

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
EW-001		3	parents are big role models						
			Very strict disciplined behaviour		Discipline		Identity: Culture		
			strong values (Calvinistic)		Strong Afrikaner Identity				
			Rural/semi-rural setting						
			Both parents are teachers						
			Competitive coaching		Competitive		Personality: Competitive		
			Hard working student						
			High work ethic/ Afrikaner identity		Strong Afrikaner Identity		Personality: Work Ethic		
		4	Very loving environment		secure/ loving environment		Upbringing: Security		
			Eldest sibling/ only female				Personality: Leader		
			High achiever		High Achiever		Recognition + Excellence		Status (Visibility)
			Highly numerate/ turns down engineering						
			Generalist degree/ Bcom						
			Tried accounting - big challenge		Frustration		Excellence		
			Control over accounting		discipline/ control		excellence		

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes	
			High achiever/ distinctions		High Achiever		Recognition/ Excellence/ High Achiever		Status (Visibility)	
		5	Introduced to journalism		High Achiever/ Passion for journalism		Meaning/ Passion			
			Experienced thrill of typewriter noises							
			Fell in love with Journalism							
			Completed Honours in Journalism - Distinctions							
			Internship - Naspers				Security			
			Love for journalism - Extra mile				Work Ethic			
		5/6	Turns down offer in daily Afrikaans daily				Independence			
			accepts offer with Sallie de Swart at F&T - financial weekly in JHB				Sponsor - security and comfort			
		6	Moves to work stay in JHB - First time away from home		Out of comfort zone		Lack of control			
			Unfamiliar surroundings as was new reporting subject (Labour Reporting)				Anxiety - Lack of control (social, environment, ability to excel, fear of disappointing sponsor)		Performance Anxiety Status Anxiety	

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		7	Was asked to meet up with T/U leaders to learn Labour matters		Development of new perspectives				
			Leaders were also political leaders in Apartheid struggle		out of comfort zone/ identity transformation/ new ideological perspectives		ambiguities/ transformation		Existential Anxiety
			Became politically aware						
			Taken out of her comfort zone of Afrikaner social identity						
			Experienced disillusionment with educational and social education/ upbringing						
			Moved from narrow social perspective to a broader ideological perspective						
			Identifies herself as middle class - but raised frugally				Identity: Class		
		8	Very conservative religiously and politically				Identity: Cultural/ comfort		
			Exposed to dissenting political views at Uni				growth		

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			Major impact of Tutu acceptance speech for Nobel Prize		transition of political identity		Identity: political liberal		
			Currently identifies as being Liberal		New political identity				
			Grateful for having met all political and T/U personalities during journalistic stint - major impact on her life						
			Applied successfully to become political journalist at an English daily (Star)				Identity: political liberal		
		9	Big political change in country - travels with Nelson Mandela and Mbeki on world tour						
			Develops political insight						
			Claims she was never exposed to political interference in her Naspers		no political interference as journalist		Sponsor: secure/ comfort		
			At F&T tasked to write about ANC economic policy (interacting while ANC was banned)				Sponsor: secure environment/ Explore		
		10	Considers Sallie (F&T) very liberal for						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			encouraging the article						
			Article is well received by broader media (Eng. & Afr)				Recognition		Status (Visibility)
			Sallie is her sponsor - never experiences conservatism		no interference		Sponsor: comfort and security		
			No political interference from Naspers - considers them liberal						
		11	Excellent training operationally and experience at Star		Operational and technical development in career		Excellence		
			Responsibility for Staff as sub editor						
			Became sub editor to start family						
			Opportunity arises to move to CT - Husband offered job		Moving back home and to Naspers		Security and comfort		
		12	Could not work together with husband at Argus						
			Sallie offers her a job as a rewriter at Naspers (DRUM Mag)						
			Developed a good feel for black society as a content analyst for Drum		New transition for career		Excellence/ secure environment/ control		

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			Promoted to deputy editor (Fairlady mag)						
			Applied for editor at Fairlady - but offered editor of YOU magazine						
		13	Progressed to editor of YOU, DRUM and Huisgenoot						
			These were cash cows - but in financial stress						
			She was offered editorship of the flagship mags to turn it around financially						
			Consulted with colleagues - took on challenge						
			Accomplished turnaround in 3 years				Excellence/ secure environment/ control		
			Built a strong team of deputy editors - proud of accomplishment				Recognition		Status (Visibility)
		14	KB offers her Media 24 (M24) CEO position		Sponsor support		Sponsor: secure/ comfort		
			Initially believed she was not deserving but accepts after				Anxiety - new transition		Performance Anxiety

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			getting support of her family						
			Sallie also big influencer of her career - offered her opportunities and trusted he to get job done				Trust Recognition		
		15	High work ethic - does not like failure		Success rewarded; Able to deal with high stress environment as a leader		Anxiety: excellence/ work ethic/ lack of control		
			Running 3 weekly mags was good but tough training ground						
			High stress environment						
			Very difficult period in career - long hours. Shapes her for any challenge.						Performance Anxiety
		16	She is a uncompromising in her standards						
			Feels insecure if not in control of situation (150% on top of things)						
			Able o understand that not everyone can be held to same standards						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			In career leaned to depend on good people						
			does not feel threatened by good people around her.						
		17	She leaned to shield people from her demands by appointing intermediaries						
			She considers herself Type A - very demanding		demanding standards		Personality: standards		
			Has lots of passion and energy for her job		High energy/ passion		work ethic/ Passion		
			Describes herself as passionate with high energy levels						
		18	Big Role models - Sallie and Alice Bell						
			Alice - very difficult boss, trendsetter, visionary, technically brilliant, hard worker BUT not a good leader, very political (negatively) - Anti Role Model		Role Models		excellence		
		19	dislikes laziness				work ethic		

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		20	Key moments in career - political journalism and coming back to Naspers		Reward for hard work		Work ethic		
			Never contemplated CEO position						
			A just reward and being noticed for hard work						Status (Visibility)
		21	Considers herself a good writer, very good editor, good manager and a better editor than CEO						
			KB saw financially capable, tough boss, inspirational editor, passion and understanding political landscape.				Recognition Anxiety: expectation, excellence		Performance Anxiety
		22	The jump to CEO was huge						
			She prefers operational						
			Prefers passionate and energetic people				Personality		
			Able to deal with difficult people (previous boss)						
		23	Direct and straight with people				Personality: forthright		

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			Managed to weed out dysfunctional people from exco		Lead from front		Personality: pioneer		
			They could not inspire, share passion coordinate business units						
		24	She leads from the front						
			Able to spread message o entire organisation about the need to transform to digital and to reinvent themselves						
			Preparedness to cannibalise products						
			prepare people for a different future						
		25	Use 3 year business planning cycles and rolling monthly forecasts to financially budget and plan for a digital future without print revenues		Transition budget for new future		Diligence in transitional activities		Attention: Routines and Activities
			Planning current business without denying digital future						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		26	Won't be a cash cow for Naspers much longer						
			Getting out of printing business						
			forced to sell NOVUS and diversify						
		27	Reallocation of M24 financial resources is a M24 decision				independence		
		28	Business plans presented to Naspers and followed with much debate. Budgets are rearranged until it and investments tie up with a digital vision				Debates - decision making		Decision Architecture Levers (DAL): Formal/ Participative/ Debate
		29	Use of own resources to access finance. Naspers also assists in raising debt finance						
			Loyalty in Naspers leadership ability						
		30	Faith in Naspers in rooted in their successful history - same with M24		Faith in Naspers ability		Identity: cultural		
			Understands need to invest in digital						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			future to save journalism						
			Transition to digital is seen as the main job		KB leads digital strategy		Sponsor: security vs loss of control (Ambivalence)		Performance Anxiety
			Journalism is very important for democracy in SA						
		31	KB leads strategy on strategic mix of business and products (Spree)						Status Anxiety
			Use of M24 marketing muscle to build e-commerce						
		32	M24 has 2 paths - Journalism and e-commerce/Logistics						
		33	Worst experience is not knowing whether she is a good enough CEO		Imposter syndrome		Anxiety: loss of control Discomposed		
			Constant source of anxiety in her life						Performance Anxiety
			Vacillating between confidence and self-doubt						
			Experience of inadequacy						
			Feels discomposed out of control						
			Makes life hard to deal with						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		34	Proud of having built a strong team		Constant struggle to feel in control		Excellence, accomplishment and recognition		Status Anxiety
			Convinces herself that she has to control the process (comes from good place)						
		35	She is desperate to control the strategic agenda without print		Save Journalism		Anxiety - Strategic Agenda		Attention: Journalism
			Agenda is to save Journalism						
			Best experience is having built a team loyal to each other and the company				excellence/ Recognition		Status (Visibility)
			She is driven by passion to keep stress at bay						Attention: Journalism
		36	Journalism will not be underwritten by Naspers				Diligence in activities		
			Passion and devotion to Journalism, the industry and the company						
			KB/BvD believes that journalism must be financially self sufficient				Anxiety: Financial sustainability/ Survival of journalism		Performance anxiety Existential Anxiety Attention: Journalism
		37	KB philosophy on journalism/self-						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			sufficiency is cause for anxiety						
			Difficult to keep journalism self-sufficient in transitioning industry						
			Have to fight to save journalism - on our own to save company and journalism. While KB is present M24 is an important asset to keep watch over society						Attention: Journalism
		38	Naspers support for journalism is contingent upon financial sustainability						
			KB is involved with all major decisions - clear decisions with him				Sponsor: Security and frustration/ loss of control		DAL: Closure
			EW is CEO but KB very involved				Ambivalence		Status Anxiety
			Feels frustrating and comforting						
		39	KB very persuasive and insistent on matters				Sponsor: Deference		
			Advice to successor - Passion and love for				Advice: Passion, Journalism		Attention: Journalism

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			journalism, KB will always be present - never left alone				important/ Not alone		Status Anxiety
		40	360 view by colleagues - Passionate, high energy, work ethic, collaborative, demanding, unpretentious boss.						Attention: Task/ Activity
			Admits contradiction in collaborative and directional leadership styles				Leadership: directional and consultative		
			Directional relates only to digital future and championing role						
		41	Decision making process is very formalised (Strategy)				Decision Architecture very formal		DAL: Formal Debate Information Participative Closure
			Cascades down via presentations and debates						
			Very regular planning sessions						
		42	Business plans of business units are debated						
			CFO plays big role						
			Large investments are cleared with Naspers						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			Attention is very much on Journalism (readership metrics)				EW Attention: Journalism and Editorial		Attention: Journalism
			EW is focused on News, Editorials and Content						
EW-002									
		2	Not people oriented - very task focused				Excellence		
			expresses concern for people						
			emphasises passion for the industry				Anxiety: Urgency of transition		
			Industry is in urgent transition - requiring passion to make journalism survive						Attention: Journalism
			Uses missionary terminology and passion to motivate people				Anxiety: Survival/ pioneer role		Attention: Journalism
			People have agency to save industry and journalism and jobs						
			Sees herself as Pied Piper						
		3	It is about reallocation of skills and resources to match company needs				Activity: Reallocation of resources		Attention: Activity

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			Provide clear leadership and direction				Focus on task not people		Attention: Activity
			Average on empathy levels						
			Leads from the front						
		4	Involves people to discuss issues				Consultative		DAL: Participative
			Allows people space to arrive at their own decisions especially after they were dominated by their previous bosses						
			Tendency to be directional				Focus on task not people		
			Leadership is situational in many instances				Consultative		DAL: Participative
			Allows debate even if the answers are known - in order to develop people						
			Shaped by discipline of a perfectionist mother.				Personality: perfectionist		Attention: Activity & Routines
		6	Being absolutely certain (150% sure) is in context of the old print world.				Anxiety: transition of industry		
			New world is more in flux - everyone is experimenting						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		7	Acceptance that failure is possible - need to regroup and try new things						
			tolerates extensive exploration at operational level - not in financial matters.				Exploration: operational		
			Does lots of testing at product level						
			Financial resources are limited and exploration can have serious financial and personal cost if it goes wrong						
			Able to choose battles selectively				Consultative in transitional state		
			experiment with product not with which business to strategically enter.						
		8	Considers herself a consultative leader in a transitional industry where long term plans are infeasible				Consultative in transitional state		DAL: Participative
			Good ideas are considered - but in large investments				Formal decision making architecture		DAL: Formal Closure

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			would involve Naspers.						Debate Information participative
			decisions involve debates and interrogation of business plans						
			Formal decision making process (except for smaller investments)						
			Always follow a specific decision making process						
		9	Only once in 3 years did she over rule CFO in a decision making process (Business Insider decision)				Formal decision making architecture		DAL: Participative Closure
			Normally would debate and follow specific process						
			Context: the issues had been debated extensively over a long period - so her decision was not sudden						
		10	BI deal was good - CFO was risk averse				Anxiety Survival		Attention: Journalism
			There was concern for viability and survivability of the business - Anxiety						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		11	Few media companies around the world are likely to survive						
			M24 is 17yrs old. And ahead of the curve				Anxiety: survival Sponsor: comfort and security		Performance Anxiety
			Although e-commerce is cash hungry, Naspers has deep pockets						
			Has faith that Naspers that M24 will survive - NOT worried						
			Job shedding is difficult - not personal				Anxiety: attention shifted to task and diligence		Attention: Diligence Activity
		12	Shields herself from emotion of retrenchment						
			Deflects attention to HR people						
			Justifies - business need to reallocate skills and technical resources (engineers)						
			New trend learned from China - Sales force needs to be expanded				Diligence/ Task focus		Attention: Diligence Activity

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			counterintuitive trend based on algorithm driven world.						
		13	Naspers is supportive of M24s role to protect society and democracy				Sponsor : Security/ comfort		
			They "believe" in M24s role - (use of religious type imagery)						
			Naspers no longer regards M24 as a one line legacy business in the FS						
			Our job is to run M24 and make it survive.						
		14	Display of anxiety when I question the KB role. Concern expressed for confidentiality when I write about it					Anxiety: Confidentiality/ Relationships	
			Always consults with KB - have had clashes before (especially the sale of building)						
		15	Able to stand up to KB when it comes to editorial issues (controls her space)				Editorial independence - Control		Attention: Journalism

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			In other matters she picks her battles and willing to compromise - plays the game				Sponsor: Compromise		
			Wonders aloud - how much control does she really have as CEO?				Anxiety Control/ Lack of control		Existential Anxiety
		16	She concurs hat the redline is editorial matters and journalistic ethic				Editorial independence (control)		Attention; Journalism Performance Anxiety (e-commerce/financials) Status Anxiety
			Ring-fences expertise (Journalism/ editorial hers - control) and concedes finance and e-Comm to KB/BvD				Ambivalence: (other matters (Financial/ E-comm) Loss of control		
			Lots of interference - Many chefs in the kitchen				Strategic decisions		
		17	KB takes lead on many strategic decisions				Independence/ control		Status Anxiety
		18	Fought hard for the Novus value of shares they achieved (control)				Operational diligence		Attention: Diligence Activity
			In the old world strategy was based on operational						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			diligence and fundamentals						
			In context of old world it worked well for he - Turnaround of flagship mags						
		19	The strategy is unlikely to be replicated in the new world era						
		20	Misunderstood question regarding media and message						
			Using her response anyway is insightful - Both are important (50/50)				Diligence		Attentional: Diligence Activity
			Content and medium is intertwined and financial suits comes through content						
		21	In future the media part of the business may be a lot smaller - which will necessitate skill changes						
			Need to for good skills and develop a trust in technical experts in the business						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			Regarding JP book - was not kept closely informed				Editorial Independence/ Trust/ Recognition		Attentional: Journalism
		22	Very proud of editorial independence displayed						
			Showed trust in publishers						
			Was personally aggrieved by breaking the story in a competitor newspaper						
			was satisfied with reasoning - showed trust in the decision and the independence						
		23	JP book was printed by competitor but was an operational decision by the publisher				Trust		Attention: Activity
			\Legal and other risks are imminent				Loyalty		
			Proud of editorial independence at work in Multichoice/ ANN7 story linking Naspers to state capture				Editorial Independence Trust Recognition		Attention: Journalism

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
		24	JP book classic case of editorial independence						
			She attends to all legal aspects personally				Loyalty/ Trust		Status (Visibility)
			Support for author and publisher include financial support						
			Refuse 3rd party financial support offered.						
			Set example in MC story as CEO/Journalist				Editorial Independence Trust Recognition		Status (Visibility) Status Anxiety Existential Anxiety Attentional: Activity
			Stood by values of independence						
			Gained huge respect and recognition from editors and journalists						
		25	Was kept informed of MC story						
			Requested only procedural fairness before publication of story						
			Naspers "understood" need for independence - Real						

	Data	#	First Level Codes		Categories		Themes		Theory inspired themes
			If independence were impeded was prepared to resign as CEO						Status Anxiety
		26	MC matter is difficult and not over				Recognition		Anxiety
			Tension in board room				independence/ recognition		Existential Anxiety
			Affecting business dealings between M24 and MC				independence/ recognition		Performance Anxiety
			She is focused on core values				Trust		Attentional: Journalism
			Deflects from herself - suggests other CEOs might have done same.						