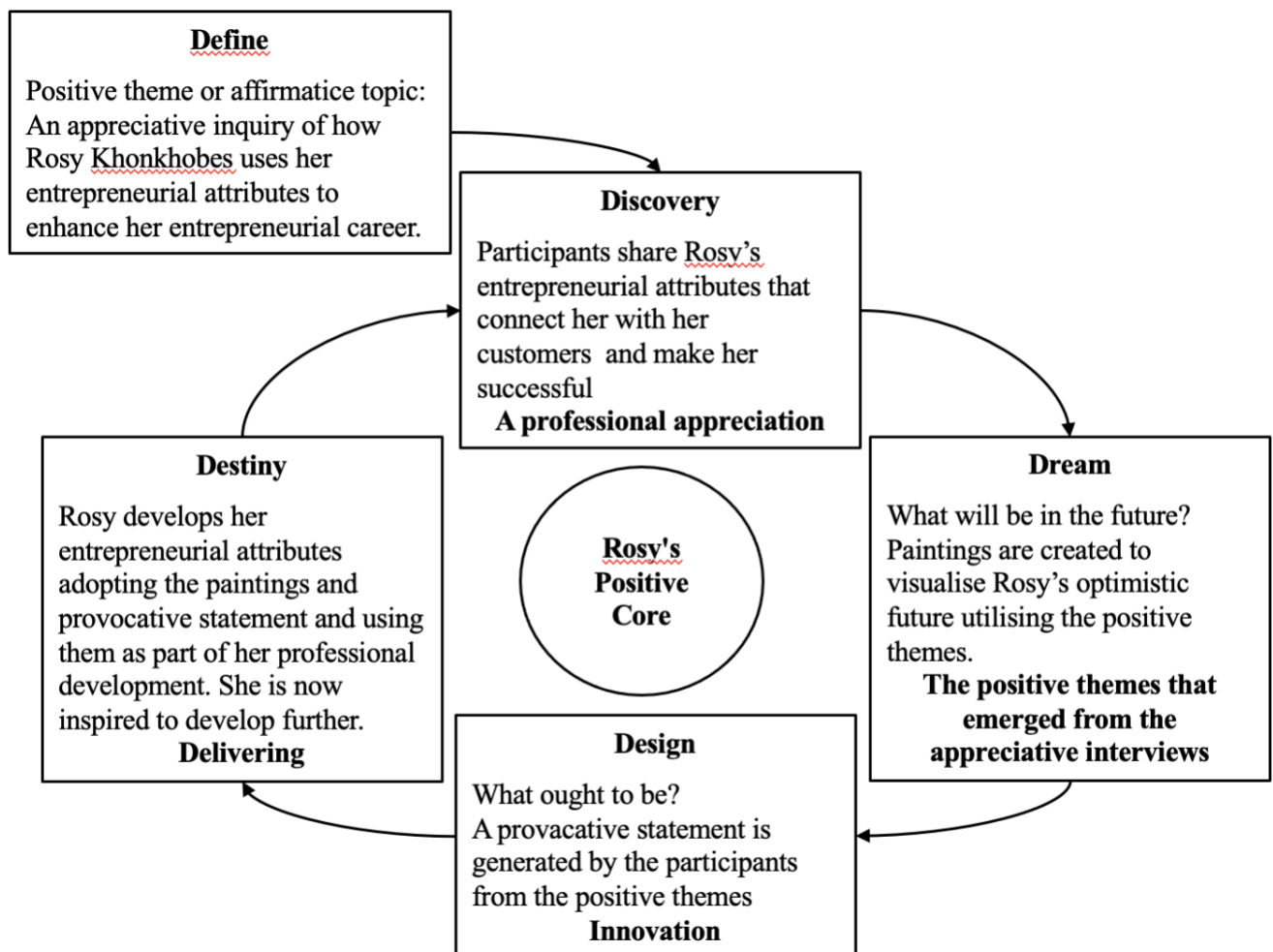
When the *Poetic Principle* is applied to an inquiry, a constructivist and participatory paradigm, the researcher and participants inquire together (Jennewein, 2021, 3758). We are able to choose what we study. Using this principle, people choose what is meaningful to them (Cockell & McArthur-Blair, 2020, 22). What we choose to focus on can alter the experience (McArthur-Blair & Cockell, 2018, 27). In this study, we chose to focus on the most life-giving and positive aspects of Rosy's entrepreneurial attributes. This was incorporated in the Definition Phase when the affirmative topic of the inquiry was chosen.

The affirmative topic (see Figure 2) is selected in the initial phase of the 5D cycle and is concentrated on for the entire study (Cockell & McArthur-Blair, 2020, 28). The central purpose

of this study was focusing on the affirmative topic, which was, as previously stated, an appreciative inquiry of the entrepreneurial attributes that Rosy Khonkobe to enhance her entrepreneurial career (see Figure 2). I arranged an Appreciative Inquiry workshop which followed the 5D cycle in Bloemfontein, South Africa, for a full day. The workshop was facilitated by an AI workshop specialist and myself. I was present throughout the workshop and supported the participants to work through the AI workshop with explanations, encouraging discussions and taking notes. The participants were selected and invited by Rosy and agreed to attend. The six participants were Rosy’s customers, mentee’s, colleagues and people who had witnessed her entrepreneurial journey. The participants consisted of five men and one woman and their ages ranged from twenty years old to thirty-seven years old.

During the AI workshop, the participants’ conversations were used to inquire into Rosy’s entrepreneurial skills. The *Constructivist Principle* is the foundational principle which affirms that our reality is both socially and subjectively formed through language (Jennewein, 2021, 3758). Our words create our worlds. Languages and conversations create peoples’ worlds socially (Cockell & McArthur-Blair, 2020, 19). When groups of people inquire together, they socially construct their comprehension of the world jointly (McArthur-Blair & Cockell, 2018, 27).

Figure 4.2. The Appreciative Inquiry 5D model of this study adapted from Cockell & McArthur-Blair (2020) and Dewey, Encandela & Moeller (2022)



The second phase of the 5D cycle is the *Discovery Phase* (Cockell & McArthur-Blair, 2020, 31; see Figure 2). In this phase, outstanding positive moments were inquired into, narratives were shared and life-giving influences were recognised. During the workshop, participants conducted paired interviews (see Figure 3), sharing their positive experiences about Rosy. The *Simultaneity Principle* states that inquiry and change occur simultaneously and are steered by the questions we ask (Jennewein, 2021, 3758). Through inquiry, change is created. Change and inquiry cannot be disconnected (Cockell & McArthur-Blair, 2020, 19). When questions are asked, transformation occurs. The transformation starts as soon as questions are asked, as they kindle thoughts and possibilities (McArthur-Blair & Cockell, 2018, 29).

Participants were requested to remember memories of the finest performances related to the affirmative topic – as suggested by Dewey et al. (2022, 1398). Throughout the interview, unrestricted questions were asked to provoke clear descriptions regarding the participants experiences, with an emphasis on what has been working best and what permitted the experiences to come to life. The *Positive Principle* posits that intensifying the positive core with the use of positive inquiry may produce the largest impetus towards positive change (Jennewein, 2021, 3758). Through positive questioning, positive change occurs. The increased positivity in the inquiry leads to increased positive results (Cockell & McArthur-Blair, 2020, 23). Following the interviews (see Figure 3), the participants shared their discoveries with the group and the most life-giving positive themes were distinguished. We will call the positive themes the positive entrepreneurial attributes of Rosy. The attributes identified were the entrepreneurial attributes that Rosy possesses. Every aspect of the AI methodology is impacted by the *Positive Principle*, from the subject chosen, development of questions, images generated, to the approaches intended to progress to the anticipated future (Cockell & McArthur-Blair, 2020, 23).

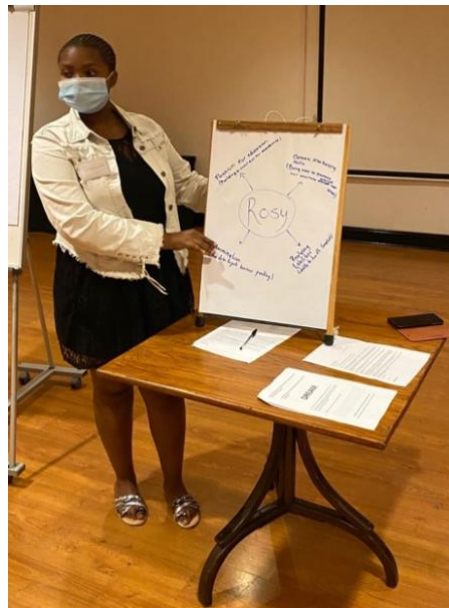
Figure 4.3. The participants conducted appreciative interviews in pairs



After the interviews were concluded, the participants were invited to envision three wishes for Rosy's entrepreneurial career. The participants pondered on the interviews and the narratives that were shared in groups of three or four. They then wrote their findings on a flipchart (see Figure 4). These were recognised as the positive entrepreneurial attributes of Rosy's

entrepreneurial career and development. The participants shared these with the group. The group then conducted an informal vote, for the final positive entrepreneurial attribute to emerge. Through an informal vote they each chose three of their top positive entrepreneurial attributes. The data was generated and interpreted by means of interviews in pairs and group discussions by the participants. The positive entrepreneurial attributes presented below signify the positive core of Rosy's entrepreneurship.

Figure 4.4. Participants shared the positive entrepreneurial attributes that were identified during the interviews on a flipchart



4.2.8 Positive entrepreneurial attributes

Five positive entrepreneurial attributes were identified during the 5D AI workshop. The entrepreneurial attributes which received the most votes, seven in total, recognised that Rosy is passionate and prepared at all times. The entrepreneurial attributes with the second most votes, five in total, stated that she has good facilitation skills. The third and fourth place entrepreneurial attributes were tied, at four votes each. The first one distinguished that she is a loyal and energetic person. The other tied entrepreneurial attribute acknowledged her as selfless and humble. The fifth entrepreneurial attribute, with two votes, identified her great marketing skills. The third phase in the 5D AI workshop was the Dream Phase (see Figure 5).

Figure 4.5. The participants painted positive images of their desired future for Rosy’s entrepreneurial career inspired by the five positive entrepreneurial attributes identified



As Dewey et al. suggest in their writing, the participants reflected on what ought to be (Dewey et al., 2022, 1398). Participants produce communal imageries of a desired future (Cockell & McArthur-Blair, 2020, 34). The multiplicative act of dreaming collaboratively allows shared views to come to light between participants in a group who may know each other or be in agreement (Dewey et al., 2022, 1398). The participants were encouraged to imagine what Rosy’s entrepreneurial success would look like three years from now. The positive entrepreneurial attributes identified from the Discovery Phase were used as an influence towards her entrepreneurial success. Whitney & Trosten-Bloom (2010, 188), recommend that the participants create paintings. These paintings, created by the participants, characterised the five positive entrepreneurial attributes that were identified from the imagining of Rosy’s extraordinary entrepreneurial endeavours. The participants painted positive images of their anticipated optimistic hopes for Rosy’s future career (see Figure 5). They then presented and explained their paintings symbolism to the group.

Figure 4.6. A collage of the participants various paintings that portrayed Rosy's exceptional and admired entrepreneurial skills



As the participants shared details of their multicoloured paintings, narratives of hope and a bright future were clear. The participant in the top left corner presents Rosy having a large business, good transport opportunities, and supporting and training others as a mentor. The participant in the top right corner displays money falling from the sky, as if it were raining cash; this symbolises the wealth that Rosy will accumulate in her career. In Rosy's entrepreneur success, the sky is the limit, as is indicated by a building reaching the sky. The participant in the middle-left side shares that Rosy has a heart for the community and aims to uplift the people and provide housing, jobs and further educational development. The participant in the middle-right shares that Rosy will have many large businesses and offer housing to the less fortunate. He further mentions that she will have a luxurious car and that the light, represented by the sun, will favour her.

The participant in the bottom left corner painted 'blessed' in the centre with various images around it showing the areas that Rosy would be blessed in. The areas included, Rosy's profits, relationship with God, her learning and skills, her relationships with her customers and the support and admiration she would have from her community. In the bottom right corner, the participant communicated that Rosy pursues to mentor and support the people in her community, represented by the building as though her community were attending school. He also included that her profits would increase with an arrow pointing upwards and ZAR written,

which refers to the currency, the South African rand. This symbolised the favour and career opportunities she should have.

The following phase, the *Design Phase* (see Figure 2), was grounded on the images generated in the Dream Phase in which the groups produced novel ways to establish that future (Cockell & McArthur-Blair, 2020, 28). The participants created a statement which best portrayed the exceptional future that Rosy would optimally live out. This statement was called the provocative statement, as suggest by Cockell & McArthur-Blair (2020, 34). The group devised the statement subsequent to considering the positive entrepreneurial attributes. The provocative statement was inscribed in the present as it was based on what was proven to work (Cockell & McArthur-Blair, 2020, 34). It activates action and is similar to a vision statement. The participants integrated their statements into one communal collective statement:

Rosy is an enthusiastic leader, resilient facilitator and brilliant entrepreneur.

The last phase, the *Destiny/Delivery Phase* (see Figure 2), is where the designs are set out to be materialised (Cockell & McArthur-Blair, 2020, 37). The hands-on delivery entails applying the strategies and actions. During this phase of the inquiry, there were, as Watkins et al. (2011, 89) reported of similar AIs, elevated levels of energy and innovation (Watkinset al., 2011, 89). Every person was involved in generating the future. The participants' positive entrepreneurial attributes and provocative statement from the workshop were shared with Rosy for her development to create an improved future. This was a commemoration of what has been learned and the commencement of exceling onwards (Lewis et al., 2016, 59).

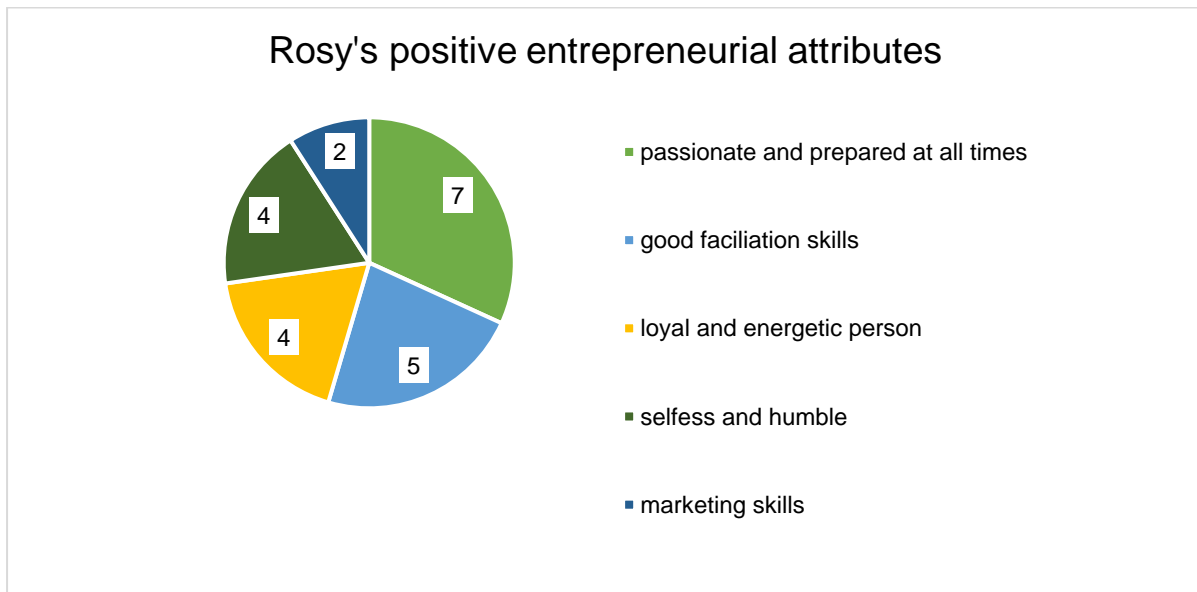
The Destiny Phase of the article was accomplished by sharing the article with Rosy to advance her development with her entrepreneurial attributes. Subsequent to sharing the article with Rosy, I had a further interview with her to discuss the positive entrepreneurial attributes that emerged and the provocative statement. She shared that she was humbled by the amazing feedback. She had not been aware of the lens that other viewed her through, as her focus was pursuing her passion in entrepreneurship.

Rosy communicated that this study has definitely supported her career. In interviews, she has developed and learned to self-market herself. She has become more open to greater opportunities and has broken the 'glass ceiling' in the undertakings she is willing to take on. She shared that this is because the study pinpointed her strengths and supported her realisation of how much more she could grow and develop in her career. She is open to new ventures and willing to take on opportunities that she wouldn't have visualised prior to the workshop. In the future, she disclosed, she will use the positive entrepreneurial attributes to support her confidence in her work and to continue to be a go-getter and hard worker. She will also continue to develop herself in her career, especially in the areas distinguished by the positive entrepreneurial attributes. She said that it's not easy trying something different or starting something new, but the article has revealed her greatest strengths and opportunities, and now she is ready to conquer further goals. Lastly, the article was concluded and presented for assessment and publication.

4.2.9 Research Findings

I shall now connect the positive entrepreneurial attributes about Rosy's career as an entrepreneur with relevant research and entrepreneurship theory. This is done to illustrate the validity of these positive entrepreneurial attributes in the field of entrepreneurship. Rosy's entrepreneurial endeavours have inspired and uplifted her community. She is admired and a role model to aspiring female entrepreneurs. The five positive entrepreneurial attributes that were identified in the 5D AI workshop signify the strengths that she embodies and she will continue to further develop these in the future as she continues to embark on her entrepreneurial career.

Figure 4.7. Rosy's positive entrepreneurial attributes



The five positive entrepreneurial attributes (see Figure 7) from the 5D workshop demonstrated Rosy's entrepreneurial abilities and what was most admired about her work. As previously reported, the entrepreneurial attribute which received the most votes recognised that Rosy is passionate and prepared at all times. Lifestyle entrepreneurs' businesses are personally associated with their individual values, activities, long standing goals and their passion (Cruz & Halliday, 2020, 2). Passion is a necessity to transform an interest into a formal enterprise. According to the findings of Cruz & Halliday (2020, 11), participants pursued entrepreneurial prospects based on a passion, along with revisiting their life aims and projects. Rosy shared that she is passionate about what she does and in her approaches to daily life.

Entrepreneurial preparedness ensures an in-depth understanding of how entrepreneurial communities are arranged to respond to adversities in certain crises (Muñoz, et al., 2019, 430). Entrepreneurial preparedness is formed as part of cultural and historical qualities (Muñoz et al., 2019, 429). Entrepreneurial preparedness may reinforce the resilience of entrepreneurs and their communities to further improve after a disastrous event (Muñoz et al., 2019, 414). Rosy's passion and preparedness equip her with the qualities to be an extraordinary entrepreneur. Rosy agreed with this entrepreneurial attribute and shared that she is always prepared, whether it be to support people in need, work hard or take advantage of an opportunity when it arises.

I reported earlier in the paper that the entrepreneurial attributes with the second most votes stated that she has good facilitation skills. There is a costly price for poor facilitation (Fierro, 2016, 31). In the absence of awareness, we can prioritise our personal urgencies, overlook other peoples' requirements, suppress stakeholders' opinions and weaken the effect of our work. According to Fierro (2016, 31), facilitation is both a natural and a learned skill, discipline and art. It demands continuous learning to be effect (Fierro, 2016, 41). As Rosy has good facilitation skills, which are necessary to be successful, she should continue to further develop these skills. Rosy shared that she has previously facilitated events, some of them youth education programmes for teenagers at school. She said that these were very successful events which recognised her good facilitation skills in her career.

The first of the tied third-place entrepreneurial attributes distinguished that Rosy is a loyal and energetic person. According to Rodriguez et al. (2019, 43–44), hiring managers were requested to provide the advantages and difficulties of employing millennials. The positive

results were their personal entrepreneurial orientation, grit and loyalty. Employees with increased energy levels have heightened motivation (Butt et al., 2018, 134). This allows the development of supportive relationships, team collaboration, communicating information, and nurturing novelty and creativity. Energetic people complete their work and are better equipped against stress that can intrude on their work. According to Butt et al., (2018, 134), employees with plentiful energy are more productive, creative, and have an increased impact on others which enables them to succeed.

Rosy's loyalty and energetic personality characterise her entrepreneurial strengths, which leads to further success. Rosy expressed that she is a loyal person this, based in her upbringing, has been impacted by her community. Loyalty is very important to her. She revealed that she is always conscious of her energy levels as she prepares herself mentally to adapt to the people she meets. She knows that her energy levels will affect her encounters and potentially be matched so she chooses to ensure she is energetic when approaching all areas of her life, especially her career.

The other positive entrepreneurial attribute tied for third place acknowledged her as selfless and humble. Effective selflessness uses the most compelling proven strategies to help others (Caviola et al., 2021, 596). An example would be charitable giving, where regular people may have a considerable impact. Social entrepreneurs' humility influences how they add to the ecosystem of resources (Roundy & Lyons, 2022, 1). The humility-propelled resource actions of social entrepreneurs influence the social impact entrepreneurial ecosystems level organisation. Rosy's individual qualities of being selfless and humble ensures that other people are put at the forefront of her entrepreneurship, because she has a heart for her community. Rosy expressed that she always puts people before herself; her parents modelled this to her and she learned from their behaviour to do the same.

The fifth positive entrepreneurial attribute identified her great marketing skills. Having good marketing skills and entrepreneurial skills in enterprise procedures greatly supports the growth of small businesses (Ayiku & Grant, 2021, 43). Enterprise in applying marketing skills is critical in raising levels of competition and continuous alteration in consumer behaviour (Ayiku & Grant, 2021, 54); each step of a minor operation should be subject to the use of effective marketing skills. As Rosy has utilised her marketing skills effectively, her entrepreneurial activities have broadened and become more varied. Rosy shared that she has learned to market herself more effectively and the entrepreneurial attributes have revealed her greatest strengths which has motivated her and boosted her confidence to further develop her marketing in her career. Rosy should continue to develop her entrepreneurial preparedness by keeping up to date with the use of technology. This will ensure her entrepreneurial competitive readiness as a female entrepreneur in South Africa.

4.2.10 Acknowledgements

The author would like to recognise Bon Hotel Bloemfontein Central for accommodating the workshop at the hotel. This was during the COVID-19 pandemic and the hotel assisted with the safety precautions to ensure the workshop was successful. The participants commitment and motivation to participate in the study is also valued.

4.2.11 CONCLUSION

Rosy Khonkobe's entrepreneurial journey has been enhanced by her entrepreneurial attributes. Her entrepreneurial attributes are her individual strengths that have driven her entrepreneurial success. As a female entrepreneur, she has demonstrated that her positive entrepreneurial attributes such as her passion, preparedness, good facilitation skills, loyalty, energetic, selfless, humble and great marketing skills have played key roles in her entrepreneurial endeavours.

Thus, emphasising the importance of identifying and fostering the entrepreneurial attributes that have been identified for further development and growth in her future entrepreneurial career.

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CHAPTER 5

5.1 HOLISTIC SYNOPSIS OF A THREE-ARTICLE DOCTORAL JOURNEY

Throughout, this study was an Appreciative Inquiry into the entrepreneurial attribute of three young African entrepreneurs. It acknowledged the significance of entrepreneurship as a stimulus for economic growth and development in South Africa. The study aimed to fill the gap in the challenges that entrepreneurs face, such as limited access to quality education and training programmes, and lack of mentorship and support networks. It identified each entrepreneur's positive entrepreneurial attributes to further support their growth and development in their entrepreneurial endeavours.

Entrepreneurial promotion should be encouraged and social norms should be challenged to inspire African entrepreneurship. Entrepreneurs in southern Africa experience barriers to increased entrepreneurship (Madzikanda, Li, & Dabuo, 2022:994). Madzikanda, Li and Dabuo (2022:994) state that optimal cultural viewpoints of both entrepreneurs and supportive governments enhance economic performance. The authors further contend that corruption is a barrier to entrepreneurship and negatively influences entrepreneurial growth; therefore, entrepreneurship should be encouraged for economic performance. The African entrepreneurs in this study have been ambitious in overcoming these barriers and contributing towards the economic develop of South Africa.

A hinderance for young entrepreneurs is the inaccessibility of appropriate guidance and business information (Masha, Shava, Mambiravana, & Bwowe, 2022:48). Masha, Shava, Mambiravana and Bwowe (2022:48) argue that the lack of youth mentorship has increased inequality and further increase inequality and exacerbated youth poverty. The authors argue that young entrepreneurs are not mentored, although that is acknowledged to be essential to increase their entrepreneurship, which in turn alleviates poverty. In this study, the entrepreneurs were guided and supported in their personal journeys to advance their entrepreneurial communication skills. Masha, Shava, Mambiravana and Bwowe (2022:48) concur that young entrepreneurs profit from this mentorship as they develop into self-sufficient entrepreneurs.

The entrepreneurs in this study pursued the goal of uplifting their communities by identifying their positive entrepreneurial attributes. Communication is a positive entrepreneurial attribute. Social franchising is necessary, taking into account the location of their communities, as they aim to achieve social upliftment goals. Communication connects people and establishes relationships (Perrigot, 2021:622). According to Perrigot (2021:620) communication is vital in building and upholding positive relationships in various channels, for example franchising. The author for a change from further states that communication and social relationships have increased in importance in developing countries (such as South Africa) due to the significance of local entrepreneurs in their communities. This study concentrated on

the entrepreneurs' positive entrepreneurial attributes to further develop their entrepreneurial careers which will accomplish community upliftment.

Appreciative Inquiry was employed as the methodological framework of the research. It is a strength-based perspective which focuses on the positive (Cockell & McArthur-Blair, 2020:16). Cockell & McArthur-Blair (2020:16) state that it is a belief that organisations prosper when they build upon their present strengths instead of focusing on problems or take a deficit approach. The authors further argue that when people are considered problems that need to be solved, they become discouraged. Appreciative Inquiry fosters inspiration, encouragement and builds on what is already working well. In this study, the entrepreneurs' strengths were emphasised, seeking and identifying what has been working optimally and aiming to encourage growth and professional development in these areas.

The results of this study contribute towards the entrepreneurs' professional development. Through the employment of an appreciative lens, the most positive and successful entrepreneurial attributes of each participant was identified during the 5D Appreciative Inquiry workshops. This provided a fostering and empowering approach to further promote the growth of successful African entrepreneurs, driving economic prosperity and sustainable development in the country.

5.2 SUMMARY/OUTLINE/OVERVIEW OF ARTICLE ONE

Article one is an Appreciative Inquiry of Kenneth Ngakantsi's positive entrepreneurial attributes. The most positive attributes of Kenneth's entrepreneurship were identified to be further developed and grow.

In the course of the 5D Appreciative Inquiry workshop, five positive entrepreneurial attributes emerged. The positive entrepreneurial attributes identified Kenneth as someone dedicated to empowering the youth through community development and outreach; he is a networker with good business ethics and morals; he is a risk taker and is resilient; he has good money management skills; he knows the edge and how to apply educational knowledge; and he is an innovative and creative entrepreneur. The provocative statement was formulated by the group, following the composition, discussion and reflection of the positive themes. A provocative proposition can be compared to a vision statement and incites action (Cockell & McArthur-Blair, 2020:34). The group collectively assimilated their shared statements to make a collective statement: *'Kenneth is an ethical, inspirational leading entrepreneur in his generation, and public speaking ignitor of sparks, and coach in the whole world.'*

Kenneth was very involved and enthusiastic during the commencement of this study. His strong leadership and organisation skills were evident as he promoted the hotel that was used for the workshop and was actively involved in bringing this article to life. The participants appreciated what he has independently achieved and held him in high

esteem in their community. He was responsive and grateful to be part of this professional development endeavour. Following the workshop, the positive entrepreneurial attributes and provocative statement were shared with him and he was invited to an interview. Unfortunately, he did not arrive for the interview. He later shared his enthusiasm on being part of this journey, saying he fervently awaited the finished article.

5.3 SUMMARY/OUTLINE/OVERVIEW OF ARTICLE TWO

This article was an Appreciative Inquiry into Thembeni Thomas Malothane's positive entrepreneurial attributes. It focused on his most positive entrepreneurial attributes which account for his entrepreneurial success. The identification of these attributes were then to be employed for his further professional development to ensure his growth into an all-the-more-thriving entrepreneur. Several countries globally aim to further develop their entrepreneurs as this support influences the economy positively (Steyn 2018:1). According to Steyn (2018:1), countries emphasise these interventions because such enterprises are a powerhouse for economic growth.

Following the 5D Appreciative Inquiry workshop, five positive entrepreneurial attributes were identified by the participants based on Thembeni's most accomplished attributes. The positive entrepreneurial attributes included that he focuses on job creation for young individuals; he creates educational programmes especially for young individuals; he asks God to be with him at all times; he has good marketing skills; and that he is dedicated to bringing change. The participants further transcribed a descriptive statement on the exceptional future destined for Thembeni. This was the provocative statement grounded on the positive themes identified. The participants collectively produced the following provocative statement: *'Thembeni is a well-organised, God-loving, problem-solving and dedicated entrepreneurial leader who believes in himself and in others, especially young people, whom he cares about.'*

It was evident that the participants hold him in high regard and value his entrepreneurial input in their community. Following the outcomes of the workshop, the findings were shared with Thembeni and an interview was scheduled for further discussions. While it is clear that he is an outlier in his community and has progressed in his entrepreneurial career given his background, he was not as engaged as one might hope. He seemed to struggle to attend appointments or prepare for scheduled calls. He was eager to make requests for support in his professional development with regard to finances and administration. While this does not detract from the positive entrepreneurial attributes that were identified, these may be areas for further professional development for him in the future.

5.4 SUMMARY/OUTLINE/OVERVIEW OF ARTICLE THREE

An emphasis on female entrepreneurs' professional development and support needs to be addressed. According to Zhao, Xie & Yang (2021:1184) female entrepreneurs

are confronted with gender bias and therefore face higher barriers in comparison to male entrepreneurs. The authors argue that this could be in areas such as procuring loans or other sources of investment where females are expected to pay higher interest rates than men. The authors state that, due to gender stereotypes, women are thought to have less leadership capabilities than men. These damaging stereotypes are biased and may not in fact exist.

This article is centred on Rosy Khonkobe's positive entrepreneurial attributes. Five positive entrepreneurial attributes emerged during the 5D Appreciative Inquiry workshop. These included that she is passionate; she is prepared at all times; she has good facilitation skills; she is loyal, energetic, selfless, humble; and that she has great marketing skills. The participants wrote a provocative statement (Cockell & McArthur-Blair, 2020:34) which stimulates action and is comparable with a vision statement. The collective statement was that, '*Rosy is an enthusiastic leader, resilient facilitator and brilliant entrepreneur.*'

Throughout the study, Rosy was responsive and was eager to learn, grow and further develop herself as an entrepreneur. Subsequent to the workshop, the positive entrepreneurial attributes and provocative statement were shared with her. Rosy responded authentically and shared that she was speechless and humbled by the entire experience and positive outlooks. The themes resonated with her, and she was effortlessly able to provide authentic practical examples from her life that were associated with each aspect of the themes. She further communicated that she had indeed felt that the professional development from this study had furthered her career, built her confidence and encouraged her to be more courageous and advance her entrepreneurial career further. She stated that she was thriving in her journey towards her own selfless goals with her community at heart and had not considered how her community viewed her. She now ensures that she continues to be a leading example in her community and further her career goals moving forward into the future.

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APPENDIX A



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

16-Dec-2021

Dear Ms Zosia Kocznur

Application Approved

Research Project Title:

Personal appreciations of the professional development of three African entrepreneurs' communication skills

Ethical Clearance number:

UFS-HSD2021/0893/21

We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Please take note that loss of work time is a plausible risk for conducting the research. Please ensure that there is mitigation for this risk.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

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APPENDIX B



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

01-Jul-2023

Dear Miss Zosia Z Kocznur

Final Report Acknowledged

Research Project Title:

Personal appreciations of the professional development of three African entrepreneurs' communication skills

Ethical Clearance number:

UFS-HSD2021/0893/21

The General/Human Research Ethics Committee would like to congratulate you on the completion of your research/study. We hereby acknowledge and thank you for submitting your Final Report. We further wish you the best of luck and success with your future endeavors.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

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APPENDIX C

ARTICLE 1 PROTOCOL: AN APPRECIATIVE INQUIRY INTO AN EXTRAORDINARY ENTREPRENEUR: KENNETH



Conversations in pairs (Interviews)

We thank you in advance for joining us today and participating in an exciting programme. The questions we are about to ask one another are called Appreciative Questions. We are going to ask about periods or moments when we witnessed ENTREPRENEURSHIP and MARKETING working at its best in the demanding entrepreneurial environment. Frequently we try to ask about things that are not working well – the problems – so that we can fix them. In this case, however, we will try to ask about things that are working well – the successes – so that we can do more of it more regularly.

So the best thing that you can do in this conversation/ interview is to think, remember and tell each other in detail about extraordinary entrepreneurship/strategies that you have seen, heard of or imagined.

EXPLAIN YOUR EXPERIENCES

1. Tell me about a peak experience or high point that you witnessed with **Kenneth** in his career as an Entrepreneur – a specific time when you felt alive, most engaged, or proud of what he had done.

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2. What did **Kenneth**, as a presenter, do to make it so enjoyable? Please elaborate on your answer.

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3. Which part of **Kenneth's** entrepreneurship do you desire most and why?

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4. What is the one thing that gives life to **Kenneth** – without which he just would not be the same person?

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5. Tell me about a case where you witnessed **Kenneth** handle conflict with a client/situation in a positive way. What did he do right? Be specific.

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6. Tell me about a case where **Kenneth** marketed a/his product successfully. What did he do right then? Be specific.

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7. What do you appreciate most about **Kenneth**?

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8. What do you appreciate most about your fellow entrepreneurs?

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9. What is the one thing about **Kenneth** that made the biggest impression on you?
Please elaborate.

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10. Describe the best fellow entrepreneurship that you know about in terms of the following aspects:

a. Why is this person an extraordinary entrepreneur?

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b. Tell me about a specific or difficult situation that this person handled excellently.

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c. Why is it this person making so much money?

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IN CONCLUSION

Imagine that you have a magic wand (stick) and would have any three wishes granted about **Kenneth's** career as an entrepreneur. What would you wish for?

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DURING YOUR INTERVIEWS, YOU PROBABLY GAINED SOME INSIGHTS, HEARD SOME STORIES OR HAD SOME WISHES THAT MIGHT ADD VALUE TO KENNETH'S ONGOING DEVELOPMENT AS A

SUCCESSFUL ENTREPRENEUR. WE SUGGEST THAT YOU USE THESE AS A FRAMEWORK FOR SUGGESTED PROFESSIONAL DEVELOPMENT.

REFLECT ON THESE AND WRITE ANY FOUR OF THEM – THE MOST INSPIRING ONES – ON THE MINI FLIPCHART. LET US CALL THEM THE *POSITIVE THEMES* OF KENNETH'S ENTREPRENEURIAL CAREER/DEVELOPMENT. THIS WILL BE USED TO GIVE FEEDBACK TO THE GROUP.

- GIVE FEEDBACK ABOUT FOUR BEST INSIGHTS/STORIES/WISHES TO THE ENTIRE GROUP

DREAM

It is three years from now. You have witnessed **Kenneth** become a highly successful entrepreneur.

What is the **one thing** that **Kenneth** will have accomplished as an entrepreneur within the next three years? Look at the **four positive themes on your flipchart** and try to think how these would contribute to his career as an entrepreneur.

Describe this situation and the opportunities that **Kenneth** has seized.

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Visualise an image of an extraordinary entrepreneurial career.

Produce a painting that represents the four themes of Kenneth's future as an entrepreneur.

DESIGN

Extraordinary entrepreneurial future: Kenneth's provocative proposition

Write down a single line statement, which describes the extraordinary future that **Kenneth** is going to develop in an optimal way. Such a statement could also be called a **provocative proposition**.

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To write a good provocative proposition, capitalise on the opportunities discussed previously and ask yourself the following questions:

- Is it provocative? Does it challenge **Kenneth**?
- Is it desired? Does it give **Kenneth** a preferred future?
- Is it stated in affirmative bold terms? Perhaps a catchphrase?

A provocative statement should be written in the present tense, e.g. **Kenneth** is ...

Creating and sustaining the dream:

Scaffolding (Personal exercise)

What are the desired resources for meeting the opportunities identified in the dream exercise – to achieve it?

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DESTINY

The actions / ideas of the Destiny phase to operationalise the themes in the entrepreneurial environment.

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APPENDIX D

ARTICLE 2 PROTOCOL: AN APPRECIATIVE INQUIRY INTO AN EXTRAORDINARY ENTREPRENEUR: THEMBENI



DISCOVERY

Conversations in pairs (Interviews)

We thank you in advance for joining us today and participating in an exciting programme. The questions we are about to ask one another are called Appreciative Questions. We are going to ask about periods or moments when we witnessed ENTREPRENEURSHIP and MARKETING working at its best in the demanding entrepreneurial environment. Frequently we try to ask about things that are not working well – the problems – so that we can fix them. In this case, however, we will try to ask about things that are working well – the successes – so that we can do more of it more regularly.

So the best thing that you can do in this conversation/ interview is to think, remember and tell each other in detail about extraordinary entrepreneurship/strategies that you have seen, heard of or imagined.

EXPLAIN YOUR EXPERIENCES

1. Tell me about a peak experience or high point that you witnessed with **Thembeni** in his career as an Entrepreneur – a specific time when you felt alive, most engaged, or proud of what he had done.

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2. What did **Thembeni**, as a presenter, do to make it so enjoyable? Please elaborate on your answer.

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3. Which part of **Thembeni**'s entrepreneurship do you desire most and why?

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4. What is the one thing that gives life to **Thembeni** – without which he just would not be the same person?

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5. Tell me about a case where you witnessed **Thembeni** handle conflict with a client/situation in a positive way. What did he do right? Be specific.

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6. Tell me about a case where **Thembeni** marketed a/his product successfully. What did he do right then? Be specific.

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7. What do you appreciate most about **Thembeni**?

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8. What do you appreciate most about your fellow entrepreneurs?

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9. What is the one thing about **Thembeni** that made the biggest impression on you?
Please elaborate.

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10. Describe the best fellow entrepreneurship that you know about in terms of the following aspects:

a. Why is this person an extraordinary entrepreneur?

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b. Tell me about a specific or difficult situation that this person handled excellently.

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c. Why is it this person making so much money?

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IN CONCLUSION

Imagine that you have a magic wand (stick) and would have any three wishes granted about **Thembeni's** career as an entrepreneur. What would you wish for?

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DURING YOUR INTERVIEWS, YOU PROBABLY GAINED SOME INSIGHTS, HEARD SOME STORIES OR HAD SOME WISHES THAT MIGHT ADD VALUE TO THEMBENI'S ONGOING

DEVELOPMENT AS A SUCCESSFUL ENTREPRENEUR. WE SUGGEST THAT YOU USE THESE AS A FRAMEWORK FOR SUGGESTED PROFESSIONAL DEVELOPMENT.

REFLECT ON THESE AND WRITE ANY FOUR OF THEM – THE MOST INSPIRING ONES – ON THE MINI FLIPCHART. LET US CALL THEM THE *POSITIVE THEMES OF THEMBENI'S* ENTREPRENEURIAL CAREER/DEVELOPMENT. THIS WILL BE USED TO GIVE FEEDBACK TO THE GROUP.

- GIVE FEEDBACK ABOUT FOUR BEST INSIGHTS/STORIES/WISHES TO THE ENTIRE GROUP

DREAM

It is three years from now. You have witnessed **Thembeni** become a highly successful entrepreneur.

What is the **one thing** that **Thembeni** will have accomplished as an entrepreneur within the next three years? Look at the **four positive themes on your flipchart** and try to think how these would contribute to his career as an entrepreneur.

Describe this situation and the opportunities that **Thembeni** has seized.

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Visualise an image of an extraordinary entrepreneurial career.

Produce a painting that represents the four themes of Thembeni's future as an entrepreneur.

DESIGN

Extraordinary entrepreneurial future: Thembeni's provocative proposition

Write down a single line statement, which describes the extraordinary future that **Thembeni** is going to develop in an optimal way. Such a statement could also be called a **provocative proposition**.

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APPENDIX E

ARTICLE 3 PROTOCOL: AN APPRECIATIVE INQUIRY OF AN EXTRAORDINARY ENTREPRENEUR: ROSY



DISCOVERY

Conversations in pairs (Interviews)

We thank you in advance for joining us today and participating in an exciting programme. The questions we are about to ask one another are called Appreciative Questions. We are going to ask about periods or moments when we witnessed ENTREPRENEURSHIP and MARKETING working at its best in the demanding entrepreneurial environment. Frequently we try to ask about things that are not working well – the problems – so that we can fix them. In this case, however, we will try to ask about things that are working well – the successes – so that we can do more of it more regularly.

So the best thing that you can do in this conversation/ interview is to think, remember and tell each other in detail about extraordinary entrepreneurship/strategies that you have seen, heard of or imagined.

EXPLAIN YOUR EXPERIENCES

1. Tell me about a peak experience or high point that you witnessed with **ROSY** in her career as an Entrepreneur – a specific time when you felt alive, most engaged, or proud of what she had done.

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2. What did **ROSY**, as a presenter, do to make it so enjoyable? Please elaborate on your answer.

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3. Which part of **ROSY**'s entrepreneurship do you desire most and why?

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4. What is the one thing that gives life to **ROSY** – without which she just would not be the same person?

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5. Tell me about a case where you witnessed **ROSY** handle conflict with a client/situation in a positive way. What did she do right? Be specific.

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6. Tell me about a case where **ROSY** marketed a/her product successfully. What did she do right then? Be specific.

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7. What do you appreciate most about **ROSY**?

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8. What do you appreciate most about your fellow entrepreneurs?

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9. What is the one thing about **ROSY** that made the biggest impression on you? Please elaborate.

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10. Describe the best fellow entrepreneurship that you know about in terms of the following aspects:

a. Why is this person an extraordinary entrepreneur?

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b. Tell me about a specific or difficult situation that this person handled excellently.

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c. Why is it this person making so much money?

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IN CONCLUSION

Imagine that you have a magic wand (stick) and would have any three wishes granted about **ROSY's** career as an entrepreneur. What would you wish for?

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DURING YOUR INTERVIEWS, YOU PROBABLY GAINED SOME INSIGHTS, HEARD SOME STORIES OR HAD SOME WISHES THAT MIGHT ADD VALUE TO ROSY'S ONGOING DEVELOPMENT AS A SUCCUSSFUL ENTREPRENEUR. WE SUGGEST THAT YOU USE THESE AS A FRAMEWORK FOR SUGGESTED PROFESSIONAL DEVELOPMENT.

REFLECT ON THESE AND WRITE ANY FOUR OF THEM – THE MOST INSPIRING ONES - ON THE MINI FLIPCHART. LET US CALL THEM THE *POSITIVE THEMES* OF ROSY'S ENTREPRENEURIAL CAREER/DEVELOPMENT. THIS WILL BE USED TO GIVE FEEDBACK TO THE GROUP.

- **GIVE FEEDBACK ABOUT FOUR BEST INSIGHTS/STORIES/WISHES TO THE ENTIRE GROUP**

DREAM

It is three years from now. You have witnessed **ROSY** become a highly successful entrepreneur.

What is the **one thing** that **ROSY** will have accomplished as an entrepreneur within the next three years? Look at the **four positive themes on your flipchart** and try to think how these would contribute to her career as an entrepreneur.

Describe this situation and the opportunities that **ROSY** would have seized.

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Visualise an image of an extraordinary entrepreneurial career.

Produce a painting that represents the four themes of Rosy's future as an entrepreneur.

DESIGN

Extraordinary entrepreneurial future: ROSY's provocative proposition

Write down a single line statement, which describes the extraordinary future that **ROSY** is going to develop in an optimal way. Such a statement could also be called a **provocative proposition**.

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To write a good provocative proposition, capitalise on the opportunities discussed previously and ask yourself the following questions:

- Is it provocative? Does it challenge **ROSY**?

- Is it desired? Does it give **ROSY** a preferred future?
- Is it stated in affirmative bold terms? Perhaps a catchphrase?

A provocative statement should be written in the present tense, e.g. **ROSY** is ...

Creating and sustaining the dream:

Scaffolding (Personal exercise)

What are the desired resources for meeting the opportunities identified in the dream exercise – to achieve it?

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DESTINY

The actions / ideas of the Destiny phase to operationalise the themes in the entrepreneurial environment.

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