

UNIVERSITY OF KWAZULU-NATAL

THE EFFECTIVE MANAGEMENT OF SOCIAL CHANGE
IN THE SOUTH AFRICAN PHARMACEUTICAL INDUSTRY

VOL. 2

APPENDICES

BY

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APPENDIX A
IMF ESTIMATES

GDP (annual % change)	2004	2005	2006f	2007f
World	5,3	4,9	5,1	4,9
Advanced economics	3,2	2,6	3,1	2,7
United States	3,9	3,2	3,4	2,9
Euro-zone	2,1	1,3	2,4	2,0
Japan	2,3	2,6	2,7	2,1
Emerging markets	7,7	7,4	7,3	7,1
Africa	5,5	5,4	5,4	5,9
South Africa	4,5	4,9	4,2	4,0
Developing Asia	8,8	9,0	8,7	8,6
China	10,1	10,2	10,0	10,0
India	8,0	8,5	8,3	7,3
Western hemisphere	5,7	4,3	4,8	4,2
Brazil	4,9	2,3	3,6	4,0
Mexico	4,2	3,0	4,0	3,5

Note. From Economic Expert (2007). The Economy 2007. Knowing what is going to Happen Tomorrow, is a Definite Advantage Today. Standard Bank, South Africa.

Source: IMF, *World Economic Outlook*, September 2006

APPENDIX B

HOW TO GET GOOD PEOPLE TO STAY:
THE "LOVE'EM ALPHABET"

1. **A**sk your employees what will keep them home and happy.
2. **B**uck stops here. You have the power to greatly influence your talented employee's decision about staying on the team.
3. **C**areers need growth. Keeping your employees on a continual path of growing, developing, and adding new skills will help you keep your competitive edge.
4. **D**ignity: show respect. Listen to your employees, respond to them and treat them as you would like to be treated: with respect and dignity.
5. **E**nrich their jobs. Stay alert to opportunities, encourage their own thoughts and ideas, and develop enrichment projects where possible.
6. **F**amily-friendly workplaces gives positive payoffs.
7. **G**oals expand options. Helping employees reach their goals often means helping them consider moves they may not have taken seriously before.
8. **H**ire the right people in the right roles in the organisation and on your team.
9. **I**nformation needs to be shared.
10. **J**erk don't be one. Disliking the boss is one of the key causes of talent loss
11. **K**icks: get some. Encourage employees to enjoy their work and to have some fun.
12. **L**ink employees to other functions and departments to enable them to grow their knowledge and skills.
13. **M**entor: be one.
14. **N**umbers: run them. Calculate the costs of losing and replacing key talent.
15. **O**pportunities: seeking, seeing and seizing.
16. **P**assion: encourage it. Help employees to uncover and pursue their passions.
17. **Q**uestion the rules and encourage questioning.

18. **Reward** and provide recognition. Pay fairly and pay competitively, but don't stop there. Find creative ways to show your appreciation.

19. **Space**: give it. Provide space by making small concessions and bending the rules where you can.

20. **Truth-Telling**. Tell the truth about their work and the organisation and ask for the truth about their work and even about you.

21. **Understand** your employees by really listening to them.

22. **Values** must be defined and aligned with the organisational values.

23. **Wellness** must be sustained to ensure a productive workforce.

24. **X-tend** yourself by asking your employees opinions and really listening, set **X**-expectations, **X**-plain not only how but also why, **X**-press yourself by providing ongoing feedback, **X**-pand the possibilities. Provide challenge and opportunities.

25. **Yield** power down. Give them more power to create, make decisions and truly affect the success of the team.

26. **Zenith**: go for it. Zenith meetings are typically called by senior managers. They are used to bring together three or four disparate teams or people for the best strategy, of the high point around which all will have energy and commitment. At zenith meetings you don't stop until you find that point. You simply keep at it. Build a workplace so productive and fulfilling that your talented people will want to stay, create and make their mark. That 's the Zenith!

This alphabet was taken from Love'em or Lose'em by B. Kaye and S. Jordan-Evans (1999). Copyright 1999. Brett-Koehler, Publishers Inc. Used with Permissio

APPENDIX C

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**ORGANIZATIONAL AND MANAGEMENT CLIMATE**

This questionnaire must be filled in by one person in top Management. Preferably the CEO. Ten other managers in top, middle and junior management.

ORGANIZATION AND MANAGEMENT CLIMATE

This questionnaire is important and also confidential. It is part of a project on management and organizations in S.A. Individuals are not identified in this organization – wide survey. We expect that the general result will be use full within your organization as well as contributing to further development of effective management in the country as a whole. We hope this is important to you. Please take the time to fill in this questionnaire.

A. About you and your position

Name of organization:

My management level: Senior Management ☐ Middle Management ☐ Junior Management ☐

Number of subordinates:.....*My function:**My profession:*.....

My highest academic qualifications:*Sex:* Male ☐ Female: ☐ *Age:*.....

My nationality: *My culture or ethnic origin:*

Years of experience in the Pharmaceutical Industry:.....

B. How would you describe your organization?

Please assign a value of 1, 2, 3, 4 or 5 to every one of the characteristics below by circling the appropriate number as follows.

- a. *My organization at the moment* (1= not like this at all – 5= exactly like this)
 b. *The way I would like it to be* (1= not like this at all – 5= exactly like this)

	a. My organization at the moment	b. The way I would like it to be
1	1 2 3 4 5	1 2 3 4 5
2	1 2 3 4 5	1 2 3 4 5
3	1 2 3 4 5	1 2 3 4 5
4	1 2 3 4 5	1 2 3 4 5
5	1 2 3 4 5	1 2 3 4 5
6	1 2 3 4 5	1 2 3 4 5
7	1 2 3 4 5	1 2 3 4 5
8	1 2 3 4 5	1 2 3 4 5
9	1 2 3 4 5	1 2 3 4 5
10	1 2 3 4 5	1 2 3 4 5
11	1 2 3 4 5	1 2 3 4 5
12	1 2 3 4 5	1 2 3 4 5
13	1 2 3 4 5	1 2 3 4 5
14	1 2 3 4 5	1 2 3 4 5
15	1 2 3 4 5	1 2 3 4 5
16	1 2 3 4 5	1 2 3 4 5
17	1 2 3 4 5	1 2 3 4 5
18	1 2 3 4 5	1 2 3 4 5
19	1 2 3 4 5	1 2 3 4 5
20	1 2 3 4 5	1 2 3 4 5
21	1 2 3 4 5	1 2 3 4 5
22	1 2 3 4 5	1 2 3 4 5
23	1 2 3 4 5	1 2 3 4 5
24	1 2 3 4 5	1 2 3 4 5
25	1 2 3 4 5	1 2 3 4 5
26	1 2 3 4 5	1 2 3 4 5
27	1 2 3 4 5	1 2 3 4 5

Concerning the way you have described your organization on the previous page, would you please now describe the following in your own words.

What do you think of organizational climate here?:

A. How would you describe managers in your organization?

Please circle the number (from 1 to 5) which you feel is most appropriate, as follows:

- a. *Me as a manager* (1= not like this at all – 5= just like me)
 b. *Managers generally in my organization* (1= not like this at all – 5= just like me)

	a. Me, as a manager	b. Managers generally in my organization
1 Preferring the security of a steady job	1 2 3 4 5	1 2 3 4 5
2 Preferring work to be unpredictable	1 2 3 4 5	1 2 3 4 5
3 Very ambitious to reach the top	1 2 3 4 5	1 2 3 4 5
4 Freedom in a job to adopt own approach	1 2 3 4 5	1 2 3 4 5
5 Eager for opportunities to learn and develop	1 2 3 4 5	1 2 3 4 5
6 Setting self difficult goals	1 2 3 4 5	1 2 3 4 5
7 Enjoying, above all else, to work as part of a team	1 2 3 4 5	1 2 3 4 5
8 Preferring, above all else, to work alone	1 2 3 4 5	1 2 3 4 5
9 Preferring, above all else, to direct other people	1 2 3 4 5	1 2 3 4 5
10 Believing that work is the most important thing	1 2 3 4 5	1 2 3 4 5
11 Making sacrifices for the good of the group	1 2 3 4 5	1 2 3 4 5
12 Depending only on yourself	1 2 3 4 5	1 2 3 4 5
13 Being confrontational and assertive	1 2 3 4 5	1 2 3 4 5
14 Regarding the well-being of its people as the objective of an organization	1 2 3 4 5	1 2 3 4 5
15 Considering only the results of the organization as being paramount	1 2 3 4 5	1 2 3 4 5
16 Condoning all business practices if objectives are met	1 2 3 4 5	1 2 3 4 5
17 Believing that managers must act completely ethically	1 2 3 4 5 1 2 3 4 5	1 2 3 4 5 1 2 3 4 5
18 Honoring responsibilities towards relatives		
19 Being completely loyal to the organization, above all other things	1 2 3 4 5	1 2 3 4 5
20 Believing that if one is motivated enough, anything can be achieved	1 2 3 4 5	1 2 3 4 5
21 Believing that own achievement is based very much on outside forces	1 2 3 4 5	1 2 3 4 5

	a.	Me, as a manager	b.	Managers generally in my organization
22. Basing decisions on pre-set principles, rather than outcomes	1	2 3 4 5	1	2 3 4 5
23. Basing decisions on likely outcome, not on pre-set principles	1	2 3 4 5	1	2 3 4 5
24. Believing that generally employees are not to be trusted	1	2 3 4 5	1	2 3 4 5
25. Having a completely democratic management style	1	2 3 4 5	1	2 3 4 5
26. Believing that reward should be based on status	1	2 3 4 5	1	2 3 4 5
27. Believing that reward should be based on achievement	1	2 3 4 5	1	2 3 4 5
28. Working through the hierarchy at all times	1	2 3 4 5	1	2 3 4 5
29. Keeping a personal distance from subordinates	1	2 3 4 5	1	2 3 4 5
30. Socializing with subordinates outside work	1	2 3 4 5	1	2 3 4 5
31. Communicating openly	1	2 3 4 5	1	2 3 4 5
32. Giving subordinates open access to information	1	2 3 4 5	1	2 3 4 5
33. A high level of management knowledge and skills	1	2 3 4 5	1	2 3 4 5

Concerning the way you have described managers in your organization, would you please describe the following in your own words:

[illegible]

[illegible]

Thank you for completing this confidential questionnaire. The results from all questions will be collated and analyzed. A report will be made available to the management group. You can e-mail me on wyta@iafrica.com for further information.

APPENDIX D

RELIABILITY AND VALIDITY TESTS FOR THE ORGANISATIONAL CLIMATE QUESTIONNAIRE

Before the actual analysis, certain terminology is used in the write up of this report. The researcher has felt it necessary to define and discuss a few of these technical terms.

Kaiser Meyer-Olkin (KMO) is a measure of sample adequacy. It basically checks that the matrix does, in fact, have groups of correlations between items. This value per factor analysis should ideally be above 0.6

Bartlett's Test of Sphericity is a Chi square test that tests if the matrix does not come from an identity matrix.

Principal component extraction has been used throughout this study because the objective of this study was to summarise information in a larger set of variables into fewer factors.

Eigenvalues represent the sum of variables of all items that make up that factor, in other words, the squared sum of all factor loadings of each item that make up the relevant factor. Ideally, for a factor to be retained initially, the eigenvalue should be greater than 1.

Varimax rotation has been used throughout because this is a orthogonal rotation method, which makes interpretation of the resulting factors easier.

The coefficient display per component that is found in this study in each rotated component matrix reveals certain component loadings per item that make up that

component. Each of these component loadings represents the correlation between the particular item and that component.

It should also be pointed out, finally, that factor analysis has a large degree of subjectivity involved in the analysis at various stages.

The resultant analyses are outlined below:

'My Organization at the Moment'

The study initially studied the reliability and validity of the measuring instrument when all items are positive. It should be noted that this was not realistic; however, a factor and reliability analysis was nevertheless run. Tables D1-D3 have been highlighted

Table D1.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument (Stage P1).

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	1029.812
	df	351
	Sig.	.000

Table D2.

Cumulative variance for the Organisational Climate Measuring Instrument (Stage P1).

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.507	24.100	24.100	6.507	24.100	24.100	3.189	11.812	11.812
2	2.965	10.983	35.083	2.965	10.983	35.083	2.888	10.695	22.507
3	1.999	7.405	42.487	1.999	7.405	42.487	2.717	10.064	32.571
4	1.873	6.935	49.423	1.873	6.935	49.423	2.518	9.327	41.899
5	1.439	5.330	54.752	1.439	5.330	54.752	2.215	8.205	50.104
6	1.368	5.066	59.818	1.368	5.066	59.818	1.782	6.600	56.704
7	1.190	4.407	64.225	1.190	4.407	64.225	1.651	6.113	62.818
8	1.058	3.920	68.145	1.058	3.920	68.145	1.439	5.328	68.145
9	.942	3.488	71.633						
10	.815	3.019	74.652						
11	.747	2.767	77.419						
12	.692	2.562	79.981						
13	.660	2.443	82.424						
14	.559	2.071	84.495						
15	.519	1.922	86.417						
16	.502	1.859	88.276						
17	.467	1.731	90.007						
18	.442	1.636	91.642						
19	.392	1.453	93.096						
20	.357	1.323	94.419						
21	.321	1.189	95.608						
22	.296	1.097	96.705						
23	.224	.830	97.535						
24	.198	.734	98.268						
25	.177	.657	98.925						
26	.157	.582	99.508						
27	.133	.492	100.000						

Extraction Method: Principal Component Analysis.

Table D3.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component							
	1	2	3	4	5	6	7	8
qba1				.679				
qba2								.839
qba3							-.566	
qba4		.794						
qba5		.757						
qba6		.795						
qba7		.677						
qba8								
qba9				.764				
qba10						-.827		
qba11						.513		
QBA11			.706					
qba13			.625					
qba14	.791							
qba15							.718	
qba16							.628	
qba17	.765							
qba18					.805			
qba19			.638					
qba20				.540				
qba21								
qba22	.698							
qba23				.501				
qba24								
qba25						.615		
qba26		-.518						
qba27					.638			

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 8 iterations.

At this stage, a Cronbach coefficient alpha test was run (Table D4).

Table D4.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

Cronbach's Alpha	N of Items
.787	27

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Table D5.

Reliability of Organisational Climate Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	92.0978	117.166	.412	.776
qba2	93.0326	122.120	.138	.788
qba3	92.3913	117.647	.398	.777
qba4	93.0652	123.886	.007	.797
qba5	92.8478	124.350	.004	.795
qba6	93.1522	126.086	-.073	.803
qba7	92.8804	120.040	.185	.787
qba8	91.8913	112.845	.560	.768
qba9	91.9457	116.338	.425	.775
qba10	92.4457	126.909	-.103	.797
qba11	92.4130	113.981	.231	.790
QBA11	92.6630	113.589	.423	.774
qba13	92.8152	111.735	.593	.766
qba14	92.4783	114.978	.445	.774
qba15	93.4891	118.538	.178	.789
qba16	92.5761	115.016	.440	.774
qba17	92.4457	112.733	.574	.768
qba18	91.6196	118.304	.474	.776
qba19	92.3370	115.369	.491	.773
qba20	92.6413	114.430	.454	.773
qba21	92.9783	114.241	.534	.771
qba22	92.5870	113.718	.560	.769
qba23	93.0435	120.284	.275	.782
qba24	91.7826	116.919	.353	.778
qba25	93.9130	120.608	.119	.792
qba26	92.7935	115.572	.430	.775
qba27	92.7609	113.832	.431	.774

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The KMO (Kaiser Meyer- Olkin) value of 0.723 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which is less than the significance level of 0.05.

The amount of explained variance was 68.15% and the rotated matrix rotated into 8 factors, all of which had eigenvalues above one and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory with a Cronbach coefficient value of 0.787, which is larger than 0.6.

However, the objective was to simplify the structure and, on that basis, Item 2 was dropped because it loaded on an individual factor that only contributed an extra 5.28% of the cumulative variance. In addition, the Items 3, 10, and 26 were dropped because they loaded with negative factor loadings.

The new factor analysis was run with the results in Tables D6-D10.

Table D6.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	821.746
	df	253
	Sig.	.000

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Table D7.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.683	24.709	24.709	5.683	24.709	24.709	3.390	14.740	14.740
2	2.802	12.183	36.892	2.802	12.183	36.892	2.620	11.393	26.133
3	1.799	7.821	44.713	1.799	7.821	44.713	2.539	11.039	37.172
4	1.586	6.894	51.607	1.586	6.894	51.607	2.088	9.078	46.250
5	1.367	5.945	57.552	1.367	5.945	57.552	1.930	8.393	54.643
6	1.168	5.078	62.630	1.168	5.078	62.630	1.529	6.648	61.291
7	1.042	4.528	67.159	1.042	4.528	67.159	1.350	5.868	67.159
8	.931	4.047	71.205						
9	.855	3.717	74.923						
10	.731	3.179	78.101						
11	.700	3.041	81.143						
12	.622	2.704	83.847						
13	.494	2.146	85.993						
14	.472	2.051	88.044						
15	.449	1.951	89.995						
16	.399	1.737	91.731						
17	.381	1.659	93.390						
18	.368	1.598	94.988						
19	.345	1.499	96.487						
20	.255	1.108	97.595						
21	.220	.957	98.551						
22	.177	.770	99.321						
23	.156	.679	100.000						

Extraction Method: Principal Component Analysis.

Table D8.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component						
	1	2	3	4	5	6	7
qba1					.611		
qba4			.800				
qba5			.756				
qba6			.814				
qba7			.687				
qba8	.520						
qba9					.653		
qba11						-.645	
QBA11							
qba13		.690					
qba14	.809						
qba15						.819	
qba16	.601						
qba17	.753						
qba18				.781			
qba19							
qba20		.517					
qba21		.587					
qba22	.662						
qba23		.755					
qba24					.687		
qba25							.854
qba27				.728			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 19 iterations.

Table D9.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

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Cronbach's Alpha	N of Items
.778	23

Table D10.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	78.0319	98.934	.358	.769
qba4	79.0106	102.548	.069	.787
qba5	78.7979	103.131	.072	.784
qba6	79.1064	103.279	.031	.790
qba7	78.8191	99.505	.237	.775
qba8	77.8298	93.949	.572	.756
qba9	77.9043	97.872	.396	.766
qba11	78.3830	94.906	.230	.783
QBA11	78.5851	95.923	.366	.767
qba13	78.7660	94.525	.520	.759
qba14	78.4149	95.536	.472	.762
qba15	79.4574	99.176	.180	.781
qba16	78.5106	95.865	.451	.763
qba17	78.4043	94.501	.550	.758
qba18	77.5745	99.623	.437	.767
qba19	78.2872	97.218	.448	.764
qba20	78.5957	95.835	.442	.763
qba21	78.9362	96.297	.486	.762
qba22	78.5319	95.370	.538	.759
qba23	79.0213	101.505	.233	.774
qba24	77.7234	97.622	.366	.768
qba25	79.8617	100.723	.133	.783
qba27	78.7234	96.073	.383	.766

The KMO (Kaiser Meyer- Olkin) value of 0.718 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 67.16%, and the rotated matrix rotated into seven factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.778, which is larger than 0.6.

However, the objective was to simplify the structure. On that basis, Item 25 was dropped because it loaded on an individual factor that only contributed to an extra 5.88% of the cumulative variance. In addition, Item 11 was dropped because it loaded with a negative factor loading. Item 15 was dropped because it would, therefore, result in one item loading on one factor.

The new factor analysis was run with the results shown in Tables D11- D15.

Table D11.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Bartlett's Test of Sphericity	Approx. Chi-Square	723.597
	df	190
	Sig.	.000

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Table D12.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.534	27.668	27.668	5.534	27.668	27.668	3.188	15.941	15.941
2	2.631	13.155	40.823	2.631	13.155	40.823	2.962	14.809	30.750
3	1.681	8.405	49.228	1.681	8.405	49.228	2.472	12.360	43.109
4	1.348	6.742	55.970	1.348	6.742	55.970	2.124	10.622	53.731
5	1.187	5.934	61.904	1.187	5.934	61.904	1.635	8.173	61.904
6	.963	4.815	66.719						
7	.928	4.639	71.359						
8	.760	3.802	75.161						
9	.678	3.392	78.553						
10	.615	3.076	81.629						
11	.564	2.818	84.446						
12	.511	2.553	86.999						
13	.462	2.312	89.312						
14	.411	2.055	91.367						
15	.391	1.953	93.320						
16	.359	1.795	95.115						
17	.302	1.512	96.627						
18	.273	1.367	97.994						
19	.218	1.090	99.085						
20	.183	.915	100.000						

Extraction Method: Principal Component Analysis.

Table D13.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component				
	1	2	3	4	5
qba1				.644	
qba4			.781		
qba5			.779		
qba6			.803		
qba7			.658		
qba8	.626				
qba9				.806	
QBA11		.699			
qba13		.737			
qba14	.765				
qba16	.597				
qba17	.717				
qba18					.779
qba19		.649			
qba20					
qba21		.624			
qba22	.669				
qba23					
qba24	.524				
qba27					.675

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 15 iterations.

Table D14.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

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Cronbach's Alpha	N of Items
.792	20

Table D15.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	69.4227	75.517	.415	.780
qba4	70.3711	78.673	.102	.803
qba5	70.1959	80.492	.049	.802
qba6	70.5258	81.273	-.019	.812
qba7	70.2165	77.255	.212	.793
qba8	69.2062	72.895	.521	.773
qba9	69.2784	74.870	.436	.779
QBA11	69.9897	72.969	.409	.780
qba13	70.1546	71.903	.557	.771
qba14	69.8041	73.555	.464	.777
qba16	69.8866	73.747	.449	.778
qba17	69.7835	72.463	.549	.772
qba18	68.9691	77.343	.411	.783
qba19	69.6907	74.445	.476	.777
qba20	70.0103	73.698	.429	.779
qba21	70.3196	73.741	.504	.775
qba22	69.9175	73.097	.549	.773
qba23	70.4124	78.620	.227	.790
qba24	69.1031	75.198	.371	.782
qba27	70.1237	74.443	.356	.783

The KMO (Kaiser Meyer- Olkin) value of 0.767 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 61.9%, and the rotated matrix rotated into five factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.792, which was larger than 0.6.

At this point, the rotated factor matrix could be interpreted. This was not done, however, because the items recorded were all positive, which was not realistic. The factor analysis was conducted to see if the results matched information found in the literature review, which was also clearly not the case.

At the next stage of the analysis, a more realistic scenario was analysed in which the expected negatively coded items were recorded and analyzed as such. These negative items included Items 4, 5, 6, 7, 8, 11, 18, 24, and 25, although Items 8 and 18 were questionable. The findings have been shown in Tables D16-D18.

Table D16.

Kaiser Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	1029.812
	df	351
	Sig.	.000

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Table D17.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.507	24.100	24.100	6.507	24.100	24.100	3.189	11.812	11.812
2	2.965	10.983	35.083	2.965	10.983	35.083	2.888	10.695	22.507
3	1.999	7.405	42.487	1.999	7.405	42.487	2.717	10.064	32.571
4	1.873	6.935	49.423	1.873	6.935	49.423	2.518	9.327	41.899
5	1.439	5.330	54.752	1.439	5.330	54.752	2.215	8.205	50.104
6	1.368	5.066	59.818	1.368	5.066	59.818	1.782	6.600	56.704
7	1.190	4.407	64.225	1.190	4.407	64.225	1.651	6.113	62.818
8	1.058	3.920	68.145	1.058	3.920	68.145	1.439	5.328	68.145
9	.942	3.488	71.633						
10	.815	3.019	74.652						
11	.747	2.767	77.419						
12	.692	2.562	79.981						
13	.660	2.443	82.424						
14	.559	2.071	84.495						
15	.519	1.922	86.417						
16	.502	1.859	88.276						
17	.467	1.731	90.007						
18	.442	1.636	91.642						
19	.392	1.453	93.096						
20	.357	1.323	94.419						
21	.321	1.189	95.608						
22	.296	1.097	96.705						
23	.224	.830	97.535						
24	.198	.734	98.268						
25	.177	.657	98.925						
26	.157	.582	99.508						
27	.133	.492	100.000						

Extraction Method: Principal Component Analysis.

Table D18.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component							
	1	2	3	4	5	6	7	8
qba1				.679				
qba2								.839
qba3							-.566	
qba9				.764				
qba10						.827		
QBA11			.706					
qba13			.625					
qba14	.791						.718	
qba15							.628	
qba16								
qba17	.765							
qba19			.638					
qba20				.540				
qba21								
qba22	.698							
qba23				.501				
qba26		.518						
qba27					.638			
nqba4		.794						
nqba5		.757						
nqba6		.795						
nqba7		.677						
nqba8								
nqba11						.513		
nqba18					-.805			
nqba24								
nqba25						.615		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Once again, the Cronbach coefficient alpha test was run (Tables D19-D20).

Table D19.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

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Cronbach's Alpha	N of Items
.740	27

Table D20.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	81.7065	97.880	.435	.724
qba2	82.6413	101.771	.194	.737
qba3	82.0000	100.088	.313	.731
qba9	81.5543	99.656	.303	.731
qba10	82.0543	101.788	.188	.737
QBA11	82.2717	93.607	.484	.717
qba13	82.4239	91.829	.671	.707
qba14	82.0870	101.091	.195	.737
qba15	83.0978	99.210	.186	.740
qba16	82.1848	99.361	.281	.732
qba17	82.0543	97.327	.403	.725
qba19	81.9457	97.151	.459	.723
qba20	82.2500	96.190	.431	.723
qba21	82.5870	95.300	.550	.717
qba22	82.1957	98.862	.345	.729
qba23	82.6522	99.372	.390	.728
qba26	82.4022	93.716	.598	.713
qba27	82.3696	97.488	.323	.729
nqba4	82.9348	97.424	.290	.731
nqba5	83.1522	97.361	.352	.727
nqba6	82.8478	91.801	.505	.714
nqba7	83.1196	99.205	.262	.733
nqba8	84.1087	110.076	-.240	.762
nqba11	83.5870	106.069	-.085	.771
nqba18	84.3804	109.821	-.300	.756
nqba24	84.2174	109.095	-.192	.759
nqba25	82.0870	99.685	.184	.740

The KMO (Kaiser Meyer- Olkin) value of 0.723 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 68.15%, and the rotated matrix rotated into eight factors, all of which had eigenvalues above 1 and were therefore included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.740, which was larger than 0.6.

However, the objective was to simplify the structure. On that basis, Item 2 was dropped because it loaded on an individual factor that only contributed to an extra 5.33% of the cumulative variance. In addition, Items 3 and 18 were dropped because they loaded with negative factor loadings. Therefore, Item 27 was dropped because it would result in one item loading on one factor. Items 15 and 16 were dropped because they would result in only two items loading on one factor.

The new factor analysis was run with the results in Tables D21- D25.

Table D21.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.752
Bartlett's Test of Sphericity	Approx. Chi-Square	799.436
	df	210
	Sig.	.000

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Table D22.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.680	27.048	27.048	5.680	27.048	27.048	3.856	18.361	18.361
2	2.787	13.273	40.321	2.787	13.273	40.321	2.962	14.105	32.466
3	1.713	8.159	48.480	1.713	8.159	48.480	2.691	12.813	45.279
4	1.491	7.099	55.579	1.491	7.099	55.579	1.751	8.339	53.617
5	1.333	6.347	61.926	1.333	6.347	61.926	1.745	8.309	61.926
6	.961	4.575	66.501						
7	.885	4.216	70.717						
8	.758	3.607	74.325						
9	.697	3.317	77.642						
10	.638	3.039	80.680						
11	.605	2.882	83.563						
12	.540	2.572	86.135						
13	.476	2.265	88.400						
14	.439	2.088	90.488						
15	.414	1.970	92.458						
16	.376	1.793	94.251						
17	.339	1.616	95.868						
18	.274	1.307	97.175						
19	.225	1.072	98.247						
20	.203	.966	99.213						
21	.165	.787	100.000						

Extraction Method: Principal Component Analysis.

Table D23.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component				
	1	2	3	4	5
qba1	.557				
qba9	.579				.553
qba10				.793	
QBA11	.665				
qba13	.769				
qba14		.751			
qba17		.753			
qba19	.599				
qba20					
qba21	.693				
qba22		.723			
qba23	.584				
qba26	.572		.504		
nqba4			.788		
nqba5			.750		
nqba6			.790		
nqba7			.661		
nqba8		-.521			
nqba11				.601	
nqba24					-.787
nqba25				.674	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Table D24.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

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Cronbach's Alpha	N of Items
.724	21

Table D25.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	63.7216	71.390	.423	.705
qba9	63.5773	73.476	.261	.716
qba10	64.0825	74.535	.191	.721
QBA11	64.2680	68.407	.439	.700
qba13	64.4330	66.706	.631	.685
qba14	64.0928	74.460	.165	.723
qba17	64.0825	71.806	.338	.710
qba19	63.9691	70.968	.439	.703
qba20	64.2784	69.578	.439	.701
qba21	64.6082	69.282	.536	.696
qba22	64.2062	72.082	.345	.710
qba23	64.7216	72.620	.378	.709
qba26	64.4433	67.916	.583	.691
nqba4	65.0206	70.375	.303	.712
nqba5	65.1856	69.736	.419	.703
nqba6	64.8557	64.791	.562	.685
nqba7	65.1546	71.382	.317	.711
nqba8	66.1856	81.486	-.231	.751
nqba11	65.6082	79.137	-.124	.770
nqba24	66.2887	80.499	-.176	.747
nqba25	64.1237	72.568	.190	.723

The KMO (Kaiser Meyer- Olkin) value of 0.752 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 61.93%, and the rotated matrix rotated into five factors, all of which had eigenvalues above 1 and were, therefore, included as

extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.724, which was larger than 0.6.

However, the objective was to simplify the structure. Thus, Item 24 was dropped because it loaded with a negative factor loading; and so Item 9 was also dropped because it would, therefore, result in one item loading on one factor.

The new factor analysis was run with the results in Tables D26-D30.

Table D26.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	688.710
	df	171
	Sig.	.000

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Table D27.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.420	28.528	28.528	5.420	28.528	28.528	3.796	19.981	19.981
2	2.730	14.368	42.896	2.730	14.368	42.896	2.875	15.131	35.112
3	1.575	8.287	51.183	1.575	8.287	51.183	2.648	13.935	49.047
4	1.344	7.073	58.256	1.344	7.073	58.256	1.750	9.208	58.256
5	.987	5.196	63.451						
6	.903	4.752	68.203						
7	.780	4.105	72.307						
8	.740	3.895	76.203						
9	.666	3.506	79.709						
10	.609	3.204	82.912						
11	.552	2.907	85.819						
12	.488	2.568	88.387						
13	.416	2.190	90.577						
14	.390	2.055	92.632						
15	.383	2.015	94.647						
16	.307	1.613	96.261						
17	.289	1.521	97.782						
18	.222	1.166	98.948						
19	.200	1.052	100.000						

Extraction Method: Principal Component Analysis.

Table D28.

Rotated Component Matrix for the Organisational Climate Measuring

	Component			
	1	2	3	4
qba1	.570			
qba10				.798
QBA11	.719			
qba13	.776			
qba14		.780		
qba17		.741		
qba19	.677			
qba20	.512			
qba21	.698			
qba22		.673		
qba23	.550			
qba26	.581		.507	
nqba4			.795	
nqba5			.768	
nqba6			.771	
nqba7			.636	
nqba8		-.596		
nqba11				.621
nqba25				.652

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

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Table D29.

Reliability Cronbach Coefficient Alpha of Organisational Climate

Cronbach's Alpha	N of Items
.739	19

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Table D30.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	57.8969	68.364	.415	.722
qba10	58.2577	71.277	.194	.736
QBA11	58.4433	65.312	.439	.716
qba13	58.6082	63.824	.621	.703
qba14	58.2680	70.969	.182	.738
qba17	58.2577	68.422	.353	.725
qba19	58.1443	67.791	.442	.719
qba20	58.4536	66.209	.455	.716
qba21	58.7835	66.296	.529	.713
qba22	58.3814	68.301	.387	.723
qba23	58.8969	69.802	.351	.727
qba26	58.6186	64.843	.584	.707
nqba4	59.1959	66.888	.321	.727
nqba5	59.3608	66.316	.438	.717
nqba6	59.0309	61.509	.577	.701
nqba7	59.3299	68.348	.310	.728
nqba8	60.3608	78.650	-.261	.768
nqba11	59.7835	75.901	-.128	.788
nqba25	58.2990	69.920	.164	.742

The KMO (Kaiser Meyer- Olkin) value of 0.789 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 58.26%, and the rotated matrix rotated into four factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.739, which was larger than 0.6.

At this stage, due to the questionability of Item 8, it was changed to positive. The new factor analysis was run with the results shown in Tables D31-D35.

Table D31.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

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Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.789
Bartlett's Test of Sphericity	Approx. Chi-Square		688.710
	df		171
	Sig.		.000

Table D32.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.420	28.528	28.528	5.420	28.528	28.528	3.796	19.981	19.981
2	2.730	14.368	42.896	2.730	14.368	42.896	2.875	15.131	35.112
3	1.575	8.287	51.183	1.575	8.287	51.183	2.648	13.935	49.047
4	1.344	7.073	58.256	1.344	7.073	58.256	1.750	9.208	58.256
5	.987	5.196	63.451						
6	.903	4.752	68.203						
7	.780	4.105	72.307						
8	.740	3.895	76.203						
9	.666	3.506	79.709						
10	.609	3.204	82.912						
11	.552	2.907	85.819						
12	.488	2.568	88.387						
13	.416	2.190	90.577						
14	.390	2.055	92.632						
15	.383	2.015	94.647						
16	.307	1.613	96.261						
17	.289	1.521	97.782						
18	.222	1.166	98.948						
19	.200	1.052	100.000						

Extraction Method: Principal Component Analysis.

Table D33.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

	Component			
	1	2	3	4
qba1	.570			
qba10				.798
QBA11	.719			
qba13	.776			
qba14		.780		
qba17		.741		
qba19	.677			
qba20	.512			
qba21	.698			
qba22		.673		
qba23	.550			
qba26	.581		.507	
nqba4			.795	
nqba5			.768	
nqba6			.771	
nqba7			.636	
nqba11				.621
nqba25				.652
qba8		.596		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

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Table D34.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

Cronbach's Alpha	N of Items
.773	19

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Table D35.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	60.5773	76.622	.444	.758
qba10	60.9381	80.496	.172	.773
QBA11	61.1237	73.193	.473	.753
qba13	61.2887	71.687	.654	.742
qba14	60.9485	78.299	.269	.768
qba17	60.9381	76.100	.415	.759
qba19	60.8247	75.542	.502	.754
qba20	61.1340	73.826	.510	.751
qba21	61.4639	74.335	.563	.750
qba22	61.0619	75.892	.457	.756
qba23	61.5773	78.517	.354	.763
qba26	61.2990	72.733	.620	.745
nqba4	61.8763	75.735	.311	.766
nqba5	62.0412	75.186	.421	.758
nqba6	61.7113	70.291	.551	.745
nqba7	62.0103	77.885	.265	.768
nqba11	62.4639	87.522	-.197	.824
nqba25	60.9794	80.208	.099	.783
qba8	60.3608	78.650	.261	.768

The KMO (Kaiser Meyer- Olkin) value of 0.789 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 58.26%, and the rotated matrix rotated into four factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.773, which was larger than 0.6.

Table D36.

Factor Analysis Groupings: Kriel vs. Jackson.

The studies grouping for the Organisational Climate Questionnaire	Jackson's grouping for the Organisational Climate Questionnaire
"My organisation at the moment"	
1,12,13,19,20,21,23,26.	20,21,14,12,26,22,16.
14,17,22,8	23,1,18,17,3.
26,n4,n5,n6,n7.	6,4,7,5.
10,n11,n25.	2,10.
Left Out	Left out by
By researcher: 3,18,<u>27</u>,<u>2</u>,<u>15</u>,<u>16</u>,<u>24</u>,<u>9</u>.	Jackson: 8,9,11,13,15,19,24, 25,27.

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Further Reliability Testing

Additional reliability analyses per dimension individually were run. The results have been shown in Tables D37-D44, all indicating satisfactory Cronbach coefficient values higher than 0.6.

Table D37.

Reliability of Component 1 Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba1	24.1250	26.149	.535	.848
QBA11	24.6827	23.578	.592	.844
qba13	24.8558	23.018	.781	.818
qba19	24.3654	25.419	.598	.841
qba20	24.7115	24.440	.596	.842
qba21	25.0192	24.621	.704	.830
qba23	25.1250	27.664	.396	.862
qba26	24.8654	24.817	.634	.837

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Table D38.

Reliability Cronbach Coefficient Alpha of Component 1.

Cronbach's Alpha	N of Items
.858	8

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Table D39.

Reliability of Component 2 Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba8	11.2079	5.946	.476	.773
qba14	11.8119	5.194	.621	.699
qba17	11.7921	5.286	.622	.699
qba22	11.9109	5.642	.604	.711

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Table D40.

Reliability Cronbach Coefficient Alpha of Component 2.

Cronbach's Alpha	N of Items
.776	4

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Table D41.

Reliability of Component 3 Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba26	11.0891	13.162	.487	.773
nqba4	11.6634	11.366	.559	.753
nqba5	11.8119	12.454	.547	.755
nqba6	11.5050	9.992	.728	.689
nqba7	11.7921	12.426	.525	.762

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Table D42.

Reliability Cronbach Coefficient Alpha of Component 3.

Cronbach's Alpha	N of Items
.789	5

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Table D43.

Reliability of Component 4 Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qba10	6.0000	5.275	.431	.179
nqba11	7.4951	3.174	.245	.438
nqba25	6.0194	4.980	.201	.430

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Table D44.

Reliability Cronbach Coefficient Alpha of Component 4.

Cronbach's Alpha	N of Items
.428	3

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To attempt to simplify the structure even further, the items within the factor contributing to the least amount of cumulative variance, namely only an additional 9.2%,

were all dropped. The resulting component matrix was interpreted. This resulted in Items 10 and negative Items 11 and 25 being dropped. The new factor analysis was run with the results shown in Tables D45-D47..

Table D45.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.832
Bartlett's Test of Sphericity	Approx. Chi-Square	591.272	
	df	120	
	Sig.	.000	

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Table D46.

Cumulative Variance for the Organisational Climate Measuring Instrument.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.270	32.938	32.938	5.270	32.938	32.938	3.721	23.259	23.259
2	2.534	15.835	48.773	2.534	15.835	48.773	2.782	17.386	40.645
3	1.283	8.019	56.791	1.283	8.019	56.791	2.583	16.146	56.791
4	.957	5.981	62.772						
5	.792	4.952	67.724						
6	.751	4.693	72.417						
7	.709	4.433	76.850						
8	.644	4.022	80.873						
9	.584	3.652	84.525						
10	.456	2.850	87.375						
11	.420	2.623	89.998						
12	.394	2.463	92.462						
13	.389	2.430	94.891						
14	.316	1.973	96.864						
15	.284	1.774	98.639						
16	.218	1.361	100.000						

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Extraction Method: Principal Component Analysis.

Table D47.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

	Component		
	1	2	3
qba1	.550		
qba8		.597	
QBA11	.710		
qba13	.766		
qba14		.818	
qba17		.747	
qba19	.696		
qba20			
qba21	.703		
qba22		.690	
qba23	.502		
qba26	.623		
nqba4			.788
nqba5			.796
nqba6			.770
nqba7			.618

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

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The KMO (Kaiser Meyer- Olkin) value of 0.832 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 56.79%, and the rotated matrix rotated into three factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.773, which was larger than 0.6. The resultant groupings were listed in Table D48 for interpretation.

Table D48.

Factor Analysis Groupings: Kriel vs. Jackson.

The studies grouping for the Organisational Climate Questionnaire	Jackson's grouping for the Organisational Climate Questionnaire
<u>"My organization at the moment"</u>	<u>"My organization at the moment"</u> <u>Jackson's</u>
1,12,13,19,21,23,26.	20,21,14,12,26,22,16.
14,17,22,8	23,1,18,17,3.
n4,n5,n6,n7.	6,4,7,5.
	2,10.
Left Out	Left out by
By researcher: 3,18,<u>27</u>,<u>2</u>,<u>15</u>,16,<u>24</u>,<u>9</u>,10,<u>11</u>,<u>25</u>.	Jackson: 8,9,11,13,15,19,24,25,27.

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The analysis was also run with Item 18 coded positively, resulting in the same findings previously shown.

The researcher noted that a difference was found when comparing questions that grouped together on Jackson's questionnaire in the reliability and validity analysis. which studies reliability and validity analysis. Notice must also be taken of the fact that Questions 4, 5, 6, and 7 were scored negatively in this study in comparison to Jackson¹ scoring them positively.

Jackson had a sample of about 1177 managers; this study was very specific and concentrated on the pharmaceutical industry, with about 100 managers. This sample size could also have an affect on the overall results, bearing in mind that Westernized countries such as Australia were studied.

The researcher also divided the three components into the following based on Jackson's work:

1. Component 1 is people Orientation and is composed of Questions 1, 12, 13, 19, 21, 23, and 26 and was discussed as such in the research.
2. Component 2 is Results Orientation and is composed of Questions 14, 17, 22, and 8 and was discussed as such in the research.
3. Component 3 is Control Orientation and is composed of Questions 4, 5, 6, and 7; but this was discussed in the negative form in the research.

No further comparison between Jackson's groupings and groupings in this study were made because it did not fall within the ambit of the study, although worthy of further research.

Notice must also be taken of the fact that the original Jackson questionnaire was used in the study due to the fact that the in print information has not been made publicly available. The researcher was able to examine the material after questionnaires for this study had been returned. Cognisance must also be taken of the questions left out of both analyses but not reported in Jackson's reliability and validity analysis.

'The Way I Would Like It to Be'

This portion of the analyses was begun with the negatives as defined but left Items 8 and 18 positive. Tables D49-D53 show the results.

Table D49.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.676
Bartlett's Test of Sphericity	Approx. Chi-Square	718.059
	df	351
	Sig.	.000

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Table D50.

Cumulative Variance for the Organisational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.366	19.875	19.875	5.366	19.875	19.875	3.441	12.745	12.745
2	2.195	8.129	28.004	2.195	8.129	28.004	2.399	8.884	21.629
3	1.854	6.865	34.870	1.854	6.865	34.870	1.949	7.217	28.846
4	1.684	6.237	41.106	1.684	6.237	41.106	1.903	7.048	35.894
5	1.589	5.886	46.993	1.589	5.886	46.993	1.846	6.839	42.733
6	1.427	5.286	52.279	1.427	5.286	52.279	1.735	6.425	49.157
7	1.305	4.832	57.111	1.305	4.832	57.111	1.509	5.590	54.747
8	1.182	4.377	61.488	1.182	4.377	61.488	1.474	5.458	60.206
9	1.087	4.026	65.514	1.087	4.026	65.514	1.433	5.308	65.514
10	.907	3.360	68.875						
11	.881	3.263	72.138						
12	.844	3.124	75.263						
13	.810	3.001	78.263						
14	.696	2.578	80.842						
15	.639	2.367	83.208						
16	.611	2.262	85.470						
17	.565	2.094	87.564						
18	.504	1.866	89.430						
19	.438	1.621	91.051						
20	.413	1.530	92.581						
21	.402	1.489	94.070						
22	.383	1.419	95.488						
23	.356	1.318	96.806						
24	.271	1.003	97.810						
25	.237	.879	98.689						
26	.205	.759	99.447						
27	.149	.553	100.000						

Extraction Method: Principal Component Analysis.

Table D51.

*Rotated Component Matrix for the Organisational Climate Measuring Instrument.***Formatted:** Font: (Default) Times New Roman, Not Bold, Italic

	Component								
	1	2	3	4	5	6	7	8	9
qbb1					.713				
qbb2									
qbb3					.640				
qbb8						.774			
qbb9					.533				
qbb10							.853		
qbb12	.502	.547							
qbb13	.552								
qbb14	.649								
qbb15								.789	
qbb16		.527							
qbb17		.727							
qbb18		.703							
qbb19	.656								
qbb20	.729								
qbb21	.548								
qbb22			.647						
qbb23	.803								
qbb26			.517						
qbb27						.648			
nqbb4				.734					
nqbb5				.730					
nqbb6				.512					
nqbb7				.610					
nqbb11								.552	
nqbb24									.745
nqbb25			-.662						

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Table D52.

Reliability of Organisational Climate Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qbb1	103.4444	57.171	.152	.673
qbb2	104.5111	54.500	.224	.668
qbb3	103.5556	55.980	.269	.667
qbb8	103.5556	55.913	.171	.672
qbb9	103.3444	56.049	.285	.666
qbb10	104.4222	55.078	.175	.672
qbb12	103.5556	52.856	.499	.649
qbb13	103.4778	54.230	.541	.654
qbb14	103.5667	53.844	.521	.652
qbb15	105.2556	52.552	.236	.668
qbb16	103.6778	53.052	.488	.650
qbb17	103.6889	52.846	.484	.649
qbb18	103.3778	56.013	.329	.665
qbb19	103.4000	54.108	.543	.653
qbb20	103.5889	53.166	.523	.649
qbb21	103.7111	54.253	.432	.656
qbb22	103.8000	56.072	.190	.670
qbb23	104.1111	54.212	.337	.659
qbb26	103.7778	55.501	.263	.666
qbb27	104.2333	55.574	.140	.675
nqbb4	104.8667	55.690	.096	.682
nqbb5	105.1889	56.604	.049	.685
nqbb6	104.5111	53.084	.315	.659
nqbb7	105.1444	56.619	.083	.679
nqbb11	105.5444	53.240	.106	.694
nqbb24	105.8333	57.084	-.012	.698
nqbb25	104.6111	56.083	.021	.697

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Table D53.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

Cronbach's Alpha	N of Items
.676	27

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The KMO (Kaiser Meyer- Olkin) value of 0.676 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 65.5%, and the rotated matrix rotated into nine factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.676, which was larger than 0.6.

However, the objective was to simplify the structure. On that basis, the items loading on the last three factors, which contributed the least to the overall cumulative variance, were dropped: Items 10, 15, negative 11, and negative 24. In some of these cases, only one item loaded on one factor. Item negative 25 was also dropped due to negative loading. The new factor analysis was run, with the results shown in Tables D54-D58 .

Table D54.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.729
Bartlett's Test of Sphericity	Approx. Chi-Square	604.225
	df	231
	Sig.	.000

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Table D55.

Cumulative Variance for the Organizational Climate Measuring Instrument.

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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.303	24.107	24.107	5.303	24.107	24.107	3.401	15.458	15.458
2	1.965	8.934	33.040	1.965	8.934	33.040	2.585	11.750	27.208
3	1.629	7.402	40.443	1.629	7.402	40.443	1.872	8.509	35.717
4	1.475	6.705	47.148	1.475	6.705	47.148	1.858	8.448	44.164
5	1.343	6.103	53.251	1.343	6.103	53.251	1.654	7.516	51.680
6	1.210	5.500	58.751	1.210	5.500	58.751	1.556	7.071	58.751
7	.985	4.478	63.229						
8	.975	4.433	67.662						
9	.897	4.077	71.739						
10	.841	3.824	75.563						
11	.675	3.070	78.633						
12	.658	2.989	81.622						
13	.636	2.892	84.514						
14	.574	2.609	87.123						
15	.517	2.348	89.471						
16	.438	1.989	91.460						
17	.408	1.856	93.316						
18	.395	1.797	95.113						
19	.324	1.473	96.586						
20	.304	1.384	97.970						
21	.278	1.265	99.235						
22	.168	.765	100.000						

Extraction Method: Principal Component Analysis.

Table D56.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component					
	1	2	3	4	5	6
qbb1				.666		
qbb2						-.662
qbb3				.687		
qbb8					.823	
qbb9				.581		
qbb12	.513	.585				
qbb13	.533					
qbb14	.631					
qbb16		.512				
qbb17		.655				
qbb18		.708				
qbb19	.596					
qbb20	.710					
qbb21	.610					
qbb22						.656
qbb23	.817					
qbb26						
qbb27					.651	
nqbb4			.712			
nqbb5			.673			
nqbb6			.595			
nqbb7			.627			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Table D57.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qbb1	88.4255	41.925	.126	.766
qbb2	89.4894	40.231	.158	.770
qbb3	88.5319	40.768	.269	.759
qbb8	88.5106	39.672	.282	.759
qbb9	88.3085	40.366	.366	.755
qbb12	88.5426	37.950	.508	.744
qbb13	88.4468	39.325	.537	.748
qbb14	88.5319	38.897	.532	.746
qbb16	88.6383	38.147	.508	.744
qbb17	88.6489	38.015	.497	.744
qbb18	88.3511	40.445	.393	.755
qbb19	88.3723	38.838	.603	.744
qbb20	88.5426	38.208	.551	.743
qbb21	88.7021	38.792	.490	.747
qbb22	88.7660	40.009	.280	.759
qbb23	89.0957	38.969	.371	.753
qbb26	88.7340	39.617	.356	.754
qbb27	89.1915	39.275	.232	.764
nqbb4	89.8404	39.770	.147	.775
nqbb5	90.1702	41.562	.023	.784
nqbb6	89.4894	37.887	.351	.754
nqbb7	90.1277	40.908	.110	.773

Table D58.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

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Cronbach's Alpha	N of Items
.765	22

The KMO (Kaiser Meyer- Olkin) value of 0.729 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 58.75%, and the rotated matrix rotated into six factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.765, which was larger than 0.6.

However, the objective was to simplify the structure. Item 2 was dropped because it had a negative loading. Item 22 was then also dropped because it would result in one item loading on one factor. The new factor analysis was run, with the results shown in Tables D59-D63.

Table D59.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.744
Bartlett's Test of Sphericity	Approx. Chi-Square	527.806
	df	190
	Sig.	.000

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Table D60.

Cumulative Variance for the Organisational Climate Measuring Instrument.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.007	25.033	25.033	5.007	25.033	25.033	3.030	15.149	15.149
2	1.933	9.667	34.699	1.933	9.667	34.699	2.353	11.766	26.915
3	1.610	8.051	42.750	1.610	8.051	42.750	1.853	9.264	36.179
4	1.354	6.771	49.521	1.354	6.771	49.521	1.671	8.354	44.533
5	1.186	5.932	55.453	1.186	5.932	55.453	1.638	8.191	52.724
6	1.068	5.342	60.795	1.068	5.342	60.795	1.614	8.071	60.795
7	.937	4.687	65.482						
8	.886	4.428	69.910						
9	.787	3.933	73.842						
10	.701	3.507	77.350						
11	.664	3.320	80.670						
12	.611	3.056	83.726						
13	.556	2.781	86.507						
14	.535	2.673	89.179						
15	.514	2.571	91.750						
16	.424	2.122	93.872						
17	.402	2.012	95.883						
18	.340	1.702	97.585						
19	.304	1.522	99.107						
20	.179	.893	100.000						

Extraction Method: Principal Component Analysis.

Table D61.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

Formatted: Font: (Default) Times New Roman, Not Bold, Italic

	Component					
	1	2	3	4	5	6
qbb1						.783
qbb3						.700
qbb8					.827	
qbb9				.691		
qbb12		.661				
qbb13	.541					
qbb14	.651					
qbb16		.581				
qbb17		.710				
qbb18		.600				
qbb19	.597					
qbb20	.706					
qbb21	.616					
qbb23	.776					
qbb26				.603		
qbb27					.653	
nqbb4			.685			
nqbb5			.708			
nqbb6		.508	.596			
nqbb7			.598			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Table D62.

Reliability of Organisational Climate Item-Total Statistics.

Formatted: Font: (Default) Times New Roman, Not Bold, Italic

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qbb1	80.4375	35.533	.125	.757
qbb3	80.5417	34.588	.248	.751
qbb8	80.5208	33.600	.264	.751
qbb9	80.3229	34.116	.365	.745
qbb12	80.5521	32.103	.479	.735
qbb13	80.4583	33.261	.516	.738
qbb14	80.5417	32.819	.521	.735
qbb16	80.6458	32.147	.496	.734
qbb17	80.6667	32.182	.465	.736
qbb18	80.3646	34.150	.399	.745
qbb19	80.3854	32.703	.605	.733
qbb20	80.5625	32.228	.534	.732
qbb21	80.7292	32.747	.476	.737
qbb23	81.1458	33.284	.278	.750
qbb26	80.7604	33.531	.339	.745
qbb27	81.2188	33.036	.234	.756
nqbb4	81.8542	33.073	.182	.764
nqbb5	82.1979	34.792	.051	.775
nqbb6	81.5000	31.768	.350	.745
nqbb7	82.1667	34.414	.122	.764

Table D63.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

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Cronbach's Alpha	N of Items
.756	20

The KMO (Kaiser Meyer- Olkin) value of 0.744 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 60.8%, and the rotated matrix rotated into six factors, all of which had eigenvalues above 1 and were, therefore, included as

extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.756, which was larger than 0.6. Note the similarities between 'at the moment' and 'the way I would like it to be'. within the groupings for this study.

Table D64.

Factor Analysis Groupings for my Organisation and 'the way I would like it to be'

<u>"My Organisation at the moment"</u>	<u>"The way I would like it to be"</u>
1,12,13,19,21,23,26	13,14,19,20,21,23.
14,17,22,8	12,16,17,18,n6.
N4,n5,n6,n7	n4,n5,n6,n7
	9,26
	8,27
	1,3.

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In attempting to simplify the structure, the factor analysis dropped all items loading on the last three factors, which contributed least to the cumulative variance and also only had two items included within each factor. This resulted in Items 26, 8, 27, 1, 3, and 9 being dropped. The new factor analysis was run, with the results shown in Tables D65-D69.

Table D65.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Organisational Climate Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.761
Bartlett's Test of Sphericity	Approx. Chi-Square	398.103	
	df	91	
	Sig.	.000	

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Table D66.

Cumulative Variance for the Organisational Climate Measuring Instrument.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.416	31.540	31.540	4.416	31.540	31.540	2.973	21.238	21.238
2	1.871	13.365	44.905	1.871	13.365	44.905	2.658	18.984	40.222
3	1.216	8.684	53.589	1.216	8.684	53.589	1.871	13.367	53.589
4	.919	6.564	60.153						
5	.864	6.168	66.321						
6	.785	5.608	71.930						
7	.741	5.296	77.226						
8	.650	4.641	81.867						
9	.591	4.222	86.089						
10	.528	3.772	89.861						
11	.445	3.179	93.040						
12	.402	2.874	95.914						
13	.359	2.562	98.477						
14	.213	1.523	100.000						

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Extraction Method: Principal Component Analysis.

Table D67.

Rotated Component Matrix for the Organisational Climate Measuring Instrument.

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	Component		
	1	2	3
qbb12		.578	
qbb13	.530		
qbb14	.645		
qbb16		.673	
qbb17		.659	
qbb18		.743	
qbb19	.609		
qbb20	.720		
qbb21	.636		
qbb23	.781		
nqbb4			.745
nqbb5			.681
nqbb6			.600
nqbb7			.660

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table D68.

Reliability of Organisational Climate Item-Total Statistics.

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
qbb12	53.6735	20.841	.471	.708
qbb13	53.5816	22.143	.425	.718
qbb14	53.6531	21.590	.481	.712
qbb16	53.7551	21.135	.444	.712
qbb17	53.7755	20.753	.482	.707
qbb18	53.4796	22.561	.380	.722
qbb19	53.5000	21.448	.576	.706
qbb20	53.6735	20.964	.525	.705
qbb21	53.8469	21.492	.444	.713
qbb23	54.2653	21.413	.324	.724
nqbb4	54.9592	20.988	.228	.744
nqbb5	55.2857	22.124	.121	.758
nqbb6	54.6020	20.345	.361	.721
nqbb7	55.2653	22.197	.163	.746

Table D69.

Reliability Cronbach Coefficient Alpha of Organisational Climate.

Cronbach's Alpha	N of Items
.736	14

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The KMO (Kaiser Meyer- Olkin) value of 0.761 was greater than 0.6 and, hence, satisfactory. The Bartlett's test of sphericity had a p value equal to 0.000, which was less than the significance level of 0.05.

The amount of explained variance was 53.59%, and the rotated matrix rotated into three factors, all of which had eigenvalues above 1 and were, therefore, included as extracted factors. The reliability coefficient was also satisfactory, with a Cronbach coefficient value of 0.736, which was larger than 0.6. Note the resultant relative groupings of items into components as highlighted in Table D70.

Groupings now:

Table D70.

Factor Analysis Groupings for my Organisation 'at the moment' and 'the way I would like it to be'

<u>"My Organisation at the moment"</u>	<u>"The way I would like it to be"</u>
1,12,13,19,21,23,26	13,14,19,20,21,23.
14,17,22,8	12,16,17,18
N4,n5,n6,n7	n4,n5,n6,n7
<u>Jackson's Groupings for the Organisational Climate Questionnaire</u>	
20,21,14,12,26,22,16.	
23,1,18,17,3.	
6,4,7,5.	
2,10.	
Jackson Left Out : 8,9,11,13,15,19,24,25,27.	

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For purposes of the discussion, it is important to note that there is a difference between the questions that group together in 'my organisation at the moment' and 'the way I would like it to be'. 'The way I would like it to be' could possibly be a wish list, but nevertheless, a good indication of the importance of different questions that come into prominence. This was an indication to the researcher that there were certain factors within the question that had to be addressed in forming a better future organisation. Once again, for research purposes, it is important to note that Jackson had taken the same questions in 'my organisation at the moment' and 'the way I would like it to be' to form a more accurate comparison.

The management part of the questionnaire was discarded due to the fact that the questions did not factor out properly. This point was also suggested by Jackson in his latest work. It is also important to note that Jackson left out the same questions in 'the way I would like it to be' as in 'my organisation at the moment'.

The researcher wishes to point out that the Organisational questionnaire used was based on prior cross-cultural studies of organisational factors (Hofstede, 1994; Laurent, 1989; Reynolds, 1986; Vertinski, Tse, Wehrung & Lee, 1996) and Jackson (1999), who developed the questionnaire on an ongoing basis by checking the items in the questionnaire with researchers across five countries to ensure relevance, appropriateness, and inclusiveness of these items. Jackson (1999) indicated that some of the current questionnaire items were taken from studies by Vertinski et al., Hofstede, Reynolds, and Laurent)

The factor analysis was done to obtain an understanding of the way organisations were developing, particularly in the pharmaceutical industry in South Africa, with particular reference to management styles and organisational culture. The researcher attempted to make a comparison between 'my organisation at the moment' and 'the way I would like it to be'.

No attempt was made to construct discrete scales (a scale is a number of items that contribute to the same concept or dimension), although items were intended to capture information in the following areas. The intention was, as can be seen, that factor

analysis provide relevant dimensions such as this one given by A good example is quoted by Jackson (1999) (pp. 306-326):

Data from 140 respondents from the South African Police Services provided four factors:

- i. People Orientation – Items 20 (people oriented), 13 (motivates), 16 (inter-ethnic), 26 (diverse opinions), 21 (consults), 12 (equal opportunities), 14 (emp-relations), 8 (ethical), 23 (flexible), 22 (formal), 1 (market).
- ii. Results Orientation – Items 18 (results), 9 (successful), 19 (management), 17 (client relations).
- iii. Dynamics Orientation – Items 5 (centralised), 2 (risk), 15 (unions), 27 (promotion), 3 (objectives), 10 (changing).
- iv. Control Orientation – Items 4 (hierarchy), 7 (rules), 6 (authoritarian), 24 (government).

The items discussed earlier and the areas into which the information was captured have been shown in Table D71.

Table D71.

Organisational Climate Clustering Table of items to specific areas (Jackson, 1999)

<u>AREA</u>	<u>ITEM</u>
Strategy in terms of:	1. orientation towards the market (market)
	2. risk taking (risk)
	3. clear objectives (objectives)
Structure in terms of:	4. very hierarchical (hierarchy)
	5. highly centralised (centralised)
Governance and decision-making in terms of	6. very authoritarian (authoritarian)
	21. consults employees (consults)
Control in terms of:	7. many strict rules (rules)
	22. has clear and formal rules of action (formal)
	23. very flexible (flexible)
	24. bound by government regulations (government)
	25. influenced by family relationships (family)
Character in terms of:	8. very ethical (ethical)
	9. very successful (successful)
	10. undergoing rapid change (changing)
	11. foreign owned (foreign)
Internal policies in terms of:	12. provides equal opportunities for all (equal-ops)
	14. clear policies on employee relations (emp-relations)
Internal climate in terms of:	13. motivates employees (motivates)
	15. strong trade unions (unions)
	16. inter-ethnic harmony (inter-ethnic)
	26. encourages diversity of opinions (diverse-opinions)
	27. much internal competition for promotion (promotion)
External policies in terms of:	17. clear policies on client/customer relations (client-relations)
	18. results oriented (results)
Management in terms of:	19. high level of management expertise and skill (management)
People orientation in terms of:	20. has the well-being of its people as major objective (people-oriented)

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From the factor analysis in this study, three dimensions were identified. On closer inspection of the relevant questions, the dimension were labelled: people orientation, results orientation, and control orientation. Table D72 shows the classification of items.

Table D72.

Item Orientation by area to 'my organisation at the moment', Jackson (1999).

<u>My Organisation at the Moment</u>
<u>Items</u> : 1 (market), 12 (equal opportunities), 13 (motivates), 19 (management), 21 (consults), 23 (flexible), 26 (diverse opinions).
From the above it can be accepted that the dimensions are People Orientation.
<u>Items</u> : 14 (emp-relations), 17 (client relations), 22 (formal), 8 (ethical).
The researcher has accepted that this dimension is Results Orientation.
<u>Items</u> : N4 (hierarchy), N5 (organization), N6 (authoritarian), N7 (rules).
The dimension which will be used here is Control Orientation.

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Table D73.

Item Orientation by area to 'the way I would like it to be', Jackson (1999).

<u>The Way I would Like it to be</u>
<u>Item</u> : 13 (motivates), 14 (emp-relations), 19 (management), 20 (people oriented), 21 (consults), 23 (flexible).
This dimension is People Orientation.
<u>Item</u> : 12 (equal opportunities), 16 (inter-ethnic), 17 (client relations), 18 (results).
This dimension is Results Orientation.
<u>Item</u> : N4 (hierarchy), N5 (organization), N6 (authoritarian), N7 (rules).
This dimension is Control Orientation.

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Each of the items have been discussed within the identified dimensions and then in terms of each of the areas. The areas have been identified in the literature review and, when discussed with the items in 'my organization at the moment' versus 'the way I

would like it to be', should elicit the way organizations should be developing in South Africa within the pharmaceutical industry.

Notes

1. T. Jackson, & S. Yaruz. (in print). *Management control in a post-colonial world: A cross-cultural study of managers' perceptions in Australia, China, India, Nigeria, and South Africa*. London: Middlesex University Business School.

APPENDIX E
STATISTICS ON LEADERSHIP STYLES AND LEVELS OF MANAGEMENT

Table E1

Managers' Perceptions of Themselves Versus Staff Perceptions of Managers with Black by White Managers

Category		Black	White
Manager of himself	Style perceptions	S2, S3, S2, S3, S3	S2, S2, S2, S2
	Percentage of main style	60% S3	100% S2
Staff of manager	Style perceptions	S3, S2, S2, S2, S2	S2, S2, S2, S2
	Percentage of main style	80% S2	100% S2

Note. This data is not by affirnee and non-affirnee. Both groups are significantly different. For example, the mismatch in both groups is at the 5% level of significance.

Table E2

Statistics on Level of Management by Sample Segmentation

		Freq uenc y	Percent	Valid percent	Cumulative percent
Valid	Senior Management	37	35.9	39.4	39.4
	Middle Management	32	31.1	34.0	73.4
	Junior Management	25	24.3	26.6	100.0
	Total	94	91.3	100.0	
Missing	System	9	8.7		
Total		103	100.0		

APPENDIX F

CORRELATIONAL ANALYSES

The recognition pattern and order in data is a fundamental step in the development of theories to explain them. A useful measure is the partial correlation coefficient that measures the strengths of association between two variables when the effects of another variable on both of them are allowed for (Sharp & Howard, 1998).

This analysis is used in order to determine a causal relationship between the variables studies. There could be two variables which are directly related and would be labelled dependant variables, contributing variables are labelled independent variables. The extent to which one variable is dependent on another is often measured using correlation analysis.

We can usually assume that one variable is a function of the other and our analysis will seek to discover the exact relationship between them, or the degree of association between the variables. It is important to note that when interpreting correlation coefficients that a significant correlation does not necessarily indicate causation. It may simply indicate a common linkage to other events. Also a high degree of correlation is not necessarily indicative of a significant correlation. This is because the number of data pairs could affect the correlation coefficient (Whitehead & Whitehead, 1996).

Test 7i: Social Change Score by Effectiveness Gap

Tables F1-F9 show results for social change by effectiveness gap.

Table F1.

Correlation Test between Social Change and Effectiveness Gap (Across Overall).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	.094
	Sig. (2-tailed)	.	.412
	N	104	79
Manager minus Staff Member	Pearson Correlation	.094	1
	Sig. (2-tailed)	.412	.
	N	79	82

Table F2.

Correlation Test between Social Change and Effectiveness Gap (By Culture - White).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	.490*
	Sig. (2-tailed)	.	.013
	N	36	25
Manager minus Staff Member	Pearson Correlation	.490*	1
	Sig. (2-tailed)	.013	.
	N	25	26

*. Correlation is significant at the 0.05 level (2-tailed).

a. Culture = White

Table F3.

Correlation Test between Social Change and Effectiveness Gap (By Culture - Black).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	-.065
	Sig. (2-tailed)	.	.685
	N	48	41
Manager minus Staff Member	Pearson Correlation	-.065	1
	Sig. (2-tailed)	.685	.
	N	41	43

a. Culture = Black

Table F4.

Correlation Test between Social Change and Effectiveness Gap (By Culture – Asian).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	.199
	Sig. (2-tailed)	.	.608
	N	11	9
Manager minus Staff Member	Pearson Correlation	.199	1
	Sig. (2-tailed)	.608	.
	N	9	9

Correlation Test between Social Change and Effectiveness Gap (By Culture – Coloured).

Table F5.

Correlation Test between Social Change and Effectiveness Gap (By Culture – Coloured).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	.072
	Sig. (2-tailed)	.	.928
	N	9	4
Manager minus Staff Member	Pearson Correlation	.072	1
	Sig. (2-tailed)	.928	.
	N	4	4

a. Culture = Coloured

Table F6.

Correlation Test between Social Change and Effectiveness Gap (By Affirmee).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	-.085
	Sig. (2-tailed)	.	.542
	N	68	54
Manager minus Staff Member	Pearson Correlation	-.085	1
	Sig. (2-tailed)	.542	.
	N	54	56

a. Affirmee = Affirmee

Table F7.

Correlation Test between Social Change and Effectiveness Gap (By Non-Affirmee).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	.490 *
	Sig. (2-tailed)	.	.013
	N	36	25
Manager minus Staff Member	Pearson Correlation	.490 *	1
	Sig. (2-tailed)	.013	.
	N	25	26

*. Correlation is significant at the 0.05 level (2-tailed).

a. Affirmee = Non Affirmee

Table F8.

Correlation Test between Social Change and Effectiveness Gap (By Mismatch).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	-.001
	Sig. (2-tailed)	.	.994
	N	38	34
Manager minus Staff Member	Pearson Correlation	-.001	1
	Sig. (2-tailed)	.994	.
	N	34	35

a. Matchings = Mismatch

Table F9.

Correlation Test between Social Change and Effectiveness Gap (By Match).

		Social Change	Manager minus Staff Member
Social Change	Pearson Correlation	1	.177
	Sig. (2-tailed)	.	.245
	N	66	45
Manager minus Staff Member	Pearson Correlation	.177	1
	Sig. (2-tailed)	.245	.
	N	45	47

a. Matchings = Match

In conclusion, the only correlation that was significant for social change by effectiveness gap was within the White (non-affirmee) group, with a positive correlation value of 0.490 and a p value of 0.013.

Test 8i: Second Social Change Score by Ability Gap

Tables F10-F17 show results for this group.

Table F10.

Correlation Test between Social Change Score and Ability Gap (Across Overall).

		Social Change	ABILGAP
Social Change	Pearson Correlation	1	.027
	Sig. (2-tailed)	.	.812
	N	104	78
ABILGAP	Pearson Correlation	.027	1
	Sig. (2-tailed)	.812	.
	N	78	81

Table F11.

Correlation Test between Social Change Score and Ability Gap (By Culture - White).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	-.065
	Sig. (2-tailed)	.	.729
	N	36	31
Ability Gap	Pearson Correlation	-.065	1
	Sig. (2-tailed)	.729	.
	N	31	32

a. Culture = White

Table F12.

Correlation Test between Social Change Score and Ability Gap (By Culture - Black).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	.044
	Sig. (2-tailed)	.	.785
	N	48	41
Ability Gap	Pearson Correlation	.044	1
	Sig. (2-tailed)	.785	.
	N	41	43

a. Culture = Black

Table F13.

Correlation Test between Social Change Score and Ability Gap (By Culture - Coloured).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	.438
	Sig. (2-tailed)	.	.386
	N	9	6
Ability Gap	Pearson Correlation	.438	1
	Sig. (2-tailed)	.386	.
	N	6	6

a. Culture = Coloured

Table F14.

Correlation Test between Social Change Score and Ability Gap (By Affirmee).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	.114
	Sig. (2-tailed)	.	.445
	N	68	47
Ability Gap	Pearson Correlation	.114	1
	Sig. (2-tailed)	.445	.
	N	47	49

a. Affirmee = Affirmee

Table F15.

Correlation Test between Social Change Score and Ability Gap (By Non-Affirmee).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	-.065
	Sig. (2-tailed)	.	.729
	N	36	31
Ability Gap	Pearson Correlation	-.065	1
	Sig. (2-tailed)	.729	.
	N	31	32

a. Affirmee = Non-Affirmee

Table F16.

Correlation Test between Social Change Score and Ability Gap (By Mismatch).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	.178
	Sig. (2-tailed)	.	.322
	N	38	33
Ability Gap	Pearson Correlation	.178	1
	Sig. (2-tailed)	.322	.
	N	33	35

a. Matchings = Mismatch

Table F17.

Correlation Test between Social Change Score and Ability Gap (By Match).

		Social Change	Ability Gap
Social Change	Pearson Correlation	1	-.071
	Sig. (2-tailed)	.	.643
	N	66	45
Ability Gap	Pearson Correlation	-.071	1
	Sig. (2-tailed)	.643	.
	N	45	46

a. Matchings = Match

Results revealed no significant findings between social change and the ability gap.

Test 9i: Third Social Change Score by Willingness Gap

Tables F18-F25 show the results for this group.

Table F18.

Correlation Test between Social Change Score and Willingness Gap (Across Overall).

		Social Change	WILLGAP
Social Change	Pearson Correlation	1	-.058
	Sig. (2-tailed)	.	.612
	N	104	79
WILLGAP	Pearson Correlation	-.058	1
	Sig. (2-tailed)	.612	.
	N	79	83

Table F19.

Correlation Test between Social Change Score and Willingness Gap (By Culture - White).

		Social Change	Willingness Gap
Social Change	Pearson Correlation	1	-.098
	Sig. (2-tailed)	.	.601
	N	36	31
Willingness Gap	Pearson Correlation	-.098	1
	Sig. (2-tailed)	.601	.
	N	31	32

a. Culture = White

Table F20.

Correlation Test between Social Change Score and Willingness Gap (By Culture - Black).

		Social Change	Willingness Gap
Social Change	Pearson Correlation	1	-.075
	Sig. (2-tailed)	.	.638
	N	48	42
Willingness Gap	Pearson Correlation	-.075	1
	Sig. (2-tailed)	.638	.
	N	42	45

a. Culture = Black

Table F21.

Correlation Test between Social Change Score and Willingness Gap (By Culture - Coloured).

		Social Change	Willingness Gap
Social Change	Pearson Correlation	1	.293
	Sig. (2-tailed)	.	.573
	N	9	6
Willingness Gap	Pearson Correlation	.293	1
	Sig. (2-tailed)	.573	.
	N	6	6

a. Culture = Coloured

Table F22.

Correlation Test between Social Change Score and Willingness Gap (By Affirmee).

		Social Change	Willingness Gap
Social Change	Pearson Correlation	1	.015
	Sig. (2-tailed)	.	.920
	N	68	48
Willingness Gap	Pearson Correlation	.015	1
	Sig. (2-tailed)	.920	.
	N	48	51

a. Affirmee = Affirmee

Table F23.

Correlation Test between Social Change Score and Willingness Gap (By Non-Affirmee).

		Social Change	Willingness Gap
Social Change	Pearson Correlation	1	-.098
	Sig. (2-tailed)	.	.601
	N	36	31
Willingness Gap	Pearson Correlation	-.098	1
	Sig. (2-tailed)	.601	.
	N	31	32

a. Affirmee = Non-Affirmee

Table F24.

Correlation Test between Social Change Score and Willingness Gap (By mismatch).

		Social Change	Willingness Gap
Social Change	Pearson Correlation	1	.135
	Sig. (2-tailed)	.	.455
	N	38	33
Willingness Gap	Pearson Correlation	.135	1
	Sig. (2-tailed)	.455	.
	N	33	35

a. Matchings = Mismatch

APPENDIX G

ORGANIZATIONAL DIAGNOSIS OF SOCIAL CHANGE QUESTIONNAIRE

This questionnaire is designed to assess how well your own organization has adapted to the social change in four related areas.

Using this seven point scale assess how far you agree or disagree with the following statements. Circle the answer that you feel is applicable, there are no right or wrong answers.

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

The only correct answer is what you decide yourself.

STATEMENT**SCALE**

1.	My immediate boss has ideas that are helpful to me and my work group.	1	2	3	4	5	6	7
2.	My immediate boss is supportive in my work	1	2	3	4	5	6	7
3.	This organization keeps its policies and procedures up to date.	1	2	3	4	5	6	7
4.	This organization shows in its actions that employment equity is an important part of organizational transformation.	1	2	3	4	5	6	7
5.	I do not have all the information and resources I need to do a good job.	1	2	3	4	5	6	7
6.	The management style adopted by senior management is effective	1	2	3	4	5	6	7
7.	We constantly introduce improvements to our methods.	1	2	3	4	5	6	7
8.	This organization take effective action to eliminate unfair practices that adversely affect employees from designated groups (Black [African, Coloured, and Indian] woman and people with disabilities.)	1	2	3	4	5	6	7
9.	This organization does not set realistic company plans.	1	2	3	4	5	6	7
10.	My performance in my job is regular reviewed by my boss.	1	2	3	4	5	6	7
11.	There are occasions when I would like to be free to make changes in my job.	1	2	3	4	5	6	7

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 12. | This organization has comprehensive programmes for implementing affirmative action. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. | Departments do not work well together to achieve good performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. | This organization's management team provides effective leadership. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | This organization has the capacity to change. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | This organization ensures that employees from designated groups are given equal opportunities for advancement. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. | Other departments are not helpful to my own department whenever necessary. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. | My boss's management style helps me in the performance of own work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. | Creativity and initiative are not encouraged. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. | This organization's development and training programmes for designated groups are effective. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

QUESTIONS ON TRANSFORMATION

Below are three-ended questions based on what you think is taking place with your organization. This is your personal interpretation.

A. EMPLOYMENT EQUITY

- i. What do you think about the way employment equity is being handled in this organization?

B. AFFIRMATIVE ACTION

- i. What do you think about the way affirmative action is being implemented in this organization?

C. DEVELOPMENT OF DESIGNATED GROUPS

- i. What do you think about the organization's training and development programmes for designated employee groups?

APPENDIX H

RELIABILITY AND VALIDITY TESTS FOR THE SOCIAL CHANGE QUESTIONNAIRE

Before this study in Hypothesis 2 could be instigated, the reliability and validity of the measuring instrument needed to be confirmed. Before the actual analysis of reliability and Validity certain terminology needs to be defined and discussed. These technical terms follow.

1. Kaiser Meyer-Olkin (KMO) is a measure of sample adequacy and it basically checks that the matrix does in fact have groups of correlations between items. This value per factor analysis should ideally be above 0.6.
2. Bartlett's Test of Sphericity is a Chi Square test and this tests if the matrix does not come from an Identity matrix.
3. Principal Component extraction has been used throughout this analysis as the objective of this study is to summarize the information from a larger set of variables into fewer factors.
4. Eigenvalues represent the sum of variables of all items that make up that factor, in other words the squared sum of all factor loadings of each item that make up the relevant factor. Ideally for a factor to be retained initially the eigenvalue should be greater than 1.
5. Varimax rotation has been used throughout as this is an orthogonal rotation method which makes interpretation of the resulting factors easier.
6. The coefficient display per component which is found in this study in each rotated component matrix reveals certain component loadings per item that make up that

component. Each of these component loadings represent the correlation between the particular item and that component.

It should also be pointed out at this stage that factor analysis has a large degree of subjectivity involved in the analysis at various stages. The results of this analysis follow.

Reliability

Table H1 shows the results from tests run to determine reliability of the Social Change questionnaire.

Table H1.

Reliability of Social Scale Overall Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
Q1	96.2019	217.4831	.4390	.8640
Q2	95.7404	218.1552	.5434	.8617
Q3	96.3846	210.9186	.4966	.8619
Q4	96.3269	214.1833	.5277	.8611
Q6	96.3750	208.8386	.6440	.8569
Q7	96.3750	216.7027	.5086	.8620
Q8	96.2885	209.9937	.5859	.8587
Q10	96.4615	209.0082	.5550	.8596
Q12	96.9231	217.5668	.4028	.8652
Q14	96.2404	211.5630	.6304	.8580
Q15	95.9327	230.3935	.1577	.8712
Q16	96.3269	210.0863	.5994	.8584
Q18	96.4423	208.0743	.6029	.8579
Q20	96.9231	211.5863	.5155	.8612
NQ5	97.2692	207.6161	.4337	.8658
NQ9	96.3269	213.4066	.4852	.8623
NQ11	98.3846	228.6079	.1190	.8751
NQ13	96.9904	213.1552	.4258	.8648
NQ17	97.1538	212.4421	.3855	.8679
NQ19	96.5385	215.0082	.3752	.8669

Reliability Coefficients

N of Cases = 104.0

N of Items = 20

Alpha = .8690

Cronbach coefficient alpha encouragingly was above 0.6, which was a good thing for this study.

Validity

The results for validity were very encouraging. The KMO equalled 0.804, which was above 0.6. The cumulative variance explained was 64.697% and, although the original extraction yielded five components, the scree plot and original preconceived dimensions suggested only extracting four components, which were then done and rotated. Again, encouragingly, the preconceived dimensions came very close into rotating exactly into each other. Results have been shown in Tables H2-H7.

Table H2.

Kaiser-Meyer-Olkin and Bartlett's Tests for the Social Scale Measuring Instrument.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.804
Bartlett's Test of Sphericity	Approx. Chi-Square	923.052
	df	190
	Sig.	.000

Table H3.

Cumulative Variance for the Social Scale Measuring Instrument.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.303	31.517	31.517	6.303	31.517	31.517
2	2.367	11.833	43.350	2.367	11.833	43.350
3	1.767	8.833	52.183	1.767	8.833	52.183
4	1.375	6.874	59.057	1.375	6.874	59.057
5	1.128	5.640	64.697	1.128	5.640	64.697
6	.971	4.853	69.550			
7	.894	4.470	74.020			
8	.815	4.074	78.094			
9	.602	3.010	81.104			
10	.583	2.914	84.018			
11	.524	2.621	86.639			
12	.417	2.086	88.726			
13	.411	2.055	90.781			
14	.370	1.850	92.631			
15	.331	1.657	94.288			
16	.272	1.359	95.647			
17	.254	1.270	96.917			
18	.242	1.208	98.125			
19	.221	1.105	99.230			
20	.154	.770	100.000			

Extraction Method: Principal Component Analysis.

Table H4.

Scree Plot for the Social Change Measuring Instrument.

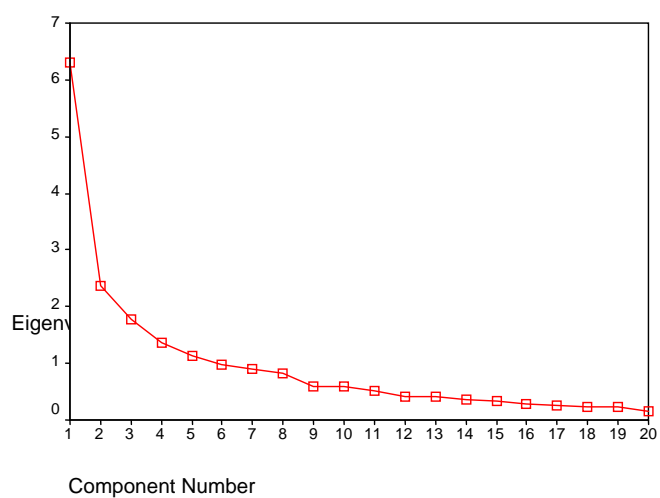


Table H5.

Rotated Component Matrix for the Social Scale Measuring Instrument.

	Component				
	1	2	3	4	5
Q6	.742				
Q14	.740				
Q16	.710				
Q18	.699				
Q8	.681				
Q20	.655				
Q2	.636				
Q4	.630				
Q10	.619				
Q7	.607				
Q3	.560				
Q12	.507				
NQ9					
NQ13		.628			
NQ17		.545			
NQ19		.530			
NQ5					
Q1	.521		-.522		
Q15				-.612	
NQ11				.588	

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Table H6.

Rotated Component Matrix for the Social Scale Measuring Instrument.

	Component			
	1	2	3	4
Q6	.742			
Q14	.740			
Q16	.710			
Q18	.699			
Q8	.681			
Q20	.655			
Q2	.636			
Q4	.630			
Q10	.619			
Q7	.607			
Q3	.560			
Q12	.507			
NQ9				
NQ13		.628		
NQ17		.545		
NQ19		.530		
NQ5				
Q1	.521		-.522	
Q15				-.612
NQ11				.588

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

Table H7.

Rotated Component Matrix for the Social Scale Measuring Instrument.

	Component			
	1	2	3	4
Q4	.816			
Q12	.777			
Q16	.751			
Q8	.722			
Q20	.697			
Q3	.574			
Q10	.527			
Q18		.815		
Q1		.772		
Q14		.739		
Q2		.663		
Q6		.657		
NQ13			.828	
NQ17			.807	
NQ5			.642	
NQ9			.635	
NQ19			.533	
Q15				.664
NQ11				-.647
Q7				.542

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table H8.

Comparison of 'previously expected' and 'observed present' (from Factor Analysis) Sub Dimensions of the Social Scale.

	Previous Sub Dimensions	Present Sub Dimensions
Support	1,5,9,13,17	13,17,5,9,19
Management Leadership	2,6,10,14,18	18,14,2,6,1
Attitude toward Change	3,7,11,15,19	5,11,7
Transformation	4,8,12,16,20	4,8,12,16,20,3,10

The various subdimensions that make up social change were then investigated to see how they behaved under the methodologies listed previously. Magnitudinal tests were run first. Note that the dimensions that make up social change together with the items that make up each dimension of social change are as follows:

1. Management Leadership: 2, 6, 10, 14, and,18.
2. Transformation: 4, 8, 12, 16, and 20.
3. Attitude Toward Change: 3, 7, 11, 15, and, 19.
4. Support: 1, 5, 9, 13, and,17.

Certain items were identified as having a negative leaning: Items 5, 9, 11, 13, 17, and 20.

APPENDIX I

NVIVO: PROJECT SET UP AND RESULTS

Nvivo allows for raw data such as qualitative responses to be stored for easy access and coded according to a thematic framework and then searched by particular words or themes (Lacey & Luff, 2001). The programme sorts all the relevant data for the requested theme/keyword of the search into a newly created node, and the researcher can then access the node and analyse the content for that theme/keyword (Welsh, 2002). However using keywords as a search tool is seldom recommended as it is easy to neglect data that is relevant but does not specifically use the identified keyword (Welsh, 2002). Other useful options are the ability to write memos within documents, to create static and live models, and hyperlink to other documents (Richards, 1999).

Nvivo can be extremely useful in qualitative doctoral research; however, it is important that the researcher is familiar with the use of software methods in qualitative analysis (Johnston, 2006). This is because although Nvivo is practical and much quicker than manual work, for example for storing and organizing data efficiently, it cannot replace the skills of an experienced qualitative researcher and still requires a great deal of manual analysis (Welsh, 2002). Using a mixed methods approach with both quantitative and qualitative data analysis can enhance the process of research,

“...the capacity to evaluate the text itself against quantitative variables from the survey has the potential to greatly enrich the data” (Bazeley, 1999: 281).

With the development and constant improvement of qualitative and quantitative analysis software, the possibilities for using both approaches within one project are rapidly expanding.

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Project Set-up

1. Documents were created for each participant and other relevant documents were imported.
2. Case nodes were created for each participant.
3. Sets were created as follows:

One for each company

One for CEOs

4. Then three attributes were identified and used.

Affirmee/Non-Affirmee

Match/Mismatch

Race of CEO

These were based on attributes of the CEO.

5. The researcher opted to create nodes for coding using the questions as nodes.

This was due to the need to back up statistical analysis which had already been done on these questions, with qualitative data.

6. Queries were run on each company by each question. This aimed to analyse responses to each question by the CEO of each company and then comparing it to the responses of the employees from that particular company.

7. The results were merged into a working document for writing up. They were divided into those with mismatches and those with matches (based on completed statistical analysis).

A. Companies with Mismatches

Company AP - Affirmee; Mismatch; Black

The company director stated that employment equity is implemented through “...skills acquisition, fast track development, recruitment process and career succession for identified individuals. All processes, salary bands, benefits and the like are across all area of business and cultural groups” (CAP). The staff had generally positive responses to the question of how EE is being managed and monitored in the company. However, there were suggestions that there are “pockets of success” while some areas are ignored, “Good policies and procedures. Pockets of excellence and areas where it is neglected....Acceleration of PDI candidates is slow” (AP3).

In terms of affirmative action, the director said that they give preference to, “...AA candidates with the right skills/competencies and deliverables. Where individuals fall short, they are encouraged, assisted so acquire greater skills and experience” (CAP). The staff thought that it seems to be happening in an organized and fair way but they described difficulties with the pace of change and a need for technical skills. Another issue mentioned was that although this has benefited white females, other groups should be, “...considered in order to strike a fair and balanced demographic representation at operational level “(AP5).

When discussing training and development, the director said it should be, “...intensified more to focus on that category of employee only. At present it is offered across the board regardless of race” (CAP). According to staff members, a programme is in place and is fairly successful, “...has improved tremendously with programmes for identified needs within the organization” (AP9).

With regard to leadership and management, the director claimed that it is, "...entrepreneurial with a high need for structure at the second level in the organization. The philosophy of strategy/operational mix is widened in the fact that senior management get involved in operational matters more than at a strategic level at this juncture" (CAP). Staff generally perceived it in a positive light, keywords included: "Entrepreneurial" (AP1), "flexible and open" (AP3). However they thought some areas could be improved through training and guidance.

According to the director, social change can be managed by addressing, "...“gaps” on workshop basis through appropriate interventions. Leadership’s style has a definite impact on climate as seen within the various divisions...Together with the desired culture through a set of commonly held values for the group. Its effectiveness measured through PA’ and development interventions" (CAP). Staff felt that social change can be managed by ensuring respect and tolerance for all cultures within the organization and eradicating discrimination, they also suggested ensuring that all candidates have the skill and expertise to fill the role and better communication, "...ensure all stakeholders are continuously communicated with. Implement cross cultural work teams to foster an understanding...." (AP9)

With regard to organizational climate, the director viewed it as a, "...task performance driven culture and rapid change is at the core of its business through acquisitions. Many cultures, way of doing things...influences the current way of doing things". Staff saw it as, "growth oriented" (AP1) and "driven and motivated" (AP3). However one person did mention a few negative points, "Occasional lack of

understanding of impact of regulations, Flexible and diverse, Authoritarian approach, Poor stress management”

Company A2P - Affirmative; Black; Mismatch

For the most part, staff thought that employment equity is being handled effectively, “Structures already in place, including human resource awareness and pro-activeness, procurement and equity policies. Executive committee representation of employment equity. Company president on the executive committee lobbying with government” (A2P6). However, there were varying answers to the affirmative action question with participants either responding positively, or saying that the process is too slow.

The training and development in this company such as learnerships, leadership training and wellness was viewed as being above average, but needed to include a component aimed specifically at designated employee groups, “The company has exceptional programmes for all employees. Nothing specific for designated groups” (A2P5).

In terms of leadership and management, the director had this to say, “The senior executive team is a relatively new team and need more time together to perform... implemented a number of changes in the company i.e. corporate governance, new policies and procedures, performance management enhancements. As a result of these changes the culture has been negatively impacted and there has been a feeling that people are not valued....starting to change slowly... (CA2P). In the main, employees were quite impressed and management was viewed as experienced, energetic, strategic, committed and open to feedback. One negative was a tendency to be overly business oriented rather

than people oriented, “Senior management...tend to be very business focused and not people focused at times. Middle management needs more clear direction and communication from senior management” (A2P8).

When commenting on social change, the director felt that there was a need for continuous, “...communication and education. Challenging discussions and debates. Factual information to counter perceptions. Leadership, lead by example, set the right tone within the organization” (CA2P). Employees stated that they would like the social change process to be honest, sensitive to diversity and driven through employees being part of the decision-making process, and able to voice their opinions, “No organization can be ready enough for social change, there will always be individuals who will suffer from hang-overs. The challenge is to get these few individuals to cross the bridge so that their negativity and resistance does not derail the social change in the company.....” (A2P1).

The organisational climate was described by the director as, “High performance driven culture. Performers are recognized. Perhaps a stretch in terms of resources – impacting on work-life balance.... open culture, highly ethical and responsible” (CA2P). It was predominantly spoken about by staff in terms of changes that are happening, resulting both externally from legislation and internally from company changes. This had lead to negative attitudes but employees seem to be adapting, “Climate is changing from a “warm people-orientated” one to a more formal, uniform business structure. There is some resistance to these changes, but the successful sales figures shows that people are responding will to change and that they are willing to buy into the change” (A2P8).

Company B - Affirmee; Mismatch; Black

The Director stated that employment equity had meant that the organization had to make many changes quickly. Staff also spoke about a lot of changes happening in the past few years. They felt too many changes are happening at the same time which is challenging, "...difficult to accept especially if employees do not understand the reason for change....However well communicated change is easily accepted and honesty and integrity of such change are easily accepted" (AB7). The general feeling was in terms of equal representation between racial groups was that, "...there is still a long way to go before acceptable levels are achieved. There is predominance of one group in higher positions and other groups at lower positions" (AB6)

The employees did not have much to say about affirmative action except that the changes lead to a challenging environment. The director viewed the training and development programme as good. Staff felt that although there were attempts at development, these needed to be vastly improved upon.

The organisational climate was spoken about by the director as having a, "Participative style, with high standards of performance for self and others" (CB1). Staff viewed it as team-based, open and fairly flexible, "Work ethically and objectively towards goals as indicated in business plan. Innovate and stay ahead in business and technology to continuously improve and reduce costs" (AB1). "Try to work together as a team. Everybody is equal. Listens and takes action when subordinates have problems. Explain all information and results on daily basis. Motivate everybody on team...." (AB8)

With regard to leadership and management, the director said it was a predominantly, "...participative style, ask for input. Require more developed insight into

group dynamics” (CB1). Staff felt that management needed to be more democratic and open with junior employees, “Not always allowing individuals, ability and individual contributions within a team (AB9). There is also a need for motivation, “No motivation from top to low management. Some managers are only involved with action plans and changes. No system in place to motivate junior management” (AB8).

Social change according to the director has a, “Flat structure, rule bound due to environment. Difficult for employees to move from one level to the next. Flat structured, more matrix organization to allow for personal growth” (CB1). Staff mentioned that they are in the process of major changes within the organization which led to, “...process instability....Less personnel changes, give people with experience opportunities to prove themselves (AB2). “...A changing organization, results-orientated and working within set rules” (AB9).

Company T - Affirmative; Black; Mismatch

The Director spoke about employment equity currently saying they have had, “...rapid change since the Austrian management took over. Prior to that only few white Afrikaners who use to take decision without listening to blacks...blacks were ignored” (CT1). Staff said it is happening quite well. A number of employees mentioned globalisation and market related competition as having a major effect on company policies, “Phasing out non production orientated services, globalization and market related competition” (AT1). Great improvement on interaction with /between manager and employees” (AT6).

Regarding affirmative action the director discussed it as follows: “...I advise top management about the strategy to follow during the blockage of the gate by community.

The Austrian management listened as a result of what we managed to achieve our objectives” (CT1). Staff had predominantly negative views of the affirmative action process. Problems included the lack of willingness to change properly, “...still entrenched in old schools always embrace affirmative action as a window dressing exercise, and unless the ‘candidate’ is willing to be a signature, a puppet or a ‘yes man’ such a person is designed for failure (AT5). However, some changes had taken place such as development programmes being introduced to facilitate, “...opportunities to occupy higher level management positions” (AT1).

The Director spoke about the effect that leaders have on training and development, “Some leaders have power hungry, they look their own interest instead of the company” (CT1). Staff mentioned two types of leaders within the company – old generation versus new generation. It seem like some would encourage transformation and would work to develop and train employees while others would not.

The Director claimed that the trend in organisational climate is changing, “...managers are now becoming leaders. A leader is a person whose ideas are respected and who seeks to develop people around him or her in order to be implemented successfully by the workforce” (CT1). Staff saw the climate as ambitious, lots of teamwork, and democratic. They were very happy with the way employees are appreciated and developed for higher positions, “Democratic management style, trust subordinates and assign responsibility to subordinates with a view to empowering them” (AT2).

When it came to leadership and management, the director identified “...a lack of leadership in some of the managers. The culture of leadership needs to be reviewed as it

is new” (CT1). The employees recognised that leadership in such a newly established organization needs time to adapt, especially with the changes brought about by legislation. Managers were seen as ambitious, eager to learn, and skilled but having to work with highly a hierarchical structure in place, “As a newly established organization fears of change in all spheres of the organization caused by certain government legislation. In general, managers strive to lead as required, but have to achieve what is stated above” (AT1).

Regarding social change the director said the organization is focusing on, “...the challenge of rapid change...would like...to be fully transformed” (CT1). Staff said that social change needs a great deal of improvement. It needs clear policies on all aspects, better dialogue which includes employees. It must encourage diversity and develop employees, “Show positive outlook on issues related to human relations as well as leveling playing fields. Directionless. Motivational, flexible, consulting employees and encouraging diversity” (AT5).

B) Companies with Matches

Company AI - Non-Affirmee; Match; White

The director’s description of their employment equity programme was that it conforms to, “...BEE and transformation initiatives. Employment equity are implemented and managed in a structured, goal orientated project basis” (CA1). Employees had varying opinions on the progress of employment equity. Some saw it as being implemented properly at the company while others thought although the structures are in place, it is not being embraced by the company but rather forced upon them, “...seen as a necessity forced onto management to employ black people. Current

management/staff feels threatened and company needs to reassure or explain strategy/plans. Some management embrace the changes, others not" (AI4)

Referring to their affirmative action implementation, the director said they are progressing "...based on business specific plans and objectives revised on a 6 monthly basis" (CA1). Staff felt that it leaves much to be desired because the process is slow and inconsistent and there is a need for more communication, "There is a tendency to employ "white females" as PDI and maintain the status quo. Diversity management is lacking both from a colour perspective and a mind set perspective...." (AI5).

Training and development, according to the director, is achieved through, "Skills developments of employees from designated groups are integrated through plans and projects in A & B" (CA1). Staff felt the programme for designated groups is good but could be more effective, "...work in progress" (AI2). "Candidates must be ready for the program rather than forcing the issue. Very good program implemented recently where talented non-white lower level staff (reps) have been identified to participate in in-house management program to develop them for future management positions" (AI4).

The director thought that their leadership was, "...dynamic; Participative; Clear strategy and communication. Management - Goals and resources well balanced; Clear objectives; Communication on high level" (CA1). Staff said that it varies in different divisions, and although the managers seem to be working well within their own separate divisions, there is a failure to communicate with other departments and gain knowledge and work together, "...excellent business skills but too operational when the focus should be more strategic. Not always a culture of working together for the company benefit but instead, what is good for my division. Management style quite democratic and input is

always required on the smaller issues. The feeling is that on larger issues input is required but the decision is made already...” (AI4). “Mixed: autocratic management style and those that are flexible. No clear vision as to where the company is going...” (AI7).

In terms of social change the director felt that, “Management of diversity in the company is well balanced” (CA1). Staff thought the process needs to be driven by management – they must be trained to accept the changes and to encourage employees to understand and embrace it. There is a need for communication and consultation, as well as proper implementation of policies, “Cultural diversity is well managed in the organization, with all cultures being respected; however there exists a serious lack of diverse cultures amongst top management...” (AI6). “Trust more/be fair; Communicate more; Recognize and reward more; Up skill management; Empower middle managers and staff more; Empower women more...” (AI8)

When discussing the organisational climate the director felt it was, “...very active, dynamic and motivational. Climate within which employees can perform and achieve. Motivation very high. Very positive” (CA1). Staff thought it was average and the rapid changes were causing some confusion and uncertainty. It seems to be somewhat patriarchal, overly regulated and bureaucratic, “...good product pipeline, job stimulation is above average. conservative ...seldom take a leadership stance on important issues. Strategic issues are discussed but not always understood and resistance to employing EE candidates still exists” (AI4). “Undergoing rapid change... not certain of what the future holds. Being part of a large organization come with bureaucracy and rules that have to be adhered to” (AI7).

Company BT - Affirmee; Match; Coloured

The Director said that employment equity should be addressed by "...upskilling current staff which the organization has embarked upon. It also needs to acquire specialized business skills from "white" dominant (previously) groups for the purpose of skills transfer and shaping of behaviour" (CBT). Not all the employees were clear on what EE practices were in place, "No idea on the Company's role, stand point and plans on this. In the last three years have not seen any changes in this regard" (BT1). There seems to be a need for better communication, those that were aware thought the practices were effective, "...handling employment equity to the required standard" (BT4).

In terms of affirmative action, the director felt it was fairly effective but, "...attention needs to be given to the "physically" challenged persons and adaptation of the working environment. More business value can be derived if coupled to black economic empowerment and staff empowerment initiative" (CBT). With the staff there was another split regarding who knew about the policies, "Our company is an affirmative action organization with many key positions filled by PDI" (BT3). "I cannot see affirmative action in place in this organization" (BT8).

The director viewed training and development as, "...achieving the legal requirements for functioning – very minimally. The focus is on achieving, competency and skills, development issues are distanced from the training" (CBT). Staff again had very different opinions and views ranged from "excellent" (BT3) to "Area of serious concern" (BT1), "The ABET training as with the pharmacists assistance courses are in place, although training of the majority of junior staff has not been implemented as yet" (BT2). "Excellent. Various training programmes have been introduced in-house and are available to all..." (BT3).

When discussing leadership and management, the director felt that too little, “...scope is given to allow for leadership development at all levels. The management is top down. Situational leadership arises because of the social context that workers find themselves in. Even then the juniors need permission from management to follow through on a plan of action...” (CBT). Staff viewed it as good but managers seem to be forced to be in line with the boss rather than allowed freedom. There does not seem to be a culture of development of junior managers and staff, “...very evident amongst middle management and top management. I would like to see the same leadership and management skills applied to junior management as well” (BT8).

Regarding social change, the director suggested, “...two way communication. Bottom up and top down, as well as through establishing forums that will give clear expectations and is willing to invest their own time and effort to influence business decisions to become geared towards joint ownership and sharing of profits. Better rewards/incentives for business and employees” (CBT). Staff felt that it can be achieved through communication, education, training and team building. It is important to all cultural groups. It seems like social change is happening well in the organization, especially since it is a BEE company.

In terms of organisational climate the director said that due to the black ownership there is, “...a commonality in terms of shared values and goals and a mutual consideration between workers and employer for economic market influences. Despite this tolerance, there exists exclusions from decision making negotiation which affects the workers that do not belong to the trade unions. Their interests are not represented. To

influence decision, they need to communicate via managers...need for transparency exists” (CBT).

On the whole, the employees were pleased with the organizational culture which they saw as dynamic and success driven. However there were some complaints about a lack of input from employees, “Irrespective of motivation provided by seniors, the individual members ultimately believe that the CEO has the final decision....” (BT1); “...bracket between management and employees should be narrowed down, and that equal opportunities should be exercised for everyone” (BT7).

Company JC - Affirmee; Match; White

The Director stated that employment equity is “...embraced at a senior level. It gets reviewed at a quarterly based meeting... and corrective measures are put in place. Company will not replace its performance culture just for the sake of numbers” (CJC). Staff said that there is fairly good implementation, however this is more successful in some departments than others, “Occurring slowly. Seen as important but need to step it up. Very few EE employees in sales and marketing” (JC2).

In terms of affirmative action, the director viewed it as fairly effective, “Heightened awareness at senior management level. Gender equality well established (60% of organization is female). Problem areas have been identified and corrective action plans put in place” (CJC). Staff views were very different to each other as some saw it as being implemented well while others did not, “At secretarial level it is, above that its not” (JC4); “AA has been implemented very well. When recruiting only AA candidates are screened/interviewed” (JC6).

Regarding training and development, the director, “There is not specific differentiation from training & development point of view (relating to designated employee groups). Training needs are identified by line managers and interventions planned based on needs identified. The organization has put together an ABET initiative, 25 learners, very successful” (CJC). Staff members were mostly unsure if there was a specific training and development drive aimed at previously disadvantaged groups. They said the company does have programmes aimed at a broader spectrum of employees, “... from the little I know the company seems willing to train and advance previously disadvantaged groups. More could be done though” (JC10); Company is extremely proactive in this area and constantly reviews and encourages development of employees across groups” (JC7).

When discussing leadership and management the director saw it as, “...relatively strong, with specific focus on achieving results and performance. The performance culture is well entrenched in the organization. Leadership is not so “uniformly” entrenched, we have some excellent leaders in the organization, but we also have some managers that need quite a bit of development on the leadership front” (CJC).

Staff said they have highly qualified, knowledgeable managers providing sound, effective leadership, “Leadership in most areas is very ethical and based on sound principles of the company code i.e. customers, employees, community and shareholders” (JC1); “There are managers who display leadership qualities and those who display these to a lesser extent....Also based on newness to a managerial position. Most managers show competency and good work ethic towards the success” (JC7)

When discussing social change, the director said that their customers are, "...still predominantly white/Afrikaans (specifically doctors) and would prefer to see white reps....been challenged with success – some of our very successful reps are black...measure our recruitment of EE candidates, have set targets for this and keep management accountable.... factory workers: the biggest challenge here is the “management” of expectations. We have some workers that have been with the company for 20 years, semi illiterate, but with all the changes now in SA believe that they should become managers/ representatives. Managing their expectations are challenging as most are unrealistic...due to lack of education. We started with an ABET program at our manufacturing facility...20% of all staff at that facility enrolled...” (CJC).

Staff though that social change is being implemented slowly but still has a long way to go and there is a need to put proper structures in place. It is a conservative company therefore it requires proper communication and sensitization, “Through open communication and awareness. If people are made aware of cultural types and intricacies...through interaction and workshops” (JC2). There was a belief that a person should be employed because of, “...ability and not race, however the “channels” to achieve equity are not open at this stage” (JC4); “Whenever possible vacant positions are filled from BCA positions. The way that it will best be accepted is by ensuring that management positions are filled by BCA candidates that are qualified for, and competent to perform the assigned duties” (JC6).

The director claimed that the organisational climate is, “...healthy, even though the organization is “risk-averse” to a certain extent, innovation and creativity is encouraged. If there is a good thought through motivation, it will be considered. There is

strong “promoting from within” culture that tends to help with the retention of staff” (CJC). Staff thought that the organizational climate is generally healthy and staff members are happy, “There is a strong focus on people, considering the personal/family life and the individuals development and potential. Results are important” (JC1); “Professional, task and results orientated, with a fair balance towards the employee as an individual. Progressive attitude towards BEE and focus on cultural diversity....equal opportunity atmosphere where top performers acknowledged on merit” (JC3).

Company MG - Affirmee; Match; Asian

The director pointed to their well coordinated, “...strategy to address the EE issues” (CMG). The employees were pleased with the manner in which the company is handling employment equity. They saw the practices as in line with legislation but still fair because it is based on merit, “Slow, but effective in the sense that the most capable/talented people are placed to ensure performance” (MG7)

The director thought that the company has a very positive and professional approach to affirmative action. Staff felt that the policies were being implemented quite well. They felt quite strongly that it should be based on ability to perform in the role rather than race or gender, “As with employment equity, Merck is serious about employing affirmative action candidates, and has policies in place on order to make sure this happens” (MG3); “Fairly, the bottom line is that the person should be able to do the job, have the skills, qualifications and thus will be appointed” (MG5).

In terms of training and development programmes the director said they are is fair but, “Need greater application” (CMG). Staff mentioned high standards of programmes including on the job training or other courses. “...extensive training programmes in place

in order to ensure the development of certain designated employee groups” (MG3); “...high standard and suits the need of the employers” (MG8).

When discussing leadership and management the director said they have, “Clear, pro-active leadership that is inspirational” (CMG). The employees described a good quality, experienced management team. There is a democratic approach with good communication and a high level of teamwork with managers and staff. Ethical business practices are encouraged, “The level of management is very high with much experience. Managers are results driven and people oriented. Much emphasis is given to development” (MG1); “...the reason for Merck’s success is because of its Management team. This is an excellent team who has earned the respect of all the other employees, and has guided the whole company to achieve its objectives” (MG9).

The Director felt that social change could be achieved by, “...being a good listener and being motivated to put a programme in place” (CMG). Employee views of how social change could be achieved were that people should be employed from previously disadvantaged backgrounds but only if they have the requisite qualifications and skills, “...policy of employing people from a previously disadvantaged background within the Company, provided that they meet the criteria for the position” (MG10); “Selection of staff according to capabilities and not colour. Promoting a better understanding between different religions. Working together as a team to achieve set targets, socializing and communicating openly” (MG4).

With regard to organisational climate, the director felt it, “...encourages individuals to self-expression. Healthy, productive working climate” (CMG). Staff perceived the climate as extremely good and they felt motivated, loyal and appreciated.

The company seems to care about its staff a great deal, “We are always encouraged to display innovation and are constantly motivated in order to perform at our best” (MG3); “Excellent relationship between fellow workers...priority is achieve goals. Promotions from within the company where ever possible...continually motivated” (MG4).

Company RE - Non-affirmee; Match; White

Directors felt that the employment equity is programme is of a high standard and ensures that the person is well qualified and equipped for the position, “In healthcare we do have a fair balance of equity employees we are however very selective. Look for people with drive, imagination and need for personal growth. Not qualification only” (RE2). Employees are also fairly happy with the affirmative action policy, especially because there doesn’t seem to be unfair selection based on race, “I can live with it. People get positions because of achievement and expertise” (RE4). They viewed the company’s training favourably and felt they have, “...equal opportunity and access to training” (RE3).

The Director felt that in terms of leadership and management the, “...CEO leadership style determines the style...high level of participative leaders...senior management is very decisive but encourages participation leading to key decisions taken. Democratic within the principles and objectives. Exposing junior and middle management to the decision making process allows for “fast tracking” them into the bigger office. This also allows for a transparent form of communication and rewarding ambitious career builders” (CRE). Staff said it is very successful and the managers act more as mentors than managers because they are very good at motivating employees and equipping them for more responsibilities, “Company believes in appointing managers

with high level of management knowledge and skills. We have an open door policy, clear communication channels at all levels. New idea always welcome, managers don't always feel intimidated by new challenger....lot of delegating to equip subordinates for future promotion....Team work is the most powerful tool of this organization" (RE1).

To facilitate social change the director suggested, "...“development” roles to identify ability, ethics and general workmanship. Then to develop all shortcomings as this will allow the candidate to have the confidence to accomplish tasks at hand. Mentoring and coaching the candidates to aspire to the next level, where strategic and ethical thinking is required. I believe that this is not only applicable for a BEE candidate but for all social levels. RB encourages participation but rewards achievement, therefore clear focus and objectives and communicated to all employees" (CRE). Staff thought it required clear and open communication within the company as well as tolerance and respect for all cultures, "...diverse team from every aspect of the population spectrum. With open communication, and understanding and respect for each others cultures, the change can be done without much effort" (RE3); "Social change and interaction must never be forced upon individuals. Cultural diversity should not become an issue for arguments, rather be used to achieve common goals" (RE4).

Regarding the organisational climate the Director said that it is, "...geared towards internal skill development and promotion....performance driven. A high reward system is in place to motivate the driven type of employee. This is not a workplace where less than the very best is accepted....results driven company with less emphasis on the people" (CRE). Staff viewed the climate as very well organized, focused, open door and results oriented, improvement and achievement are encouraged, "Have just gone

through big changes. New culture, way of doing things. Are able to take risks, very results orientated, open dialogue, free to air your views..." (RE2); "Goal oriented and understands business ethics well. Achievement and team work are strong values and individuals are encouraged to strive for "higher" roles..." (RE4)

Company SL - Affirmative; Match; Black

Staff had mixed opinions about the employment equity plan for the company. Most saw that it was being implemented but some were more positive than others, "Believe that Company is trying to implement EE but there does not seem to be enough candidates, as the numbers are still low. There seems to be discrepancy between groups, and not always fair" (SL3); "Employment equity with respect to women, in management is fair. However there does not appear to be a visible employment equality policy that favors the employment of blacks" (SL8).

There were varying opinions on affirmative action as some employees had positive responses while others were negative or were not aware of the policy, "...very slow, as the majority of people are still white, with no black people in a management position. There are many sales representatives of different ethnic backgrounds (SL3); "...does not appear to be a visible affirmative action policy, especially at management level. When employing representatives, the poor quality of black candidates influences the ability to employ them (SL8).

A number of staff members were not aware of any training and development taking place within the company. Others stated that they do not differentiate between different groups, "Very good: Structured, strict, sets very high standard, designed around

chasing goals. However, new rep training only once a year, recruited only once a year, this creates vacancies” (SL6).

Staff thought that the leadership and management are fairly good, focused and proactive with good communication with staff. A number of negative comments were around the tendency of managers within different departments to work independently with alack of consultation, “....self interest within management and not necessary for the good of the company. Too much of “empire” building within management, which influences communication between departments. Departments tend to work in isolation, with no sharing of expertise” (SL3).

Staff said that for social change to occur there must be a concerted effort to develop good understanding and integration between different groups, “...must include different departments together, as training in isolation will not help people understand the diversity of each other....and learn to respect...” (SL3). There must be efforts made to ensure it reaches all levels of the company, “...has not filtered through to all levels... does not appear to be a specific program/plan to make the management group more representative of the countries demographics” (SL8).

According to most staff, the organizational climate is quite good and some mentioned a family environment, “Although there is a directed approach to the running of the company everyone is encouraged to articulate their views and opinions, promoting constructive discussion” (SL8). However one or two were much more negative, “Cold, functional, unappreciative, biased. Results at all/any cost” (SL2). It definitely appears to be successful and goal directed.

Company SS - Non-affirmative; Match; White

The company director thought they were doing a good job with the employment equity, affirmative action and training and development programmes. The employees generally viewed the employment equity as proactive, fair and transparent, “Management has strong view and support for this and is being handled extremely well” (SS6). The affirmative action programme was viewed as progressive, well-structured and efficient, “I think it has been extremely well implemented, however I do believe that the best person/candidate for the job should be always maintained” (SS7). They also seem to have fairly good training and development programmes, “They are good and meet the employer’s needs (SS5)”

The company director saw leadership and management as, “Very experienced” (CSS). Staff thought they were well structured and hands on, perhaps leaning toward overly rigid. A number mentioned situational leadership being applied, “Situational leadership only applicable during performance appraisals and not on an ongoing basis. Management very rigid in their ways and not everybody always walk the talk. Too many managers that would like to be in control of operational issues” (SS2); “Good leadership. Participative management style. Lots of information sharing...Employees valued as an important resource. Situational leadership applied” (SS3).

Regarding the social change the director thought it should be achieved through, “...outside intervention - Analyze current climate; Determine where the company should be; Strategize to achieve this” (CSS). The perception of employees was that the process within the company was extremely positive. They recognized that it was being managed and planned, and it was seen as transparent, participatory, and progressive, “The company managers are constantly researching methods to manage social change” (SS5);

“...has been well improved in our particular company. A little more effort is needed to understand the various cultures, after all we are not a huge company and this is very possible and will improve the perceptions of the company (SS6).

The company director thought that the climate was good and cohesive. Staff saw it as fairly healthy although there were a number of complaints related to centralization and conformity, “A tendency to be conformist. Very much like a family unit” (SS4); “Centralised decision making” (SS7).

*Results: All Companies
Companies with Mismatches*

Company AP

Attributes: Affirmee - 1; mismatch; Black

ODS A: Employment Equity

CAP>

It is planned through skills acquisition, fast track development, recruitment process, and career succession for identified individuals. All processes, salary bands, benefits, and the like one across all area of business and cultural groups.

AP1>

Efficient and equal

AP3>

Good policies and procedures. Pockets of excellence and areas where it is neglected. Succession planning is not great. Acceleration of PDI candidates is slow.

AP4>

I think it's handled well and objectively.

AP5>

I do not think a concerted effort is taking place. There are pockets of success, but I think much more can be done for different jobs and vacancies.

AP9>

EE is carefully managed and monitored by our HR department. We are constantly advised as to where we are as a department.

ODS B: Affirmative Action

CAP>

Preference is given to AA candidates with the right skills/competencies and deliverables. Where individuals fall short, they are encouraged, assisted to acquire greater skills and experience.

AP1>

Fair and planned.

AP3>

Slow but happening. Is resisted in some areas without consequence. Is generally embraced as a principle. Requires greater depth in that many technical skills required and these need to be assessed at university level.

AP4>

It is handled above industry average.

AP5>

This has certainly benefited white females. The other groups need to be considered in order to strike a fair and balanced demographic representation at operational level.

AP9>

As above.

ODS C: Training and Development

CAP> -

Can be intensified more to focus on that category of employee only. At present it is offered across the board regardless of race.

AP1>

In-place and appropriate.

AP3> -

Moderately successful. Better succession planning required for it to work.

AP4>

I am only 6 months in the organization and cannot comment accurately. But at one of the plants, I was impressed with time measures in place. Their training and development is well above industry average.

AP5>

We can do more by training more Black and Coloured people to address the imbalance.

AP9>

The company has improved tremendously with programmes for identified needs within the organization. Due to huge pressures to meet demands on the organization, often sufficient time is not allocated for these needs.

OMC A1: Organisational Climate

CAP>

Leadership is extremely entrepreneurial with a high need for structure at the second level in the organization. The philosophy of strategy/operational mix is widened in the fact that senior management get involved in operational matters more than at a strategic level at this juncture.

AP1>

Entrepreneurial; developing staff to full potential.

AP3>

Overall leadership is by example with a flexible and open management style.

There are pockets of authoritarian management as well as pockets where management lack sufficient go and training.

AP4>

Leadership and management at ***** is strong and assertive, it is based on a set of objectives that are results orientated. The desire to succeed and post good results year after year is the driving force behind the motivation that management instills in its employees.

Employees are not driven by fear, but by the desire to achieve and post better results than last period.

A5>P

There is clearly a difference between the two based on the fact that leadership is divided and practiced from ***** holdings and the rest mostly on operational management.

AP8>

Well-balanced management team.

AP9>

There is generally a lack of good leadership but pretty good management practices. There are excellent systems within the organization although there are some areas where these are lacking, and this assists management within. The levels of EQ unfortunately are lacking in some areas of management, but training and guidance from HR and externally is provided to help skill—up the relevant managers requiring this.

OMC A2: Leadership and Management

CAP>

Survey with the correct dimensions.

Address 'gaps' on workshop basis through appropriate interventions.

Leadership style has a definite impact on climate as seen within the various divisions. A leadership philosophy has been articulated for the group. Together with the desired culture through a set of commonly held values for the group. Its effectiveness measured through PA' and development interventions.

AP1>

I think the Company is paying sufficient attention to this by having inter department social events.

AP3>

Social change can be managed by:

Effective 'rules' relating to behaviour with the company.

Placement only of people who have skill and expertise to do the job.

Acceleration of candidates, identified through various channels by provision of adequate training.

Change policy should be managed by a change drive.

Succession planning and career development.

Team building sessions.

Promotion of cross cultural understanding.

Respect of cultural diversity being reflected on company policies.

AP4>

Managing cultural diversity is critical to the success of any organization. Respect and tolerance of other groups cultures is important. Management needs to ensure that no ones culture enjoys dominance over others. Social change can be adequately managed by working towards a state of equilibrium amongst various cultures

that is by allowing people to observe certain activities briefly for example, holding a memorial service for a colleague who has passed away. These little things go a long way towards bringing respect and tolerance among various groups and cultures.

AP5>

I do not think there is any formal structures to address the above. If there is any success, it is based on serendipity. Much needs to be done from a numerical and job categories social change in order to understand the complexity (if any) of this change challenge.

AP9>

Communication ensure all stakeholders are continuously communicated with.

Implement cross cultural work teams to foster an understanding of the differences and develop skill to deal with these differences.

Ensure any discrimination of any sort is managed and eradicated.

OMC B: Social ChangeCAP>

It is a task performance driven culture and rapid change is at the core of its business through acquisitions. Many cultures, way of doing things are brought in which influences the current way of doing things.

AP1>

Positive growth oriented, with an entrepreneurial view.

AP3>

In general:

Driven and motivated.

Occasional lack of understanding of impact of regulations.

Flexible and diverse

Authoritarian approach.

Poor stress management.

AP4>

Organizational climate at ***** can best be described as one happy family working towards achieving agreed objectives. Working relationships are good and people are driven by the desire to be even more successful as an organization.

AP5>

An entrepreneurial organization with determination to be world class and a leader in the sector both locally and internationally. This is underpinned by the year on year financial growth results but would do with market share and profit growth in all the markets it operates.

AP8>

Well-balanced, equal opportunity organization.

AP9>

Recognition and reward has contributed to the levels of motivation in the organization, but the feelings of the majority is that it could be better. The environment is

one which enforces total commitment and hard work with an emphasis on meeting deadlines and focused on deliverables. All in all the people are generally happy, enjoy the fast pace of such a dynamic and successful company.

Company A2P

Attributes: Affirmative - 2; Black; mismatch

ODS A: Employment Equity

A2P1>

Slow not enough people from designated group. Struggling to retain employees from designated group.

A2P2>

The organization is aware of it and is handling it strategically and reminds the staff that it will happen. I think that it is handled very sensibly

A2P4>

Nothing new compared to what was done in the past. The company has been very pro-active in its actions

A2P5>

It has been adopted by the organization since 1988. However, not all departments are fully subscribed to the spirit of EE

A2P6>

Structures already in place, including human resource awareness and pro-activeness, procurement and equity policies.

Executive committee representation of employment equity.

Company president on the executive committee lobbying with government.

A2P7>

Professionally and ethically.

A2P8>

It is handled well and effective.

ODS B: Affirmative Action

A2P1>

I like the fact that AA is not about achieving quotas but developing the AA candidates before promoting them. Disappointed in that the marketing division has no AA employee.

A2P2>

It is implemented very slowly. But hopefully with time, surely it will happen faster.

A2P4>

No issues. Based on abilities and skills.

A2P5>

Currently there is no firm policy on EE. This is however being developed.

A2P6>

The company's code of conduct emphasis equal opportunities. Lack of equity ownership. The company's program is designed to hire, promote and retain suitably qualified people from the designated groups.

A2P7>

Slow process but gradually achieving the set goals.

A2P8>

Good

ODS C: Training and Development

<Documents\A2P1>

Sufficient the just need to recruit more AA candidates. I think of AZ as a training organization that is focused on development.

A2P2>

The training is designed for all employees at their different levels. It is forgotten at specific employment level and not necessarily on designated employee groups.

A2P4>

Compared to other companies within the industry more investment in training and development is done at this company.

A2P5>

The company has exceptional programmes for all employees. Nothing specific for designated groups.

A2P6>

Between March 2003 and Feb 2004, AZ South Africa spent +/- half a million on development of +/- 300 employees. Training includes learner ships, leadership training and investment in the People Wellbeing Program.

A2P7>

Good effort but could focus more energy on developing groups.

A2P8>

Could improve.

OMC A1: Organisational Climate

CA2P>

The senior executive team is a relatively new team and need more time together to perform as a strong leadership team. The leadership have implemented a number of changes in the company i.e. corporate governance, new policies and procedures, performance management enhancements. As a result of these changes the culture has been negatively impacted and there has been a feeling that people are not valued. This trend is starting to change slowly as people embrace the new environment.

A2P1>

The managers in A2 are open to feedback, like involving their colleagues and subordinated in decision making. There is enough consultation and regular feedback to check buy-in. The managers are intrinsically motivated, energized and always willing to go an extra mile. They care a lot about the subordinates and at times they seem to be extra protective to their own detriment. The maturity level is quite high and most managers can deal with complex problems and seem to handle conflict very well. The cross-functional co-operation across division is excellent to the extent that it is now a norm to be inclusive in most of the projects we run. Easy sharing of relevant information and regular meeting to keep each other abreast of latest developments in the organization and minimize the impact of change due to legislation or competitor strategy.

A2P2>

The management, especially top management are highly skilled and talented and understand the pharmaceutical industry very well. Middle and lower managers have a lot to learn.

A2P3>

Leadership consists of a mix of much experience and limited experience. The latter is given the opportunity to learn via objectives/feedback, learning/educational initiatives, performance management risking mistakes etc. EE/transformation/corporate governance are current buzz words with much commitment.

A2P4>

The organizations success is based on leadership with an in dept knowledge of all principals at all levels.

Keen interest and understanding shown by executive and senior management.

Clear goals and objectives and strategic thinking forms the basis of all business decisions taken.

A2P5>

Exceptional leadership displayed at top level. This is characterized by an inclusive empowering style. A large part of line management is relatively new but the environment is condusive to personal growth and development.

<Documents\A2P6>

Within our company:

Leadership by example at all levels.

Openness, honesty and support for each other.

Creative, energetic and great commitment.

A2P7>

Strong management team—people focus sometimes left behind to gain required results. Always open to hear feedback.

A2P8>

Senior management in the organization tend to be very business focused and not people focused at times. Middle management needs more clear direction and communication from senior management. Need better change management skills to see the company through times of change.

A2P9>

I believe ***** has a strong innovative leadership and management team. Management is not afraid of taking bold steps and being different. They will also admit that their decisions are not always right, but that they have tried rather than sit back and do nothing.

OMC A2: Leadership and ManagementCA2P>

Ongoing communication and education.

Challenging discussions and debates.

Factual information to counter perceptions.

Leadership, lead by example, set the right tone within the organization,

A2P1>

At the moment social change is A2 is being managers through the vision and values of the company which in most instances stress respect for individuals and diversity. Leadership by example through all levels. No organization can be ready enough for social change, there will always be individuals who will suffer from hang-overs. The challenge is to get these few individuals to cross the bridge so that their negativity and resistance does not derail the social change in the company. Frankly, I think in most

instances it should be made clear that this is the route we are taking because it is in line with our vision and values and those individuals who resist social change, must be told to find alternative employment if they do not like it here. This may sound harsh but no man can serve two masters, pleasing the disgruntled group may prove to be very expensive and time consuming in the end.

A2P2>

It must be treated as honestly as possible and promises made must be done. It should also be treated sensibly and professionally. It should also be voluntary and not be enforced by the government. People within the organization must be given the first priority.

A2P3>

As previously mentioned AE, EE, BEE, C Governance, etc. takes precedence. The rate of change is probably too slow for previously disadvantaged and too fast for the “old school”. Personally, I believe under the leadership (current). AZ will transform well v/s its competitors.

A2P4>

The company has gone a long way managing and implementing cultural diversity. All employees are here to perform a specific function based on their abilities.

Investment in staff development and open communication enables the company to embrace cultural diversity.

A2P6>

Nation Building programmes—driven by an understanding of the need to address inequalities and awareness of the benefit of social development.

***** has partnered with Gauteng Health department in the refurbishment of the Zamokhule Medico-Legal Clinic for abused children.

In the rural areas of Kwa Mhlanga in Mpumlanga AZ is converting containers into mobile clinic facilities.

Consumer outreach programmes such as Breast Cancer awareness, world Heart Day, world Asthma Day are a few examples of our company's involvement at this level.

A2P7>

Encouraging the people to voice their opinions.

A2P8>

By better communication through all levels of the organization.

A2P9>

Do not expect change to take place overnight. It does take time.

People should be well informed why the change has to take place and they should be made aware what benefit this change will bring to them and the organization.

Employees should be given the opportunity to be part of the decision making process of changes within the organization.

OMC B: Social Change

CA2P>

High performance driven culture. Performers are recognized. Perhaps a stretch in terms of resources—impacting on work-life balance. Very open culture, highly ethical and responsible.

A2P1>

The organization is going through a period of rapid change both locally and internationally. We have had a significant number of policy changes in the organization mainly due to changes in legislation and realignment to ***** ISMD policies. In the beginning people were battling with changes because it required change of behaviour from their side but I think the mood within the organization is slowly improving because they have realized that the changes are not reversible.

A2P2>

It is slowly, but I think it is in the right direction

A2P3>

Many (reported) people are battling with the change of our company moving more towards corporate governance controls, compliance with internal/external regulations regarding marketing/sales code of conduct, performance/management, ect.

A2P4>

Fairly controlled as dictated by legislation.

Performance and results driven.

Focussed.

People centered.

Ethical and responsible.

A2P5>

Generally good considering the changes in our industry. However, both external and internal changes have put a strain on levels of motivation across the organization.

This is coupled with strict austerity measures which have led to lower resources being available.

A2P6>

A climate of continuous change.

A2P7> -

Slight uncertainty and going through a period of change

\A2P8>

Climate is changing from a “warm people-orientated” one to a more formal, uniform business structure. There is some resistance to these changes, but the successful sales figures shows that people are responding well to change and that they are willing to buy into the change.

A2P9>

With major changes recently the organizational climate is slightly on the negative side. Employees are in a comfort zone and changes to the way we do business make them feel uncomfortable. I however do believe that the reasons for change are clear and that if all employees understand these reasons they will accept these changes easier.

Company B

Attributes: Affirmee - 3; mismatch; Black

ODS A: Employment Equity

CB1>

Requirements to change as requirements of the organization change has become more and more. Change is more rapid.

AB1>

Underwent 3 Best Practice exercises in 8 years. Participated as facilitator.

AB10>

In the past it was generally a top down approach. Changes are not embedded before new changes come along. Generally people are happy with change if they can see it benefit for the organization

AB2>

Too many changes happening at the same time. Changes include projects and also managerial position changes within sections (departments) which creates instability

AB3>

Over the years management changes come along – some small some with very profound effects on the organization. Many brought in quickly, went out quickly. Many ill thought and ones did not survive. Some returned later in different disguises

AB5>

Part of 2 manage change initiatives. These were predominately organizational structure changes as a result of cost cutting imperatives

AB6>

In terms of rights and benefits in my view the company has done a good work. All employees enjoy same treatment, however regarding representation of various racial groups, there is still a long way to go before acceptable levels are achieved. There is predominance of one group in higher positions and other groups at lower positions

AB7>

Change in an organization is difficult to accept especially if employees do not understand the reason for change. It can also be very traumatic if the employees expect number reduction. However well communicated change is easily accepted and honesty and integrity of such change are easily accepted

AB8>

In the past there were on a regular base social meetings/parties and get always between employees. Now no more 'meetings'. Most of the people came to work. Do his work and go home without knowing his fellow employee

AB9>

Well received and a constant in employees lives. If you can not function in an unsure, ever changing environment, you will find life very challenging

ODS B: Affirmative ActionAB1>

18 years of IT management. Dynamic technological changes requires constant skills and practice updates—an learning organization

AB10>

Challenging environment with clear objectives and stretch targets. Learning environment. Continuous changing environment. A lot of hard work

AB2>

15 years—enjoyed the changes and challenges during the 15 years

AB3>

At present—very good. Really enjoy my job. Feel very fortunate to be in a situation like this at my age

AB5>

Specialist technical IT experience. Leadership – superintendent role

AB6>

I just joined the company in January 2003, so I am still in the learning process

AB7>

Good and honest communication with employees. Fear of change efforts by old employees. Little feeling of belonging to the organization by employees. Employees feel the individual performance is rarely recognized by management. Employees feel that they are not given the freedom to use their own initiative

AB8>

The climates in certain departments are very bad on certain levels, between certain employees. Sometimes there are two set of standards and that make people uncertain in the workplace (is it right or is it wrong)

AB9>

Climate is conducive to team contributions, although not all information about NB issues are always shared upfront

ODS C: Training and Development

CB1>

Positive

AB1>

Dynamic goal orientated leadership

AB10>

They know what they want, live out the values of the organization. They are involved in setting organizational objectives/targets.

AB2>

Highly qualified but can not work with people and objective is to get to the top “no matter what” (think they know everything)

AB3>

Some very good – promote and encourage the younger ones. Others still too dictatorial. Changes before proving or disapproving what is in place

AB5>

Very cost focused. Very safety focused. Mixed level of skills. Generally open and transparent. Generally friendly and approachable

AB6>

I think the company has a very good leadership. The direction goals and objectives of the company are properly communicated and emphasis at all employees. Company performance is also communicated, good performance is recognized and encouraged

AB7>

Limited consultation on issues. Not much open communication. Not very flexible. Not enough focus on coaching. Unable to trust employees. Not able to take a risk of giving employees responsibilities

AB8>

In some cases 'bad' – just because they don't have people knowledge and they can not work with people. Some managers are good listeners and understand people. He got also a good relationship with lower levels because everybody respect him

AB9>

Trying to be sincere in decisions made and developing their subordinates. But has it truly realized the worth of the people

OMC A1: Organisational ClimateCB1>

Participative style, with high standards of performance for self and others.

AB1>

Work ethically and objectively towards goals as indicated in business plan. Innovate and stay ahead in business and technology to continuously improve and reduce costs.

AB2>

To support my team to ensure plant stability and that company goals/targets are met.

AB5>

I focus on empowerment. Give the people the skills and set them free. I believe in team work and I am results orientated.

AB6>

In principle my job is my priority. I involve my subordinates in some decision making and share information. I am honest and fair to people.

AB7>

Out of the experience gained managing different types of people, with different backgrounds and education levels, I managed to learn and practice a more flexible, open management style while maintaining that organizational principles should be adhered to and high standards should be advanced.

AB8> -

Try to work together as a team. Everybody is equal. Listens and takes action when subordinates have problems. Explain all information and results on daily basis. Motivate everybody on team (even trouble makers). Personal involve in development of team member.

AB9>

Striving to be open and communicate honesty. Try to bring all the best in subordinates within a frame work of reference.

OMC A2: Leadership and ManagementCB1>

Largely participative style, ask for input. Require more developed insight into group dynamics.

AB2>

As above but need to be more supportive to personnel.

AB5>

Technically strong (appointed because of technical skills). Require HR and business acumen over time. Tend to be open and transparent.

AB6>

The managers I work with all apply the above principles.

AB7>

Although the organization is slowly moving towards a modern style of management, we still need a more democratic, more open management style. There is a need for focus on objectives and outcomes and recognition for good performance.

AB8>

No motivation from top to low management. Some managers are only involved with action plans and changes. No system in place to motivate junior management.

AB9>

Not always allowing individuals, ability and individual contributions within a team. Telling employees what managers “think they need to know”.

OMC B: Social Change

CB1>

Flat structure, rule bound due to environment. Difficult for employees to move from one level to the next.

Flat structured, more matrix organization to allow for personal growth.

AB1>

Going through continuously, re-engineering of business and processes.

As with any re-engineering process these will be a time of freeze and re-focus on stability.

AB2>

Unstable when it comes to people. Too many changes, resulting in process instability. People with practical knowledge has a limited career path. (All managerial positions require a degree).

Less personnel changes, give people with experience opportunities to prove themselves.

AB4>

Semi centralized

Completely centralized in all aspects of business

AB5> -

The organization is in a state of transformation.

Once the transformation is completed, there will be a period to stabilize the organization.

AB6>

I think we have leaders in the company.

The organization should align itself with other organizations both structural and with technology.

AB7>

Limited in the flexibility of management styles. Limited in coaching employees by allowing them to grow. Highly quantity driven and little focus on reaching objectives.

Highly flexible management styles that allows for criticism positively. Highly oriented management styles to coaching employees. Realize and recognize quality contributions.

AB8>

Market orientated. Take action without consulting employees. Very good rules in place. Certain departmental employees are blamed for wrong actions by management.

Consult with employees when changes are made. More experience management. Treat everybody equally, listen to advice and problems from lower levels.

AB9>

Striving to be ethical, but in some instances, exceptions need to be managed. A changing organization, results-orientated and working within set rules.

All management and other employees should work ethically at all times. Rules should not be bent to suit some individuals and intelligence of employees should not be under estimated.

Company T

Attributes: Affirmative - 4; Black; mismatch

ODS A: Employment Equity

CT1>

The company has faced a rapid change since the Austrian management took over. Prior to that only few white Afrikaners who use to take decision without listening to blacks in other words, blacks were ignored

AT1>

Great emphasis is placed on living the company values. Production operations are regarded as first priority. Phasing out non production orientated services, globalization and market related competition. Policies and procedures are reviewed and conditions of employment minimizing employee benefits.

AT3> -

Globalization and market related competition have forced us to live the company values of better production operation.

AT5>

Mixed reaction to (parting with old ways of doing things)

AT6> -

Great improvement on interaction with /between manager and employees. New CEO has better relationship with employees

AT7>

Outsourcing non essential services. Globalization – leading to competition

\AT8>

Good

ODS B: Affirmative ActionCT1> -

The experience is where I advise top management about the strategy to follow during the blockage of the gate by community. The Austrian management listened as a result of what we managed to achieve our objectives.

AT1>

Uncertainty of certain race groups as a result of the Employment Equity Act and development programmes introduced to enable the P.D.I.'s the opportunities to occupy higher level management positions. Equal application of company policies/procedures

AT10>

Mild, hot issues are swept underneath the carpet

AT2>

People not willing to accept change

AT3>

Affirmative action is destined to fail.

AT5>

Organizations that are still entrenched in old schools always embrace affirmative action as a window dressing exercise, and unless the 'candidate' is willing to be a signature, a puppet or a 'yes man' such a person is designed for failure

AT6>

There's an incremental progress which has made us feel we have a place/say in the decisions of the company

AT7> -

Implementation of EE has meant that extra training has had to take place in order to bring P.D.I.'s up to speed

<Documents\AT8> -

Good team work

ODS C: Training and Development

CT1> -

Some leaders have power hungry, they look their own interest instead of the company.

AT1>

Some degree of absence of human element as a result of production driven pressure.

AT10> -

Employees have different ways of response to leadership. The respond to different leadership positions based on the response of their immediate leaders.

AT2>

In the main they are not transformational.

AT3>

Two types of leaders – old and new

AT5>

The old guard – new generation of leaders

AT7>

Less human orientated

AT8> -

Good

OMC A1: Organisational Climate

CT1>

The trend is changing, managers are now becoming leaders. A leader is a persons ideas are respected and who seeks to develop people around him or her in order to be implemented successfully by the workforce.

AT1>

Live the values of the organization, democratize work environment. Equal application policies and procedures. Recognise and respect human element. Acceptance of cultural diversity. Clearly set key performance areas of all employees (all levels). Recognition of excellence and incentive scheme.

AT10>

Give people a chance to prove themselves and not degrade them on rules/principles. Reward where it is due. Mix and mingle when appropriate.

AT2>

Democratic management style, trust subordinates and assign responsibility to subordinates with a view to empowering them.

AT3>

Ambitious, want to approach the job in my way. Like team work Ethical.

AT5> -

Trying to always be one-step ahead in setting clear objectives on what needs to be achieved. Providing leadership.

AT6>

Ambitious, workaholic, team based, assertive and democratic.

AT7> -

Hard working, open communication. Ethical, allowing freedom to adopt own approach.

AT8>

Working through the hierarchy, eager to learn, setting objectives and motivating.

OMC A2: Leadership and Management

CT1>

There is a lack of leadership in some of the managers. The culture of leadership needs to be reviewed as it is new.

AT1>

As a newly established organization fears of change in all spheres of the organization caused by certain government legislation. In general, managers strive to lead as required, but have to achieve what is stated above.

AT10>

Highly skilled, knowledgeable, not communicative to subordinates.

AT2>

Tend to manage by pointing out mistakes. (Active management by exception.)
Highly hierarchical structure.

AT3>

Seem to be in a “lull” in line with the organization.

AT5>

Still have a long way to go before they find each other and appreciate diversity and its value in the organization.

AT6>

Regimental, ambitious, eager to learn.

AT7>

Stoical, ambitious, willing to learn, open communication.

AT8>

Assertive, results driven, democratic

OMC B: Social Change

CT1>

OMC B1A

It is focusing on the challenge of rapid change.

OMC B1B

I would like my organization to be fully transformed.

AT1>

Remuneration system is discriminative. Too much red tape. Decisions take too long and can be made within hours.

OMC B1B

Prompt action, flat organogram. Improve incentive schemes. Transparent leadership style and improvement in people management.

AT10>

Is highly objective in sales but does not take care of employees. It only takes care of a certain race. There is still a long way to go.

OMC BIB

Employees must be career motivated and developed as we are losing a lot of trained employees. Recognition in terms of qualifications should also be looked at.

AT2>

Profit driven, with some emphasis on social responsibility.

OMC BIB

Trust people or employees bases on merit irrespective of colour/race.

AT3>

Seems to be in a state of lull

OMC BIB

Clearer policies, motivational, results oriented more open dialogue policies.

AT5>

Since the organization is still new, there is a lot of room for improvement and growth in the future.

ODS BIB

Show positive outlook on issues related to human relations as well as leveling playing fields.

AT6>*OMC BIA*

Much room for improvement.

OMC BIB

Fully functional and caring for clients and employees.

AT7>

OMC BIA

No clear policies on employee relations. Does not consult employees.

Directionless.

OMC BIB

Motivational, flexible, consulting employees and encouraging diversity.

AT8> -

OMC BIA

Still growing and experimenting.

OMC BIB

Market orientated, clear objectives, ethical, motivational, open policy.

Companies with Matches

Company AI

Attributes: Non-affirmee - 1; match; White

ODS A: Employment Equity

CAI>

In line with total BEE and transformation initiatives. Employment equity are implemented and managed in a structured, goal orientated project basis.

AI10>

There is a drive to make it happen. EE targets linked to performance bonus. Stringent targets in place.

AI2>

Progress is being made and people have accepted change, work in progress.

AI3>

Management seems task oriented not passionate.

AI4>

Being seen as a necessity forced onto management to employ black people. Current management/staff feels threatened and company needs to reassure or explain strategy/plans. Some management embrace the changes, others not. Most times when an AA candidate has to be employed, comment heard, will have to take time to find a good EE candidate. AA is now being enforced.

AI5>

Within certain departments I believe that it is a numbers game and therefore commitment to the process is questionable. EE has been allocated to an incentive scheme.

Driven as such, it is difficult to evaluate if people see that this as a business imperative or to get their bonuses.

AI6>

EE is currently a very slow process at the company. Programs and groups are in place to handle EE issues but results are not readily seen.

AI8>

Fair, next year can be better, communication and follow up could have been better. White males feel threatened.

ODS B: Affirmative Action

CAI>

Affirmative action implementations are progressing based on business specific plans and objectives revised on a 6 monthly basis.

AI10>

Currently major drive to make it happen as planned, organization is doing a good job to date.

AI2>

It could be handles slightly better as the chosen candidates do not want to be seen as “Tokens” and would rather progress through merit.

AI3>

Can be improved

<Documents\AI4>

Equity within company not representative e.g. few females (very) employed in senior management/executive level although opportunities have arisen. PDG, not sure on stats or no policy in place that know of.

AI5>

There is a tendency to employ “white females” as PDI and maintain the status quo. Diversity management is lacking both from a colour perspective and a mind set perspective (different thinking).

AI6>

A very slow inconsistent process.

AI8>

Fair/needs more communication, structure and implementation more workshops and discussion needed to allay any fears and misunderstandings.

ODS C: Training and Development

CAI>

Skills developments of employees from designated groups are integrated through plans and projects in A & B.

AI10>

Could be better. Focus should also be on current white employees to have a better understanding of leadership in an African context.

AI2>

Not really involved but understand that it is also work in progress. Candidates must be ready for the program rather than forcing the issue.

\AI3>

Good.

AI4>

Very good program implemented recently where talented non-white lower level staff (reps) have been identified to participate in in-house management program to develop them for future management positions. Not sure what the follow up has been as yet.

AI5>

Not as effective as it can be. This is so because people are too busy with routine work load.

AI6>

There are no structured training and development programs in place, however all employees are encouraged to be proactive about their own training and development.

AI8>

Good.

OMC A1: Organisational Climate

CAI> -

Leadership

- Very dynamic
- Participative
- Clear strategy and communication

Management

- Goals and resources well balanced
- Clear objectives
- Communication on high level

AI1>

It varies in different divisions in the organization. Some are leaders with an open door policy and some are managers who are not empowering subordinates as it might threaten their positions. A lot of the managers have been in the company for very long and have done absolutely nothing to improve themselves.

AI2> -

Many managers do not really have a grasp of the intricacies and thorough knowledge of the different departments—finance, logistics and IT.

Making decisions for personal reasons and not for the good of the Company.

AI3>

Leadership is diverse in that ***** young innovative where *****, less flexible. Because of diversity there are some grounds where they differ but many areas, considered fundamental. I think there is a strong leadership, management team.

AI4>

Many good leaders/management with excellent business skills but too operational when the focus should be more strategic. Not always a culture of working together for the company benefit but instead, what is good for my division. Management style quite democratic and input is always required on the smaller issues. The feeling is that on larger issues input is required but the decision is made already e.g. Restructures.

Overall good management.

AI5>

Open, transparent and assertive, participative.

Quite dynamic with intentions to want to change, but have difficulty at lower levels.

AI6>

Management is results oriented with people focus being secondary.

Leadership involves people with all 4 of the following criteria:

Energy

- Ability to energise others
- The edge to make decisions
- The ability to execute timeously.
- I think that not all 4 criteria are readily available/exist amongst all top

management

- Hence true leadership that fit all 4 criteria are lacking.

AI7>

Mixed: autocratic management style and those that are flexible. No clear vision as to where the company is going (communicated to middle management).

AI8>

Leadership is strategic. Not always visible. Internal communication could be improved upon. Favoritism amongst higher leadership is very evident. Management need a lot of skills and development. Communication across the board could be improved. One has the feeling/perception of “The boys club”.

OMC A2: Leadership and Management

CAI>

Management of diversity in the company is well balanced.

AI1>

Social change can only be possible if leaders and employees are challenged i.t.o. their belief system as well undergo a paradigm shift. There is a sense of denial and at the same time resentment with laws that enforce change.

AI2>

Progress is already being made in this regard, also not to be too forceful as it has already happened. The recipients feel as though we are “tokens” and not being selected on merit.

The issue is delicate and should evolve rather than be forced.

AI3>

Communication

Clear guide lines (policies)

Consultative policy setting

AI4>

Management must be trained and made to understand the objectives and strategy of why the change should be implemented. They can then be in a better position to embrace these changes and convey a positive message to staff.

Large fear in the company is that the white male is extinct and their careers are a thing of the past, company needs to openly address this.

Perception needs to be changed that a person of colour is not capable of doing a job unless he has a few degrees—playing fields are not level and this needs to be managed from Senior Management (Exec level) down.

AI5>

Expand the participation of greater representative groups within the organization.

Needs to change the demographics to influence this change.

AI6>

Cultural diversity is well managed in the organization, with all cultures being respected; however there exists a serious lack of diverse cultures amongst top management, an issue that I believe should be addressed.

Prevailing management principles can and should be improved as areas of definite improvement include

Communication, decision making, acting immediately on decisions, proper implementation of technical plans, clear and concise strategy communication to all.

AI7>

Firstly the company needs to invest in diversity which is currently non-existent. Once that has been achieved, diversity courses can then be offered to employees to assist them in dealing with differences in culture and therefore social change.

AI8>

Leaders should be more visible. They need to be more in touch with their people.

Teach staff to have an energetic entrepreneurial approach towards their role in the business.

Trust more/be fair

Communicate more.

Recognize and reward more.

Up skill management

Empower middle managers and staff more

Empower women more

Empower staff more

OMC B: Social Change

CAI>

Climate very active, dynamic and motivational.

Climate within which employees can perform and achieve.

- Motivation very high
- Very positive.

AI1>

The organizations most expensive resource, people, are not the most important..

The leadership style is that of “If you are not happy with the way we do things, there is the door”.

AI2>

We are a highly regulated industry also lots of confusion in the market with new Act, some companies work within the law others completely ignoring the Act – our decision to comply not always the best decision as we have to defend our market share.

AI3>

New climate under development due to immense change in market and company.

AI4>

Generally staff are happy in their jobs and in the organization because the company has a good product pipeline, job stimulation is above average. The company however is conservative and although they are the leaders in healthcare seldom take a

leadership stance on important issues. Strategic issues are discussed but not always understood and resistance to employing EE candidates still exists. In recent years promotion from within has been encouraged creating positively amongst staff.

AI5>

A bit stiff. Still have the difference between race groups. There are unwritten rules that pervade the organization in which status quo prevails (Inclusion and exclusion groups do prevail)

AI6>

Good cross cultural integration .

Poor communication across hierarchy.

Structure too hierarchical.

AI7>

Undergoing rapid change and thus people are not curtain of what the future holds. Being part of a large organization come with **burocracy** and rules that have to be adhered to. Culture is definitely not a positive one.

AI8>

Not bad. I still believe it is geared towards the male hierarchy and do not always take women seriously.

Company BT

Attributes: Affirmee - 1; match; coloured

ODS A: Employment Equity

CBT>

Employment Equity with regards to its relation to AA needs to be addressed in terms of upskilling current staff which the organization has embarked upon. It also needs to acquire specialized business skills from “white” dominant (previously) groups for the purpose of skills transfer and shaping of behaviour.

BT1>

No idea on the Company’s role, stand point and plans on this.

In the last three years have not seen any changes in this regard

Family business— tightly controlled environment

BT2>

Most of the employees are not aware of what the employment equity is all about nor are they given feedback with regards to meetings held concerning it.

BT3>

Very well and improving all the time.

BT4>

Our company is handling employment equity to the required standard.

BT5>

Effective. All practices and policies put in place are in accordance with stipulated requirements by equity committee.

BT7>

To my knowledge I am not aware of what our company is doing about it. Nobody have informed or explained to me about it, the little I know I have picked up from reading the newspapers.

BT8>

I not aware of how employment equity is being handled in this organization.

BT9>

Because more people do not understand the laws or their right of an organization belongs where or the right as an employee in the company.

ODS B: Affirmative Action

CBT>

Quite effective, however attention needs to be given to the “physically” challenged persons and adaptation of the working environment. More business value can be derived if coupled to black economic empowerment and staff empowerment initiatives.

BT1>

As above.

BT2>

Affirmative action has been and is being implemented fairly well in this organization.

BT3>

Our company is an affirmative action organization with many key positions filled by PDI.

BT4>

Yes our company is black empowerment and implementation of AA is of great importance to our company.

BT5>

Effectively implemented.

BT7>

To my knowledge I am not aware of what our company is doing about it. We were not briefed on the way forward on this situation. The little I know I have picked up from reading the newspaper.

BT8>

I cannot see affirmative action in place in this organization.

BT9>

Well, I think the policy of the company is the key to disciplinary not following the procedure. To listen each every thing whether right or wrong.

ODS C: Training and Development

CBT>

It is geared towards achieving the legal requirements for functioning—very minimally. The focus is on achieving, competency and skills, development issues are distanced from the training.

BT1>

Area of serious concern. Company does not identify program that will benefit certain individuals and has never shown initiative in expanding on this.

Each leader (supervisor, manager) has to “self” analyze and self identify programmes and must then motivate for implementation.

BT2>

The ABET training as with the pharmacists assistance courses are in place, although training of the majority of junior staff has not been implemented as yet.

BT3>

Excellent. Various training programmes have been introduced in-house and are available to all those who wish to improve themselves. Every encouragement is given to all.

BT4>

Training and development programmes is implemented and proving to be very successful.

BT5>

Should be increased More consistent.

BT7>

I do not know much about it, the one training program where I was on, I did not know much about it, because I was generally forced onto it. I feel a person should not be forced to do something if they don't want to, it should come naturally from the person.

BT8>

Training and development not properly organized.

BT9>

Training and development programmes for designated employees group is right because some of our group does not cope alone do to things alone. They need some leaders to help them.

OMC A1: Organisational Climate

CBT>

Not a lot of scope is given to allow for leadership development at all levels. The management is top down. Situational leadership arises because of the social context that workers find themselves in. Even then the juniors need permission from management to follow through on a plan of action. (Reference to staff funerals) A relative will contact a staff member living nearby, which informs the management, thereupon the relatives, staff members and the Company combine their resources to ensure a speedy outcome. Staff more popular will get a bigger donation and presence than less popular staff members.

BT1>

It seems that all managers are treated as equals. The impression that I have is that if you are vociferous about your ideals and passionate about your own beliefs and if this is not readily acceptable by my superiors than it makes me stick out like a sore thumb. So I assume the other managers have also experienced this and therefore have adjusted their personal milestones to co-inside with that of our leader. I adopt a very hands on approach with my sub-ordinates whereby I readily impart knowledge and also encourage participation in discussions and meetings and constantly stress on their importance in my organization. I have never seen nor heard other managers doing likewise in their department, although we have many talented individuals. I feel that certain managers have been incorporated into positions not on merit but by “tokenism”.

BT2>

There is a lack of human resource management with regards to the training of new employees. The maintenance department is not managed effectively. In general there is an overall lack in leadership in the organization.

BT3> -

I think we have a fairly strong leadership and management. Management works harmoniously together which I believe is essential to an organization. There is a mutual respect between leadership and management, and management can freely approach each other and higher leadership, i.e. by leadership I refer to the chairman, CEO and MD.

I do feel however that managers need to recognize the value of staff to the organization.

BT4>

I think that in our organization the leaders/management lead by example and with their skills and knowledge create respect. Therefore I would like to think that the leaders of our organization can make it happen.

BT5>

Well structured, people oriented, open door policy.

It is good to work in this environment because the employees always have someone to speak to and express concerns and problems. Management is firm yet friendly and approachable.

BT7>

In our organizations we have a diversity of management skills.

Certain managers will just say yes to every instruction that they will receive from the top manager. Others will only try to impress the boss and forget about the team effort that came from the junior employees.

Then you get the manager who will have the skill, and appropriate management style, who will look, listen and use ideas from the floor and at the end of the day informing top management from where the ideas come from. Thereby letting the employees be important, and not himself.

BT8>

Leadership and management in this organization is very evident amongst middle management and top management. I would like to see the same leadership and management skills applied to junior management as well.

BT9>

Leader must be disciplined first, honest, faithful, trusted, communicated leader.

Leaders or management must show confidentiality to organization, leaders must be a soft spoken person to help other persons to understand management to see and help the depressed and nervous people.

OMC A2: Leadership and Management

CBT>

By allowing for two way communication. Bottom up and top down, as well as through establishing forums that will give clear expectations and is willing to invest their own time and effort to influence business decisions to become geared towards joint ownership and sharing of profits.

Better rewards/incentives for business and employees.

BT2>

Through open communication at all levels team building education and training as well as attending CPD programmes at regular intervals.

\BT3> -

I feel social change is managed excellently in our organization. Being a BEE company it is the white employee that is the minority and we relate to and work together in a really good atmosphere.

It is difficult to say how social change can be managed as it has been managed very well at all times. There is no discrimination between the different cultures that I am aware of. Staff are given equal opportunities to develop and training is given to those wishing to improve their status. We have embarked on a thorough training schedule for those who wish to obtain matric, pharmacist status, etc. This training is available to anyone who wishes to partake.

BT4>

Not applicable

BT5>

By having gatherings for staff to intermingle, by exposing staff to different environments within the company to eliminate the feeling of monotony.

BT7>

Firstly the management team should attend workshops, where they will be trained about the important aspect of people and that no company will progress without the need of the people.

The manager must leave his robust ways and do not demand respect, but earn respect.

BT8>

Social change can be managed by taking into consideration the different cultural diversity in the organization and by implementing ways that are suitable to all.

BT9>

It depends how a person is. Differences.

OMC B: Social Change

CBT>

Because the organization is black owned there is a commonality in terms of shared values and goals and a mutual consideration between workers and employer for economic market influences. Despite this tolerance, there exists exclusions from decision making negotiation which affects the workers that do not belong to the trade unions. Their interests are not represented. To influence decision, they need to communicate via managers, whom they are expected to trust. A definite need for transparency exists.

BT1>

Very negative. Most subordinates have no idea on the future of the company. They seem to be performing on a day to day basis. Irrespective of motivation provided by seniors, the individual members ultimately believe that the CEO has the final decision making policy. They find their past experience with him has yielded some unfavorable results and therefore he cannot be relied upon. The ideology that the company is bigger than the individual is deeply de-motivating.

BT2>

Things tend to become stressful during the winter season due to high sales requirements, high production output and extensive overtime. On the whole, the climate seems to be pleasant.

BT3>

Good management interacts well with the focus on marketing and sales. Top management is easily accessible for consultation, advice, problem solving. Management is kept informed and updated on change, etc

BT4>

Business orientated.

BT5>

Dynamic environment, success driven, family orientated. Driven and lots of potential.

BT7>

I think that the bracket between management and employees should be narrowed down, and that equal opportunities should be exercised for everyone.

BT8>

I think the organizational climate is quite stable. We have reasonable interaction with management. However I would like to see more incentives/benefits put in place that will encourage and inspire employees.

BT9>

The climate of my organization is very hot each and everything you do wrong is disciplined.

Company JC

Attributes: Non-affirmee - 2; match; White

ODS A: Employment EquityCJC>

EE is embraced at a senior level. It gets reviewed at a quarterly based meeting (4 times a year) and corrective measures are put in place. Company will not replace its performance culture just for the sake of numbers.

JC1>

It is effective and well managed. More realistic target needs to be set. Certain department EE is not been adequately addressed.

JC10>

It is being handled very effectively and taken very seriously by the organization.

JC2>

Occurring slowly. Seen as important but need to step it up. Very few EE employees in sales and marketing. Seen as important and serious.

JC3>

It is handled in a systematic way, compliant with the act and is fashioned through the synergistic contributions of a broad base group of employees.

JC4>

Talked about but not implemented, middle, top management has no EE.

JC6>

EE has been implemented very well. Good progress has been made.

\JC7>

The company keeps a scoreboard in this respect and attempts to ensure that the necessary criteria are met, especially on gender equity

ODS B: Affirmative Action

CJC> -

Implementation is fairly effective. Heightened awareness at senior management level. Gender equality well established (60% of organization is female). Problem areas have been identified and corrective action plans put in place.

JC1>

As above.

JC10>

In a transparent and effective way, trying to minimize any disruption it may cause.

\JC2>

Too slowly.

JC3>

The approach is sensible, transparent and compliant with the spirit of the act.

JC4>

At secretarial level it is, above that its not.

JC6>

AA has been implemented very well. When recruiting only AA candidates are screened/interviewed.

JC7>

The company employs on merit and w.r.t., affirmative action, BCA candidates are sought, where possible.

ODS C: Training and Development

CJC>

There is not specific differentiation from training and development point of view (relating to designated employee groups). Training needs are identified by line managers and interventions planned based on needs identified. The organization has put together an ABET initiative, 25 learners, very successful.

JC1>

Certain departments make significant effort while other is not attending to the issue. A more formal company approach needs to be implemented.

JC10>

I do not know too much about it, from the little I know the company seems willing to train and advance previously disadvantaged groups. More could be done though, i.e. training of junior management.

JC2>

There are no programmes that I know of.

JC3> -

Appropriate investment has been made available to a broad spectrum of “BCA” employees, with specific objectives in mind and without any “window dressing”.

JC4>

There is some at factory level.

JC6>

Every opportunity is given to interested employees.

JC7>

Company is extremely proactive in this area and constantly reviews and encourages development of employees across groups.

OMC A1: Organisational Climate

CJC>

Management is relatively strong, with specific focus on achieving results and performance. The performance culture is well entrenched in the organization. Leadership is not so “uniformly” entrenched, we have some excellent leaders in the organization, but we also have some managers that need quite a bit of development on the leadership front.

JC1>

Leadership in most areas is very ethical and based on sound principles of the company code i.e. customers, employees, community and shareholders.

JC10>

Leadership and management are of a very high quality at Janssen.

More freedom could be adopted, to allow managers a different approach in their jobs.

Decisions could be made focusing more strongly on the outcome, than is currently happening.

JC2>

There is definite difference between those who lead and those who manage.

“Management” seems to be the style from the top echelons (i.e. Board).

Leadership seems to have been adopted as a policy but is not clearly demonstrated.

JC3>

Leadership based on hierarchy. Individuals slow to accept leadership responsibilities at different levels of the organization.

Many of us “do not walk our talk”.

As an organization, opportunity is given to top performers to develop leadership skills.

JC4>

Top management is highly qualified and in a quiet way—very effective.

Do believe that CEO’s should be more dynamic and charismatic, but in this organization the current leadership is effective in its own “quiet” way.

Middle to top management is quirky to say the least, each divisional head has their own style and personally feel that each operates a silo, having too much pride to be consultative with other department heads.

JC5>

Due to comments in the previous section I believe the “soft” issues are being overlooked. At the expense of the well being of the broader business goals.

My director does not seem to understand what I do as there has been clear evidence of this. He compliments me now and again as he thinks that this will motivate me and keep me on track.

JC6>

The company has good leadership within directors and senior management.

Management is concerned about employees and their wellbeing.

JC7>

There are managers who display leadership qualities and those who display these to a lesser extent. Styles do differ. Also based on newness to a managerial position. Most managers show competency and good work ethic towards the success of the business.

JC8>

Management has a high amount of knowledge. This is shared with staff when required. A lot is done for staff with benefits etc.

JC9>

Being fairly “old school” we do not have a young innovative top management and for this reason we employ more conservative individuals. All of the “top management” manage very differently so there is not one specific culture of leadership in the company. It is an area which we are beginning to focus on as a developmental area.

We are a very performance driven company so if you are performing suitably you are not closely managed.

OMC A2: Leadership and Management

CJC>

For me social change needs to be managed on a few fronts (specifically focusing on cultural diversity).

Mindsets within the organization like our customers are still predominantly white/Afrikaans (specifically doctors) and would prefer to see white reps. This mindset

has continuously been challenged with success—some of our very successful reps are black and calling on these white/Afrikaans doctors/pharmacist.

We measure our recruitment of EE candidates, have set targets for this and keep management accountable to achieve these. I do believe there is a high awareness among staff of this drive.

Social change for our factory workers: the biggest challenge here is the “management” of expectations. We have some workers that have been with the company for 20 years, semi illiterate, but with all the changes now in SA believes that they should become managers/representatives. Managing there expectations are challenging as most are unrealistic (at least short to medium term) due to lack of education. We started with an ABET program at our manufacturing facility. We have 20% of all staff at that facility enrolled in the program. It seems to have helped with some of these expectations.

JC1>

This was not addressed finally and has been identified as an “issue” during company Credo surveys.

Different smaller ad hoc structures have been implemented but a formal structured approach is being considered. The mind set of the old traditional management still needs to understand the issues and implications of social change and there is still a long way to go.

JC10>

By doing the following:

- Base decisions solely on outcomes.
- Act ethically at all times.

- Be totally transparent in how you do business, and what you base your decisions on.
- Try and allow workers and management an acceptable level of freedom in approaching their job.
- Consider the well-being of people in the organization, and the people will be more motivated to go beyond the call of duty.
- Be more accepting of change and differences in culture and approach/procedure.

JC2>

Through open communication and awareness. If people are made aware of cultural types and intricacies it would help. This can occur through interaction and workshops. Also leading by example.

JC3>

Whilst a healthy camaraderie exists across all cultural groups, due to a significant portion of the black workforce employed for lower grade jobs, a level of frailty exists

More could be done to sensitize the work force in general, as to the “DNA” that makes up their colleagues based on socio-political and cultural differences.

JC4>

I believe that this organization is conservative in all its approaches.

From business practices right through to social change. This is not a bad thing in a highly volatile business arena as making hasty changes is not always the prudent approach.

However, on a social level I am not sure that a culture of empowerment will develop. Opportunities to stamp ones personality and vision on the job is not possible.

BEE is not an area of strength for the organization in my opinion. I do believe that the right person should get the job because of ability and not race, however the “channels” to achieve equity are not open at this stage.

JC5>

It must come from within an individual. I do not believe any amount of training, workshops etc., offered by a company makes slightest bit of difference.

Different races/cultures work together for the company will attend work related social functions together, maybe even have a drink together after work.

But how many are “house friends”?

JC6>

Social change is managed well within the organization. Whenever possible vacant positions are filled from BCA positions. The way that it will best be accepted is by ensuring that management positions are filled by BCA candidates that are qualified for, and competent to perform the assigned duties.

JC7>

The company has a strong HR department, and in general, experience in change management. The company continually reviews social change within the company ensuring it is in line with legislature.

JC8>

To acknowledge the different cultures and the way they do things.

JC9>

As a company we compromise of two distinct areas in the business. The corporate side of sales and marketing and the factory environment. We have a dynamic HR director who really spends a great deal of time working on the actual diversity in the company. We are still at a very fairly early stage of dealing with cultural diversity that in some aspects we just manage the issues at present. Company days help build relationships between the 2 sites.

OMC B: Social ChangeCJC>

Climate, healthy, even though the organization is “risk-averse” to a certain extent, innovation and creativity is encouraged. If there is a good thought through motivation, it will be considered. There is strong “promoting from within” culture that tends to help with the retention of staff.

JC1>

There is a strong focus on people, considering the personal/family life and the individuals development and potential. Results are important and performance is managed to ensure results are achieved.

JC10>

It is very healthy and clear rules exist re conduct. Diversity of opinions may be encouraged more, and senior management/top management could adopt a slightly more flexible approach.

JC2>

The culture is patriarchal, at Board level, and this filters down. The culture is conservative and reactive, as far as basic business goes. The culture does suggest putting people first, but this does not occur in practice.

JC3>

Professional, task and results orientated, with a fair balance towards the employee as an individual.

Progressive attitude towards BEE and focus on cultural diversity.

An equal opportunity atmosphere where top performers acknowledged on merit.

JC4>

Communication channels are not where they should be in an organization with this much activity and growth.

JC5>

Due to flattening of structures and headcount reduction at management level – stress levels are high

JC6>

The climate is very good. It is a very nice, good and ethical company to work for. We are proud to work for *****.

JC7>

Very ethical, professional and business driven. Large focus on development and growth of employees.

JC8>

The climate is generally that people are happy. We have long service from staff members.

JC9>

We are a very stable company, run in an old school sort of way. We prefer to do things in a tried and trusted manner rather than taking a chance with innovation. We are a company which take a long time to make decisions and implement change.

Company MG

Attributes: Affirmee - 1; match; Asian

ODS A: Employment Equity

CMG>

There is distinct strategy to address the EE issues. This is well coordinated.

MG1>

There is a strong push to employment equity. Everyone is offered the same opportunity.

MG2>

I believe it to be fair.

MG3>

I believe a definite move is made in order to comply with the government's requirements for employment equity. Workshops and lectures have been held in order to educate the ***** employee's w.r.t. employment equity.

MG4>

The company has an excellent staff selection system which allows for fair employment opportunities.

MG5>

There are policies in place to do this. It is taken seriously. Divisional managers are responsible.

\MG7>

Slow, but effective in the sense that the most capable/talented people are placed to ensure performance

MG8>

Employment equity is handled fair in this organization. Managers in divisions make sure policies are implemented.

\MG9>

I appreciate the fact that this company employs new people based on merit.

ODS B: Affirmative Action

CMG> -

Very positive approach. AA is handled very professionally.

MG1>

We are pushing in this direction. Management levels are not where they should be. The process is a little slow.

A wonderful environment in which to work. Need more interaction between divisions. Less hierarchy and more ability to make decisions without too much consultation.

\MG2>

I believe the right person for the job should be selected and not due to affirmative action. I have no problem with the present system (which is employing all racial groups).

MG3>

As with employment equity, ***** is serious about employing affirmative action candidates, and has policies in place on order to make sure this happens.

MG4>

Being handled according to the law as laid down by government when ever possible. Being a multinational makes this difficult at times.

MG5>

Fairly, the bottom line is that the person should be able to do the job, have the skills, qualifications and thus will be appointed.

MG8>

Affirmative action is being implemented based on qualifications and done according to job description.

MG9>

I am happy with the company's policies regarding affirmative action. I do believe however that more needs to be done still to enforce affirmative action.

ODS C: Training and Development

CMG>

This is fair. Need greater application.

MG1>

Again the people of colour employed at the factory especially are encouraged to develop themselves. All courses are paid for by the company.

MG2>

I think the training is excellent for new staff. Other staff must be self motivated to develop themselves. They are normally accommodated

MG3>

***** has extensive training programmes in place in order to ensure the development of certain designated employee groups. Even the cleaning staff (subcontracted to *****) are exposed to these programmes.

MG4>

We have an excellent training department. Staff member also are encouraged to attend privately run training courses.

MG5>

Policies are in place, it has been implemented in certain areas in the company.

MG7>

Many opportunities for training on-the-job, courses and group work.

MG8>

I think the training and development programmes in our company is of a very high standard and suits the need of the employers.

MG9>

Training and development are available for any designated group which gives everyone the same opportunities.

OMC A1: Organisational ClimateCMG>

Clear, proactive leadership that is inspirational.

MG1>

The level of management is very high with much experience. Managers are results driven and people oriented. Much emphasis is given to development. There is very little politics and management work as a team (in the true sense of the word).

\MG10>

The current management style is transparent and fair.

MG2>

Good quality staff and managers. Goal orientated but care for staff. Encouraged to better yourself.

MG3>

In general the managers within the Pharma division are open and fair in their dealings with their subordinates. There exists a democratic approach to people within this division, which allows for effective communication. This makes one feel part of a team.

MG4>

Excellent leadership, results orientated. Rewards always based on achievement and not status. Work as a team and not individuals. High level of knowledge and skills amongst management. Always adopts an ethical approach when making business decisions. Believes that all staff must be motivated at all times.

MG5>

Democratic to a certain degree. Due to the link with Germany some things can not be changed. The people do have a say, it may not be the final one. Management is fair. Coaching do take place. Results are important, but should be achieved in ethical ways and means. Social interaction with colleagues at work is encouraged.

MG7>

Encourages communication, autonomy and assertiveness.

Consistent ethics and work principles.

MG8>

Management encourage open conversation and open communication. There is a very good relationship between all staff in *****.

MG9>

Since the day I have joined the company I have realized that the reason for *****'s success is because of its Management team. This is an excellent team who has earned the respect of all the other employees, and has guided the whole company to achieve its objectives.

OMC A2: Leadership and Management

CMG>

Being a good listener and being motivated to put a programme in place.

MG10>

We already have a policy of employing people from a previously disadvantaged background within the Company, provided that they meet the criteria for the position they are applying for (in terms of capability/qualifications etc as applicable).

MG2>

Social change must be introduced gradually and has been done for a number of years in this organization.

People of all racial groups have been introduced and promoted where necessary.

There is at present no racial tension within the organization (none that I know of).

People are respected for their differences.

MG3>

Currently the prevailing management principles and practices are appropriate for the climate we (at *****) function in. Everyone, regardless of race, gender or social status, is treated equally. I do however believe that the managers within Pharma have the capabilities to adapt according to the social needs of its employees. Social change will therefore be managed through the top management of actions and guidelines.

MG4>

Selection of staff according to capabilities and not colour. Promoting a better understanding between different religions. Working together as a team to achieve set targets, socializing and communicating openly.

MG5>

More women should be promoted to Senior management across cultures, if they can do the job.

Do not promote someone because of race or sex, it has to be based on qualifications and skills.

MG8>

Managers should be appointed in positions based on qualifications. Not based on race or sex.

MG9>

Social change is currently managed in a sensitive and very responsible manner. I do not see a problem with regards to the cultural diversity amongst employees in this organization. Current management principles and policies in this organization is spot on.

OMC B: Social ChangeCMG>

Climate that encourages individuals to self-expression. Healthy, productive working climate.

MG10>

Our corporate identity is determined predominantly by our International Head-office in Germany in an effort to establish a worldwide standard for the Company. However, each company/branch is allowed certain liberties in relation to local legislative/environmental requirements. This set up works well in the sense that you develop a feeling of loyalty/belonging to the group not only locally but also internationally.

MG2>

Good orientated, cares for staff, motivating staff to better themselves. No racial conflict.

MG3>

Within the Pharma Division (*****) there exists freedom to speak ones mind. Although we are governed by external legislation and internal rules and regulations, one never feels claustrophobic or inhibited. We are always encouraged to display innovation and are constantly motivated in order to perform at our best.

MG4>

Excellent relationship between fellow workers which has resulted in excellent results over the past few years. Number one priority is achieve goals. Promotions from within the company where ever possible. High standard of ethics at all times. Employees are continually motivated.

MG5>

Very positive climate to work in. We know who we are and where we are going. People are very important to this organization. Sometimes we do things a bit different to our holding company in Germany.

MG7>

Results orientated but very supportive of employee's development.

MG8>

Very comfortable, a good and positive climate.

People are very important in this company.

MG9>

This company has a very pleasant and dynamic organizational climate. Employees are encouraged to be innovative and take responsibility for their different area of interest. Very unique climate compared to other companies.

Company RE

Attributes: Non-affirmee - 3; match; White

ODS A: Employment Equity

RE2>

In healthcare we do have a fair balance of equity employees we are however very selective. Look for people with drive, imagination and need for personal growth. Not qualification only.

RE3>

The employment equity program at ***** is very good. Our company has a well balanced population equity although the people who does the job is qualified and capable to do so.

RE4>

Well handled, not forced upon anybody. If the person is not equipped for relevant position – won't be employed just because of skin colour.

ODS B: Affirmative Action

RE2>

Fairly selective in the type of person must fit into ***** B culture. Treated as any new representative would. No distinction made.

RE3>

The company will employ the best person for the job, with AA guidelines in mind (personally I find AA as reverse racism)

RE4>

I can live with it. People get positions because of achievement and expertise. I am not in a position to respond for all departments.

ODS C: Training and Development

RE2>

Employees submit the areas they feel need the most attention to development. The Company became involved in the more specialized area.

RE3>

All employees have an equal opportunity and access to training.

RE4>

I can respond from the Pharma sales department. I respond positively. I handle the pharmaceutical training.

OMC A1: Organisational Climate

CRE>

The CEO leadership style determines the style followed by those underneath and I am fortunate to say that we have a high level of participative leaders in our organization.

The general style of the senior management is very decisive but encourages participation leading to key decisions taken. Democratic within the principles and objectives.

Exposing junior and middle management to the decision making process allows for “fast tracking” them into the bigger office. This also allows for a transparent form of communication and rewarding ambitious career builders...

RE1>

Company believes in appointing managers with high level of management knowledge and skills. We have an open door policy, clear communication channels at all levels.

New idea always welcome, managers don't always feel intimidated by new challenger. Company make sure that there are always good succession plans in place. Do lot of delegating to equip subordinates for future promotion. Good management relationship across all functions. Team work is the most powerful tool of this organization.

RE2>

The leadership and management style here allow us a relative amount of freedom to achieve our results. There are however limitations and when these are reached we then approach our supervisor Management level. We work on some promotions, individually. But are able to run and achieve other business objectives within our management area. We are able to take risks with the general guiding principals being ones some based on. Return on investment.

RE3>

The leaders/managers at ***** are very open and available for discussions on any matter. Although business is a priority, personal matters do get taken into account. The management style at *****, although a little informal is very professional and of a very high standard.

RE4>

Examples are set by management getting involved personally in suggested tasks without taking responsibility away from subordinates. Leadership is successful, because clear examples are set. (Do as I do, not as I tell you to do). Goals are set according to the SMART principles so that it's possible to achieve. This achievement inspires and motivates the subordinated. When needed subordinates are reprimanded, but not attacked personally. Mentoring, rather than managing applies.

OMC A2: Leadership and ManagementCRE>

Implementation of “development” roles to identify ability, ethics and general workmanship.

Then to develop all shortcomings as this will allow the candidate to have the confidence to accomplish tasks at hand.

Mentoring and coaching the candidates to aspire to the next level, where strategic and ethical thinking is required.

I believe that this is not only applicable for a BEE candidate but for all social levels.

RB encourages participation but rewards achievement, therefore clear focus and objectives and communicated to all employees.

RE1>

It takes very clear communication channels to achieve 100% management of social change. Firstly we need to trust each other as employees, be honest and open.

Need to consider the past in terms of discrimination. Treat people as equal at work place. Empower people with knowledge and skills, considering their past educational background.

Always acknowledge and reward success. Be cautious at all times when passing comments to avoid intimidation. Do lot of team building exercises so that employees can learn from each other about their cultural differences. Respect and accommodate cultural differences.

RE2>

Treating all persons from the same base with the open door policy that whom ever requires assistance will be provided

Introduce the new person detailing qualifications, experience, achievement.

Have social diversity discussion Groups— informal—when with your team.

Always be open to new ideas, ways of doing things—discuss as group—benefits etc.

RE3>

Social change is a constant changing event. It's not like turning on a light. We have a very diverse team from every aspect of the population spectrum. With open communication, and understanding and respect for each others cultures, the change can be done without much effort. In ***** we encourage this transformation, and do not tolerate anybody or anything that goes against this change. In our whole team, I must say that this social change has happened all ready.

RE4>

Individuals have their own cultural and social backgrounds. Social change and interaction must never be forced upon individuals. Cultural diversity should not become an issue for arguments, rather be used to achieve common goals.

If individuals from other/different cultural background use their culture to get to certain positions or opportunities, they should be dealt with in a way that they understand what they do, not ethical and does not belong in the corporate environment.

OMC B: Social ChangeCRE>

I believe that the RB organizational climate is geared towards internal skill development and promotion. This however is performance driven. A high reward system is in place to motivate the driven type of employee. This is not a workplace where less than the very best is accepted. No exceptions. Therefore we are a results driven company with less emphasis on the people.

RE1>

Very focused organization. Clear mission and goals to achieve for the future. Motivates employees for growth within the company. A very ethical and successful company. Company has a very flat structure, more room for improvement. Very results orientated.

RE2>

Have just gone through big changes. New culture, way of doing things. Are able to take risks, very results orientated, open dialogue, free to air your views, always striving for bigger and better. Very supportive and accommodating if in the business interests.

RE3>

The organizational climate at ***** is very structured but informal with a total open door policy. People are guided in their daily work but allowed freedom to try their own ideas.

RE4>

Very structured and organized. Goal oriented and understands business ethics well. Achievement and team work are strong values and individuals are encouraged to strive for “higher” roles (management). A strong global pharmaceutical player.

Company SL

Attributes: Affirmative - 1; match; Black

ODS A: Employment Equity

SL1>

We do not have an obvious EE plan for the company.

SL10>

Well

SL2>

Meet the needs of the job, may hire best of bad bunch not wait to hire “best for job”.

No advertising of positions internally.

Promotion is prior to and without advertising and selection.

SL3>

Believe that Company is trying to implement EE but there does not seem to be enough candidates, as the numbers are still too low. There seems to be discrepancy between groups, and not always fair.

SL4>

I think it is very effective, especially since an employment equity committee has been in place for the best 5+ years.

SL5>

Good

SL6>

I am unsure. Do not know the facts regarding the way this is handled. Each person employed is chosen on their merits and abilities.

SL8>

Employment equity with respect to women, in management is fair. However there does not appear to be a visible employment equality policy that favors the employment of blacks.

SL9>

Equity is always here, the members jump ship, looking for senior positions too quickly too soon.

ODS B: Affirmative Action

SL1>

This is not obvious to the employees.

SL10>

Well

SL2>

When possible it is utilized, not actively pursued

SL3>

In light of changes in SA this seems to be very slow, as the majority of people are still white, with no black people in a management position. There are many sales representatives of different ethnic backgrounds.

SL4>

It is effective.

SL5>

Good

SL8>

There does not appear to be a visible affirmative action policy, especially at management level. When employing representatives, the poor quality of black candidates influences the ability to employ them.

SL9>

They try—everyone runs looking for a “quick future”.

ODS C: Training and Development

SL1>

We do not have any that I am aware of.

SL10>

Not aware of any.

SL2>

Applicable to some employees—(self driven self realization))

Positions, selection basis with little application

SL3>

No knowledge of any training for designated employee groups. Sales people employed are highly qualified and get the necessary training, but on an administrative level no training is provided.

SL4>

It is fair and not discriminatory.

SL5>

We do not differentiate.

SL6>

Very good: Structured, strict, sets very high standard, designed around chasing goals. However, new rep training only once a year, recruited only once a year, this creates vacancies.

SL8>

The company does not have a training and development program for designated employee groups.

SL9>

You can train and develop as much as you like, they still run looking for anything better.

OMC A1: Organisational Climate

SL1>

The leadership and Management is very focused and strategic. All emphasis has been placed at the point of generating sales and little if not no support or guidance is offered at supportive or administrative roles in the organization.

The departments tend to work independently except for marketing, sales and training (sales generating). The sharing of information has improved, but is still not optimal. More consultative approach would benefit everybody.

SL10>

Takes time to get simple decisions being made.

SL2>

Some good, some bad.

Inappropriate control from hierarchy

Biased rewarding and advantages given

Want company to be absolutely every thing to person “live to work”

SL3>

The Company is very successful with high ethical values. This is a good quality, but management does not stand together. There seems to be a lot of self interest within management and not necessary for the good of the company. Too much of “empire” building within management, which influences communication between departments. Departments tend to work in isolation, with no sharing of expertise. Resulting in isolation of each department, duplication of work within each department, instead of sharing more. Leadership is not good, but tends to be respected.

SL4>

Majority of managers have been in their positions for at least two or more years.

CEO has good vision and communicated rather openly. As a result can be seen as fairly democratic, although has got ability to be very autocratic.

Due to settled management team, inherent leadership qualities of individuals are coming more to the fore.

SL5>

Very strong goal driven, that is highly pressurized

SL6>

Different with different individuals and different levels.

The company does not follow one management style. Officially, management/Leadership fairly. Consultative. Encourages input from sub-ordinate but, ensures objectives are always met.

Management very professional, ethical

SL7>

A large number of people prefer working alone without sharing what works in a team environment.

Majority of people are very loyal to the company and are eager to learn and develop their skills.

SL8>

Leadership is proactive and even though there are innovative approaches there is still a degree of caution to ensure maximum success in strategies that are implemented.

Management has an open door policy which allows consensus agreement on certain issues, whereas certain issues are more directive.

SL9>

Too keen to please management then their local members.

OMC A2: Leadership and Management

SL1>

This is a very difficult question to answer. Cultural diversity principles and strategies are not shared with senior management team or company members.

Often decisions are made and then implemented.

SL10>

The company is very result orientated.

If targets or objectives were achieved allow for time to congratulate the people that were involved and give them the opportunity to benefit from their achievements before immediately applying the pressure to achieve the next objective.

SL2>

Increased motivation and increased rewards

Remove outdated confidential / conspiracy type atmosphere.

Too many “cliques” in company.

Needs to be credited spirited of opinions, increased social gatherings amongst employees

SL3>

The company needs to look at training, but the training must be done for all staff. This training must include different departments together, as training in isolation will not

help people understand the diversity of each other. Cultural differences must be discussed in order for all groups to understand the differences and learn to respect these.

SL4>

Being a French based company, social integration across all ethnics groups is well accepted. Thus the best person for a specific position is appointed.

SL5>

Via improved ethics and integrity, setting an example from the top down

SL6>

There need to be a continued level of understanding for different cultures. Understand their background , you will provide better management.

Everyone regardless of culture must perform

SL8>

The social change that has happened in the country has not filtered through to all levels within the company. Equal opportunity is provided to all employees within the company and there does not appear to be a specific program/plan to make the management group more representative of the countries demographics. I feel that the equity committee within the company should provide a visible plan to address social change within the company.

OMC B: Social Change

SL1>

***** has been through some very tough times over the past 2-3 years. The CEO has a very focused approach which involved some risk taking. This risk has thankfully played into our favour and the organization has managed to weather the storm.

SL10>

Good and healthy

SL2>

Cold, functional, unappreciative, biased. Results at all/any cost.

SL3>

The company is geared towards its people. However in light of the changes in the medical industry it seems as if people are not always appreciated and more is expected from them, and less given back. But the employees stay loyal to the company as they believe it should eventually settle or balance out.

SL4>

Very well structured—both effective and efficient. Flat structure with very direct lines of communication. Due to this, as well as a relative informed atmosphere, a family type situation prevails. Everybody knows everybody.

SL5>

It is very fast and pressurized

SL6>

Structured, very focused on objectives, good strategies and looks after employees.

SL7>

Very tense atmosphere, undergoing a number of changes. Goal orientated and successful in sales achievement.

Expecting great number of hours dedication outside normal working hours.

SL8>

Our company has a family feel about it. Although there is a directed approach to the running of the company everyone is encouraged to articulate there views and opinions, promoting constructive discussion. As this is a smallish company one is able to get to know and interact with the people across different departments.

SL9>

Top company in industry—looked up to by most.

Company SS

Attributes: Non-affirmative - 4; match; White

ODS A: Employment Equity

CSS>

Good job.

SS1>

It is fair and transparent.

SS10>

Good.

SS2>

Satisfactory

SS5>

It is handled efficiently.

SS6>

Management has strong view and support for this and is being handled extremely well.

SS7>

Proactively—There is a firm commitment by management to implement equity in the work place.

SS9>

Too open and too pushed, forced

ODS B: Affirmative Action

CSS>

Good

\SS1>

It is progressive and structured.

SS10>

Good

SS2>

Satisfactory.

SS5>

It is handled efficiently.

SS6>

I think it has been extremely well implemented, however I do believe that the best person/candidate for the job should be always maintained.

SS9>

People lacking skills are being given opportunities, but are not given adequate guidance and training.

ODS C: Training and Development

CSS>

Good.

SS1>

This is being handled very fairly by all concerned.

SS10>

Can improve.

SS2>

Training and development programmes are applicable for all employees.

SS5>

They are good and meet the employer's needs

SS6>

Schering has been most productive in training needs, and the benefits required by their people are clearly visible.

SS9>

What training and development programmes?

OMC A1: Organisational Climate

CSS>

Very experienced

SS1>

Leadership is there for the asking, some are protective and control information.

Democracy prevails to allow managers **latitude** to grow.

SS10>

Good

SS2>

Transformational leadership is eminent, although only some is moving in that direction.

Situational leadership only applicable during performance appraisals and not on an ongoing basis.

Management very rigid in their ways and not everybody always walk the talk.

Too many managers that would like to be in control of operational issues.

SS3>

Good leadership. Participative management style. Lots of information sharing e.g. canteen meetings to inform all staff. Employees valued as an important resource.

Situational leadership applied.

SS4>

Centralised form of leadership. Small company therefore limited opportunities for growth.

SS5>

Good leadership and management but could improve on flexibility and communications.

SS6>

No comment, very well structured and clearly defined roles and accountability.

SS7>

Management very hands on and high level of interaction with stakeholders.

SS8>

With the head of the organization being very strong we have sound management but less leadership amongst our management.

SS9>

Poorly skilled individuals.

OMC A2: Leadership and Management

CSS>

Through outside intervention

- Analyze current climate
- Determine where the company should be

Strategize to achieve this

SS1>

It is being handled with sensitivity and dignity at all times, so that transformation is transparent and progressive, it is being led by CEO in a structured environment.

SS2>

Participation

Acknowledgement of views, values, morals and standards

Mediation.

SS3>

Ongoing initiatives established, re transformation. Diversity embraced for many years. (certain managers reluctant).

SS4>

Through active interventions. These have been planned.

SS5>

The company managers are constantly researching methods to manage social change.

SS6> -

I think that this has been well improved in our particular company. A little more effort is needed to understand the various cultures, after all we are not a huge company and this is very possible and will improve the perceptions of the company.

SS7>

Through openness and transparency and ensuring that the objectives and change are met

SS8>

The organization is well placed to manage social change but identifying the ideal state for the organization is probably less clearly defined.

SS9>

Paradigm shift would have to occur.

OMC B: Social Change

CSS>

Good climate, glue, cohesive

SS1>

It is healthy, robust, focused and transparent.

SS10>

Good

SS2>

Sometimes a lot of tension, other times a participative, accommodating climate.

SS3>

Good working environment that promotes employee commitment

SS4>

A tendency to be conformist. Very much like a family unit.

SS5>

Professional, ethical company with a concern for its staff.

SS6>

No comment, I think that all is on track.

SS7>

Centralised decision making.

SS8>

The climate is good if a little stifled but essentially a successful and well positioned organization.

SS9>

Not driven by excellence.

APPENDIX J

Gustav P Kriel

A. **INTRODUCTION**

My name is Gustav Kriel and I am currently studying for my DBA at the University of Natal. The ultimate driving force behind the study that follows is to find a solution to, "The Revolving Door Syndrome" within the industry in our country.

My focus is on affirmer and non-affirmer managers and their perceptions of change within their organizations, as well as management in their organizations. The study will also look at styles of leadership and its role in solving the problem.

All information received is confidential. Individuals cannot be identified. Responses are collated together and analysed. This information can be provided to the management group of the participating organization. It will be compared with data from other organizations. Again, this information from the comparative studies will be provided to do so. The identity of organizations will not be revealed unless we are given specific permission to do so.

Effective management of organizations is seen as a key element in economic prosperity. In addition, a cross-cultural approach to developing effective management has a particular cord in South Africa. It is increasingly recognized that the wholesale adoptions of Western approaches may not be appropriate, whereas a return to indigenous approaches such as the 'ubuntu' movement, may be too simplistic.

Name:	Taffy Kriel
Address:	P O Box 1593, Empangeni, 3880
E-mail address:	wyta@iafrica.com
Contact number:	(035) 7921494 or 7921903 or 7923470/2
Cell no.:	082 444 8099

B. **WHAT THE STUDY SETS OUT TO DO**

TITLE: Effective Management of Social Change in the South African Pharmaceutical Industry.

25 Companies were randomly selected out of a total of 52 Pharmaceutical Manufacturers, i.e. Random Sampling.

Three different Questionnaires will be employed in order to do a triangulation i.e. In order to get all the data to support each other.

Questionnaire 1:

Gustav P Kriel

- I.D. key elements of successful management in the S.A. Pharmaceutical Industry.
- Development of effective and appropriate management in the organization which will fit the situational circumstances.
- The importance of the way change is being managed and the effectiveness of the management of change from different prerogatives will be analyzed as a diagnostic tool in order to enhance effectiveness of management.

Questionnaire 2:

- Qualitative perceptions of effectiveness of management of social change within the S.A. Pharmaceutical Industry.
- Information from the comparative studies will be provided to management groups for possible implementation.

Questionnaire 3:

Triangulation (Perceptions of Change Questionnaire)

- Experience of social change in the Pharmaceutical industry.
- Barriers to social change.
- Development of effective management of change systems
- Manager's perceptions of social change will be associated with the current organizational climate.

C. ULTIMATE CONTRIBUTION TO THE BODY OF KNOWLEDGE

- Developing a body of knowledge on how change can be implemented more effectively in the Pharmaceutical Industry.
- Developing an awareness of situational differences and appropriate management styles.
- Ensuring appropriate management styles are implemented in accordance with different situational requirements.
- Formulating action plans, and monitoring progress of social change towards a more diverse and effective organization.
- Emphasis on the effective management of people cross culturally and the management of change.
- The identification of specific training needs for effective change implementation.

D. STRUCTURES OF THE QUESTIONNAIRES:

3 Questionnaires – To explain and fill these out should take about 45 minutes of the respondent's time. Co-ordination by H.R. person.

Gustav P Kriel

1. **Organizational Climate Questionnaire**

This must be answered by 10 managers in top, middle and junior positions in roughly even rations, i.e. 3 top; 3 middle and 4 juniors or where they could be found in management. Ideally half should be affirmees and half non-affirmees. The CEO of the HR director must also fill in one of these questionnaires.

Thus 11 questionnaires must be completed per company.

2. **Situational Leadership Questionnaire**

A. To determine **Leadership Style**:

- One (1) "Leadership Style and adaptability – Self", assessment questionnaire to be completed by the CEO or H.R. Director.
- One (1) "Leadership Style and Adaptability – Other", assessment questionnaire to be completed by each of the 10 top, middle and junior management. Half should be affirmees and the other half non-affirmees.

B. To determine **Followers level of readiness**:

- Ten (10) "Other Assessments of Readiness" filled in by the CEO or H.R. Director on each of the ten (10) top, middle and junior managers.
- One (1) "Self Assessment of Readiness" filled in by each of the ten (10) top, middle and junior managers.

3. **Perception of Change Questionnaire**

This must be filled out by the CEO or H.R. director as well as the ten (10) top, middle and junior managers.

E. **CONCLUSION**

I would expect that your organization will benefit considerably as a direct result of participating in this survey.

You will receive written feedback on the results of my analysis on data collected in your organization. This will provide useful information on the way it is managed from different perspectives at different organizational management levels and through different cultural lenses, the way things are to management and organizational effectiveness and to development efforts involving an emphasis on cross-cultural management of people, and the management of change.

Gustav P Kriel

Essentially, the more a participating organization is prepared to put in, the more it will get out.

I look forward to working with you on this.

Kind Regard

Taffy Kriel

APPENDIX K



Friday, May 12, 2006

General Manager
Fresenius Kabi
Growthpoint Business Park
2 Tonnetti Street
Midrand; 1685

Attention: Dr. Karsten Wellner

Dear Dr. Wellner,

Request that your company participates in a confidential strategic study of the impact of the "revolving door" syndrome on South African Pharmaceutical Companies

One of our DBA students is conducting the above-mentioned study, of which the results will be made available to participating companies to assist them to optimise their business strategies in an environment where other factors than fair competition are increasingly having a negative influence on the industry. He is Mr. GP Kriel, a retail pharmacist in Richards Bay.

As Mr. Kriel's supervisor I am requesting that you facilitate the participation of management in your organisation.

- Participation will be on a voluntary and anonymous basis.
- The survey will be of a constructive nature.
- The researcher will conduct the surveys himself, or will employ the services of an industrial psychologist, at times convenient for the participants in your organisation.
- Your organisation's participation will be acknowledged in the dissertation, and a summative report of the findings will be sent to you upon request.

The study will provide useful information on the way your organization is managed from different perspectives at different organizational management levels and through different cultural lenses.

Mr. Kriel will phone your company in due course to confirm your willingness to participate in the study.

Kind regards

Prof. R M Klopper
DBA Dissertation Supervisor

Graduate School of Business
Westville Campus
Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 250-7703 Facsimile: +27 (0) 31 250-7679 E-mail: rklopper@ukzn.ac.za Website: www.gsbukzn.ac.za
Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

APPENDIX L

RESPONDING COMPANIES DETAILS

>10	COMPANY NAME	NAME	TITLE	POSITION	CONTACT NO.	PA FOR CEO	ADDRESS
	ABBOTT	ANGELO KONDES	MR	M.D.	011 858 2001	LOUISE CAREW	Abbot Place, 219 Golf Club Terrace Constantia Kloof, 1709
>	ALCLIN	PETER PARKS	MR	MANAGER	012 330 3162	Too small	Hertzog Str. 1046B, Villieria, 1860
>	ALCON	GARY	MR	MANAGER	011 840 3200	Too small	Peter Place 65, Bryanston Ext. 13
>	ALLERGAN PHARMACEUTICALS					Too small	St. James Crescent, Mount Royal Office Park Unit D, Office No.1, Halfway House
	ALLIANCE PHARMACEUTICALS	YASEEN BHAYAT	MR	CEO	011 315 4260	HAYLEY CAPREN	17 Faraway Str, Village Mine, Jhb, 2001
	ALTANA MADAUS	JANE ROGERS	MRS	M.D.	011 603 6600	BIKELEDI RABOROKO	Uplands 12, The Woodlands, 2080
	BAYER	RICHARD V/D MERWE	MR	M.D./CEO	011 921 5312	RITA MANN	27 Wrench Rd, Isando, 1600
	BBRAUN MEDICAL	ARVED BERNET	MR	CEO	011 548 5500	JANINE FOURIE	1016 Roosstr., Building 12 Wentworth 4 Ways Golfpark
>	BIOCLONES		MR	MANAGER	011 656 9701/2	SANDY FROST / Too small	Building No. 3 Healthcare Park Woodlands Drive, Woodmead, 2080
	NORVARTIS CONSUMER HEALTH	HILTON LORING	MR	CEO	011 258 4840	No. changed - no new no. yet	10A Achter Rd, Paulshof, Sandton
>	BIOGARAN SA				011 233 6026	Too small	Rivonia Gate Hof, 381 Rivonia Boulevard Rivonia
	BOEHRINGER INGELHEIM	PAUL STEWART	MR	CEO	011 348 2400	LYNETTE ROOS	404 Main Ave, Randburg, 2194
	BOOTS HEALTH CARE(SA)	(RECKITT BENKISER)	MR		011 871 1611		H Santos Building, 1 St Floor No. 30 Arena Close, Bruma, 2918
	BRISTOL-MYERS SQUIBB	MICHEAL BERRY	MR	COUNTRY GM	011 456 6400	THEA BOTHMA	47 Van Buren Rd, Bedfordview, 2008
	BRUNEL LABORATORIUM	LOUIS NEL	MR	M.D.	012 666 8745	LINDIE KARKOULIAS	1 Van Tonder Str, Sunderland Ridge Centurion
	CAPS PHARMACEUTICALS SA	SAMANTHA JORDAAN	MRS	M.D. CAPS SA	011 791 6033	No PA	Unit 8, Ground Floor, Boskuin Office Park Cnr. Bosbok & Kelly Ave. Boskuin, Randburg
	CIPLA MEDPRO	JEROME SMITH	MR	CEO	021 914 0520	SAMANTHA SHEPPERD	Rosen Heights, Rosen Park, Bellville, 7530

>10	COMPANY NAME	NAME	TITLE	POSITION	CONTACT NO.	PA FOR CEO	ADDRESS
>	DONMED				011 622 9454	Too small	Cnr. Oxford & Curby Str, Cambridge Place Oxford Rd, Bedfordview, 2008
>	DR REDDY'S LABS	VIKASH SALIG	DR	CEO	011 447 3215	OLGA BUKEYA / Too small	3rd Floor, TA Bank Building 160 Jan Smuts Ave, Rosebank, 2196
	ELI LILLY (SA)	JAMES RINGER	MR	G.M.	011 510 9300	FRANCOIS SIEBERHAGEN	1 Pelunla Str., Bryanston, 2021
>	FERRING	COEN FABER	MR	G.M.	012 345 6358	BAMAKETSE BATLENG	Route 21, Corporate Office Park, Irene, Ext. 30
>	FRESENIUS KABI	KARSTEN WELLNER	DR	G.M.	011 545 0000	MANDY PARKER	Stand 7, GrowthPoint Business Park 2 Tonati Str., Midrand, 1685
>	GALDERMA LABS SA	JENNY WRIGHT	MRS	M.D.	011 706 2339	SAMANTHA SITHOLE	21h Floor, Block D, Wedge Field Office Park Phase 2, 17 Muswell Rd South, Bryanston
>	GENOP HEALTHCARE				011 315 4260	Too small/number not available	St. James Crescent, Mount Royal Office Park Unit D - Office #1, Halfway House
	GLAXO SMITH KLINE CONSUMER	HERIBERT VOSS	MR	CEO	011 745 600	ODILLE BIELDERMANN	Caris Brook Building, The Campus
	GLAXO SMITH KLINE PHARM	KARIN ALAOUI	MRS	CEO	011 745 600	MERLE ANDREWS	57 Sloane Str., Bryanston
	HEXAL PHARMA SA	LYNTON LOMAS	MR	CEO	031 7006801	CHARMAINE HARCUS	10 Fangio Rd, Mahogany Rd Ridge Westmead, Pinetown, 3608
	IREX PHARMACEUTICALS (PHARMA DYNAMICS)	PAUL ANLEY	MR	DIRECTOR	021 701 6080	DIANE HAANTJES	1st Floor Grapvine House, Sleenberg Office Park Silverwood Close, Westlake, Cape Town, 7945
>	LUNDBECK SOUTH AFRICA	BEN CHRISTEN	MR	M.D.	011 699 1600	GAIL CARMICHAEL	252 Montrose Ave., North Fiding, Randburg, 2194
>	MERIDIAN PHARMACEUTICALS				021 852 4118	Member not available/Too small	Unit 11 - Victoria Street, Somerset West, SA
>	MIRREN				011 425 40267/8	Too small	18 Golden Drive, Morehill, Benoni, 1501
	MSD	CHIRFI GUINDO	MR	CEO	011 655 3000	TRACY VID BERG	MSD Park, 16th Rd, Halfway House
	NATIONAL BIOPRODUCTS INS.	STAN COFFEY	MR	CEO	031 719 6000	EDNA JACOBS	7-10 Eden Road, Pinetown, 3610

>10	COMPANY NAME	NAME	TITLE	POSITION	CONTACT NO.	PA FOR CEO	ADDRESS
>	NORGINE	DOUGY KEVAN	MR	G.M.	011 883 5630	VANESSA JOSHUA / To small	1st Floor, 108 Elizabeth Ave Cnr. 11th & Elizabeth Ave, Parkmoore Centre Sandton
	NORVARTIS SA	NOEL GULIWE	MR	EX DIRECTOR	011 929 9111	DANIELLE MOSTYN	72 Steel Rd, Spartan, 1919
	NOVO-NORDISK	ERIC REURTS	MR	GM	011 202 0506	INGRID NEYLAND	10A Achter Rd, Paulshof, Sandton
	OMNIMED	ADRIAN PULÉ	MR	EX DIRECTOR	011 792 7120	CAROL WILLIAMS	7 Hans Strydom Drive, Fontainebleu Gauteng, 2194
	OPUS PHARMACEUTICAL	SUZETTE JACOBS	MRS	CEO	011 884 2001	ELFRIEDA LAUBSHER	142 10th Str., Parkmoore, Sandton
	Pfizer Consumer Labs	RICHARD PAULSON	MR	GM	021 710 4111	LEKHA SEETH	741 Main Rd, Retreat, 7945
>	PHARMACEUTICAL ENTERPRISES				021 531 1341 FAX: 021 531 2692	Too small	No. 7 Howard Studios Cnr. Howard Dr. & Sheldon Way, Pinelands
>	PHARMACHEMIE				011 652 0950	Too small	4 Regency Drive, Route 21, Corporate Park, Irene
>	PHARMACO DISTRIBUTION				011 784 0077	Too small	155 Fifth Street, Sandton
>	PHARMAFRICA				011 4938970	Too small	33 Hulbert Rd, New Centre, Jhb, 2001
	PHARMAPLAN	GERT HOOGELAND	DR	CEO	011 652 0950	TRACY SNOW	106 - 16th Rd, Midrand, 1685
	RANBAXY (SA)	DESMOND BROTHERS	MR	CEO	012 643 2010	INGRID BUIZER	Outspan House, 3rd Floor, Lenchen Ave, North, Centurion 1
	ROCHE CONSUMER HEALTH	MATURIN TCHOUMI	DR	CEO	011 928 8723	LEONIE SMIT	4 Brewery Str., Isando, 1600
	SCHERING	ROB GOODALL	MR	CEO	011 313 9700	MICHELLE PROUD-JONES	106 - 16th Rd, Randjespark, Midrand, 1685
	SCHERING-PLOUGH	ASHLEY PEARCE	MR	G.M.	011 612 8012	CATHLEEN WOLMERANS	54 Electron Ave, Isando, 1600
>	SEKPHARMA				011 262 0900	Too small	28 Thora Crescent, Wynberg, Jhb, 2012

>10	COMPANY NAME	NAME	TITLE	POSITION	CONTACT NO.	PA FOR CEO	ADDRESS
>	SERONO SOUTH AFRICA				011 469 4034	Too small	1st Floor Block A, Kingfisher Office Park, Kingfisher Drive, Fourways
	SMITH & NEPHEW PHARM	KELVIN JOHNSON	MR	MD	031 242 8111	CAROL KENT	30 The Boulevard, Westland Office Park Westville
	SOLVAY PHARMA	RALPH KLINGMANN	MR	CEO	011 313 9805	KARIN BIRKOWITZ	106 - 165th Rd, Randjespark, Midrand, 1685
>	TEMA MEDICAL				011 446 2309	MIRELLE / Too small	Grayston Ridge Office Park, Katherine Street, Sanlton, 2196
	THREE M PHARMACEUTICALS SA	PATRICK ROGERS	MR	M.D.	011 8062263	LIZ WESSELS	145A, Kelvin Drive, Woodmead
	UCB SA	DAVE MARAIS	MR	CEO	011 481 3000	CHERYL BRITZ	3rd Floor Park Terrace, 33 Princess of Wales Parktown, Jhb.
	WYETH SA	JAY HOOGHUIS	MR	CEO	011 655 2687	LYNN ROBINSON	Thornhill Office Park, 94 Becker Str Vorna Valley x60, Midrand, 1685
>	YAMANOUCHI PHARMA				011 615 9433	Too small	Gallooys, 5 Osborne Lane, Bedfordview.



3 March 2005

TO WHOM IT MAY CONCERN

RE: GUSTAV PETER KRIEL (STUDENT NO 201510417)

We wish to advise that the above student is registered at the Graduate School of Business studying towards a Doctorate in Business Administration.

We would appreciate it if the questionnaires could be completed satisfactorily in order to enable the student to complete his studies.

His direction of study is "The social transformation of the South African Pharmaceutical Industry with an emphasis on the leadership aspect". As you would appreciate this is at the moment in our country a very relevant topic.

We would accordingly appreciate your co-operation and thank you in advance.

Kind regards

GRADUATE SCHOOL OF BUSINESS

Graduate School of Business

Postal Address: Graduate School Building, Francois Road, Durban 4001, South Africa

Telephone: +27 (0)31 260 1105

Facsimile: +27 (0)31 260 1235

Email: gsb@ukzn.ac.za

Website: www.gsb.ukzn.ac.za

Founding Campuses:

Edgewood

Howard College

Medical School

Pietermaritzburg

Westville

Batch 2: Questionnaires

Attention: Organization CEO

These questionnaires must be answered by one CEO in each of the identified organizations. The CEO may be an affirnee or non-affirnee.

The White questionnaire is an organizational climate questionnaire and will be used to develop an understanding of the way organizations are developing, particularly in transitional and emerging economies, with particular reference to management styles and organizational cultures.

The 10 Green questionnaires will be an assessment of the readiness levels of the management staff as seen by the CEO and will determine the leadership style which the CEO should be using on his followers, the management staff.

The Yellow questionnaire is an assessment of the CEO on his own leadership style adopted on the management staff.

The Blue questionnaire is on the level of social change within the organization as perceived by the CEO.

A. **INTRODUCTION**

My name is Gustav Kriel and I am currently studying for my DBA at the University of Natal. The ultimate driving force behind the study that follows is to find a solution to, "The Revolving Door Syndrome" within the industry in our country.

My focus is on affirmer and non-affirmer managers and their perceptions of change within their organizations, as well as management in their organizations. The study will also look at styles of leadership and its role in solving the problem.

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Address:	P O Box 1593, Empangeni, 3880
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Contact number:	(035) 7921494 or 7921903 or 7923470/2
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Questionnaire 1:

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- Development of effective and appropriate management in the organization which will fit the situational circumstances.
- The importance of the way change is being managed and the effectiveness of the management of change from different prerogatives will be analyzed as a diagnostic tool in order to enhance effectiveness of management.

Questionnaire 2:

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- Information from the comparative studies will be provided to management groups for possible implementation.

Questionnaire 3:

Triangulation (Perceptions of Change Questionnaire)

- Experience of social change in the Pharmaceutical industry.
- Barriers to social change.
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- Manager's perceptions of social change will be associated with the current organizational climate.

C. ULTIMATE CONTRIBUTION TO THE BODY OF KNOWLEDGE

- Developing a body of knowledge on how change can be implemented more effectively in the Pharmaceutical Industry.
- Developing an awareness of situational differences and appropriate management styles.
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- Formulating action plans, and monitoring progress of social change towards a more diverse and effective organization.
- Emphasis on the effective management of people cross culturally and the management of change.
- The identification of specific training needs for effective implementation.

D. STRUCTURES OF THE QUESTIONNAIRES:

3 Questionnaires – To explain and fill these out should take about 45 minutes of the respondent's time. Co-ordination by H.R. person.

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This must be answered by 10 managers in top, middle and junior positions in roughly even ratios, i.e. 3 top; 3 middle and 4 juniors or

where they could be found in management. Ideally half should be affirmees and half non-affirmees. The CEO of the HR director must also fill in one of these questionnaires.

Thus 11 questionnaires must be completed per company.

2. **Situational Leadership Questionnaire**

A. To determine **Leadership Style**:

- One (1) "Leadership Style and adaptability – Self", assessment questionnaire to be completed by the CEO or H.R. Director.
- One (1) "Leadership Style and Adaptability – Other", assessment questionnaire to be completed by each of the 10 top, middle and junior management. Half should be affirmees and the other half non-affirmees.

B. To determine **Followers level of readiness**:

- Ten (10) "Other Assessments of Readiness" filled in by the CEO or H.R. Director on each of the ten (10) top, middle and junior managers.
- One (1) "Self Assessment of Readiness" filled in by each of the ten (10) top, middle and junior managers.

3. **Perception of Change Questionnaire**

This must be filled out by the CEO or H.R. director as well as the ten (10) top, middle and junior managers.

E. **CONCLUSION**

I would expect that your organization will benefit considerably as a direct result of participating in this survey.

You will receive written feedback on the results of my analysis on dæ 675 and in your organization. This will provide useful information on the way it is managed from different perspectives at different organizational management levels and through different cultural lenses, the way things are to management and organizational effectiveness and to development efforts involving an emphasis on cross-cultural management of people, and the management of change.

Essentially, the more a participating organization is prepared to put in, the more it will get out.

I look forward to working with you on this.

Kind Regard

Taffy Kriel

**RESEARCH QUESTIONNAIRES ON MANAGEMENT AND
ORGANIZATIONAL CULTURE WITHIN THE SOUTH AFRICAN
PHARMACEUTICAL INDUSTRY**

**THE QUESTIONNAIRES ARE BEING USED IN ORDER TO DEVELOP AN
UNDERSTANDING OF THE WAY ORGANIZATIONS ARE DEVELOPING,
PARTICULARLY IN TRANSITIONAL AND EMERGING ECONOMIES, WITH
PARTICULAR REFERENCE TO MANAGEMENT STYLES AND
ORGANIZATIONAL CULTURES.**

**I WOULD APPRECIATE IT IF YOU WOULD COMPLETE THE
QUESTIONNAIRES CONFIDENTIALLY. AS INDIVIDUALS WOULD NOT BE
ABLE TO BE IDENTIFIED IN THE SURVEY. I EXPECT THE GENERAL
RESULT WILL BE USEFUL TO US IN OUR ORGANIZATIONS, AS WELL AS
HELPING IN THE FURTHER DEVELOPMENT OF EFFECTIVE
MANAGEMENT IN THE COUNTRY AS A WHOLE.**

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**ORGANIZATIONAL AND MANAGEMENT CLIMATE**

This questionnaire must be filled in by one person in top Management. Preferably the CEO. Ten other managers in top, middle and junior management.

ORGANIZATION AND MANAGEMENT CLIMATE

This questionnaire is important and also confidential. It is part of a project on management and organizations in S.A. Individuals are not identified in this organization – wide survey. We expect that the general result will be use full within your organization as well as contributing to further development of effective management in the country as a whole. We hope this is important to you. Please take the time to fill in this questionnaire.

A. About you and your position

Name of organization:

My management level: Senior Management ☐ Middle Management ☐ Junior Management ☐

Number of subordinates:.....*My function:**My profession:*.....

My highest academic qualifications:*Sex:* Male ☐ Female: ☐ *Age:*.....

My nationality: *My culture or ethnic origin:*

Years of experience in the Pharmaceutical Industry:.....

B. How would you describe your organization?

Please assign a value of 1, 2, 3, 4 or 5 to every one of the characteristics below by circling the appropriate number as follows.

- a. *My organization at the moment* (1= not like this at all – 5= exactly like this)
 b. *The way I would like it to be* (1= not like this at all – 5= exactly like this)

	a. My organization at the moment	b. The way I would like it to be
1 Orientated towards the market	1 2 3 4 5	1 2 3 4 5
2 Risk taking	1 2 3 4 5	1 2 3 4 5
3 Clear objectives	1 2 3 4 5	1 2 3 4 5
4 Very hierarchical	1 2 3 4 5	1 2 3 4 5
5 Highly centralized	1 2 3 4 5	1 2 3 4 5
6 Very authoritarian	1 2 3 4 5	1 2 3 4 5
7 Many strict rules	1 2 3 4 5	1 2 3 4 5
8 Very ethical	1 2 3 4 5	1 2 3 4 5
9 Very successful	1 2 3 4 5	1 2 3 4 5
10 Undergoing rapid change	1 2 3 4 5	1 2 3 4 5
11 Foreign owned	1 2 3 4 5	1 2 3 4 5
12 Provides equal opportunities for all	1 2 3 4 5	1 2 3 4 5
13 Motivates employees	1 2 3 4 5	1 2 3 4 5
14 Clear policies on employee relations	1 2 3 4 5	1 2 3 4 5
15 Strong trade unions	1 2 3 4 5	1 2 3 4 5
16 Inter-ethnic harmony	1 2 3 4 5	1 2 3 4 5
17 Clear policies on client or customer relations	1 2 3 4 5	1 2 3 4 5
18 Results oriented	1 2 3 4 5	1 2 3 4 5
19 High level of management expertise and skill	1 2 3 4 5	1 2 3 4 5
20 Has the well-being of its people as major objective	1 2 3 4 5	1 2 3 4 5
21 Consults employees	1 2 3 4 5	1 2 3 4 5
22 Has clear and formal rules of actions	1 2 3 4 5	1 2 3 4 5

23	Very flexible	1 2 3 4 5	1 2 3 4 5
24	Bound by government regulations	1 2 3 4 5	1 2 3 4 5
25	Influenced by family relationships	1 2 3 4 5	1 2 3 4 5
26	Encourages diversity of opinions	1 2 3 4 5	1 2 3 4 5
27	Much internal competition or promotion	1 2 3 4 5	1 2 3 4 5

Concerning the way you have described your organization on the previous page, would you please now describe the following in your own words.

What do you think of organizational climate here?:

A. How would you describe managers in your organization?

Please circle the number (from 1 to 5) which you feel is most appropriate, as follows:

- a. *Me as a manager* (1= not like this at all – 5= just like me)
b. *Managers generally in my organization* (1= not like this at all – 5= just like me)

	a. Me, as a manager	b. Managers generally in my organization
1 Preferring the security of a steady job	1 2 3 4 5	1 2 3 4 5
2 Preferring work to be unpredictable	1 2 3 4 5	1 2 3 4 5
3 Very ambitious to reach the top	1 2 3 4 5	1 2 3 4 5
4 Freedom in a job to adopt own approach	1 2 3 4 5	1 2 3 4 5
5 Eager for opportunities to learn and develop	1 2 3 4 5	1 2 3 4 5
6 Setting self difficult goals	1 2 3 4 5	1 2 3 4 5
7 Enjoying, above all else, to work as part of a team	1 2 3 4 5	1 2 3 4 5
8 Preferring, above all else, to work alone	1 2 3 4 5	1 2 3 4 5
9 Preferring, above all else, to direct other people	1 2 3 4 5	1 2 3 4 5
10 Believing that work is the most important thing	1 2 3 4 5	1 2 3 4 5
11 Making sacrifices for the good of the group	1 2 3 4 5	1 2 3 4 5
12 Depending only on yourself	1 2 3 4 5	1 2 3 4 5
13 Being confrontational and assertive	1 2 3 4 5	1 2 3 4 5
14 Regarding the well-being of its people as the objective of an organization	1 2 3 4 5	1 2 3 4 5
15 Considering only the results of the organization as being paramount	1 2 3 4 5	1 2 3 4 5
16 Condoning all business practices if objectives are met	1 2 3 4 5	1 2 3 4 5
17 Believing that managers must act completely ethically	1 2 3 4 5	1 2 3 4 5
18 Honoring responsibilities towards relatives	1 2 3 4 5	1 2 3 4 5

		1 2 3 4 5					1 2 3 4 5				
19	Being completely loyal to the organization, above all other things	1	2	3	4	5	1	2	3	4	5
20	Believing that if one is motivated enough, anything can be achieved	1	2	3	4	5	1	2	3	4	5
21	Believing that own achievement is based very much on outside forces	1	2	3	4	5	1	2	3	4	5
		a. Me, as a manager					b. Managers generally in my organization				
22.	Basing decisions on pre-set principles, rather than outcomes	1	2	3	4	5	1	2	3	4	5
23.	Basing decisions on likely outcome, not on pre-set principles	1	2	3	4	5	1	2	3	4	5
24.	Believing that generally employees are not to be trusted	1	2	3	4	5	1	2	3	4	5
25.	Having a completely democratic management style	1	2	3	4	5	1	2	3	4	5
26.	Believing that reward should be based on status	1	2	3	4	5	1	2	3	4	5
27.	Believing that reward should be based on achievement	1	2	3	4	5	1	2	3	4	5
28.	Working through the hierarchy at all times	1	2	3	4	5	1	2	3	4	5
29.	Keeping a personal distance from subordinates	1	2	3	4	5	1	2	3	4	5
30.	Socializing with subordinates outside work	1	2	3	4	5	1	2	3	4	5
31.	Communicating openly	1	2	3	4	5	1	2	3	4	5
32.	Giving subordinates open access to information	1	2	3	4	5	1	2	3	4	5
33.	A high level of management knowledge and skills	1	2	3	4	5	1	2	3	4	5

Concerning the way you have described managers in your organization, would you please describe the following in your own words:

[illegible]

In this survey, two aspects of particular concern are: (a) the appropriateness of prevailing management principles and practices to different contexts; (b) the way cultural diversity is managed in your organization. Would you please answer the following questions?

How can social change be managed in the company?:

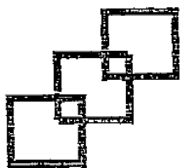
Thank you for completing this confidential questionnaire. The results from all questions will be collated and analyzed. A report will be made available to the management group. You can e-mail me on wyta@iafrica.com for further information.

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:

HERSEY AND BLANCHARD QUESTIONNAIRE

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.
Adapted by Center for Leadership and Organization Studies

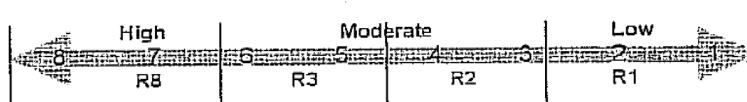


The purpose of this rating form is to help you determine the *task readiness* of a person who works for you. Task Readiness refers to the *ability* and *willingness* of a person to direct his or her behaviour while working on a particular objective or responsibility. Since a person's *readiness* level will depend upon the particular task, you must determine the person's *readiness* to perform each key task.

Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

1. Select five of the individual's key tasks and write them in the spaces provided at the top on Page 2.
2. Rate the person task by task, on the five *ability dimensions* and the five *willingness dimension*, using the following eight point scale.



- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the High probability leadership style for that READINESS level. In some of the boxes the readiness level and appropriate leadership style are expressed as a range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 of WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 - patching (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	R4	R3	R2	R1
ABILITY	S4 AU 23 to 40 VR 33 to 40 R4	S34 AU 23 to 32 VR 33 to 40 R34	S23 AU 13 to 22 VR 23 to 32 R23	S12 AU 5 to 12 VR 13 to 22 R12
	S34 AU 23 to 40 VR 23 to 32 R34	S3 AU 23 to 32 VR 23 to 32 R3	S23 AU 13 to 22 VR 13 to 22 R23	S23 AU 13 to 22 VR 13 to 22 R23
	S34 AU 23 to 40 VR 23 to 32 R34	S3 AU 23 to 32 VR 23 to 32 R3	S23 AU 13 to 22 VR 13 to 22 R23	S23 AU 13 to 22 VR 13 to 22 R23
	S34 AU 23 to 40 VR 23 to 32 R34	S3 AU 23 to 32 VR 23 to 32 R3	S23 AU 13 to 22 VR 13 to 22 R23	S23 AU 13 to 22 VR 13 to 22 R23

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

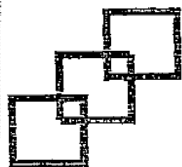
	High R4	Moderate R3	Low R2
1. Past Task Experience	Has relevant experience R 7	Does not have relevant experience R 4	Does not have relevant experience R 1
2. Task knowledge	Processes necessary knowledge R 7	Does not have necessary knowledge R 4	Does not have necessary knowledge R 1
3. Problem-solving Ability on the Task	Can solve problems independently R 7	Is unable to solve problems independently R 4	Is unable to solve problems independently R 1
4. Ability to Take Responsibility on the Task	Can be left alone R 7	Needs close supervision R 4	Needs close supervision R 1
5. Meeting the Task Deadlines	Always meets deadlines R 7	Never finishes a job on schedule R 4	Never finishes a job on schedule R 1
ABILITY SCORE			
1. Willingness to Take Responsibility for the Task	Is very eager R 7	Is very reluctant R 4	Is very reluctant R 1
2. Motivation to Achieve the Task	Has a high desire to achieve R 7	Has little desire to achieve R 4	Has little desire to achieve R 1
3. Persistence with the Task	Won't quit until done R 7	Gives up easily R 4	Gives up easily R 1
4. Work Attitude Towards the Task	Sees task as an enjoyable activity R 7	Has a "thank goodness it's Friday" attitude R 4	Has a "thank goodness it's Friday" attitude R 1
5. Independence on the Task	Is willing to work on own R 7	Is unwilling to work on own R 4	Is unwilling to work on own R 1
WILLINGNESS SCORE			
Overall Task Readiness Designation R1, R2, R3 or R4			
Appropriate Leadership Style* S1, S2, S3 or S4			

*See page four for Situational Leadership model

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**HERSEY AND BLANCHARD QUESTIONNAIRE**

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

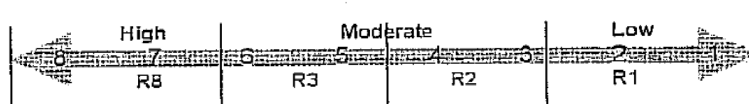


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Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

1. Select five of the individual's key tasks and write them in the spaces provided at the top on Page 2.
2. Rate the person task by task, on the five *ability dimensions* and the five *willingness dimension*, using the following eight point scale.



- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness level and appropriate leadership style are expressed as a range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 - participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	R4	R3	R2	R1
ABILITY	S2 AU 5 to 12 WM 33 to 40 R2	S2/3 AU 13 to 22 WM 33 to 40 R2/3	S3/4 AU 23 to 32 WM 33 to 40 R3/4	S4 AU 33 to 40 WM 33 to 40 R4
	S2 SU 5 to 12 WM 23 to 32 R2	S2/3 AU 13 to 22 WM 23 to 32 R2/3	S3 AU 23 to 32 WM 23 to 32 R3	S3/4 AU 33 to 40 WM 23 to 32 R3/4
	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S2/3 AU 23 to 32 WM 13 to 22 R2/3	S3/4 AU 33 to 40 WM 13 to 22 R3/4
	S1 SU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2
	R1	R2	R3	R4

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High	Moderate	Low
	R4	R3	R2
1. Past Task Experience	Has relevant experience R 7	Does not have relevant experience R 5	Does not have relevant experience R 1
2. Task Knowledge	Processes necessary knowledge R 7	Does not have necessary knowledge R 4	Does not have necessary knowledge R 1
3. Problem-solving Ability on the Task	Can solve problems independently R 7	Is unable to solve problems independently R 5	Is unable to solve problems independently R 1
4. Ability to Take Responsibility on the Task	Can be left alone R 7	Needs close supervision R 4	Needs close supervision R 1
5. Meeting the Task Deadlines	Always meets deadlines R 7	Never finishes a job on schedule R 4	Never finishes a job on schedule R 1

ABILITY SCORE

	1	2	3	4	5
1. Willingness to Take Responsibility for the Task	Is very eager R 7	Is very eager R 5	Is very eager R 4	Is very eager R 3	Is very eager R 1
2. Motivation to Achieve the Task	Has a high desire to achieve R 7	Has a high desire to achieve R 5	Has a high desire to achieve R 4	Has a high desire to achieve R 3	Has a high desire to achieve R 1
3. Persistence with the Task	Won't quit until done R 7	Won't quit until done R 5	Won't quit until done R 4	Won't quit until done R 3	Won't quit until done R 1
4. Work Attitude Towards the Task	Sees task as an enjoyable activity R 7	Sees task as an enjoyable activity R 5	Sees task as an enjoyable activity R 4	Sees task as an enjoyable activity R 3	Sees task as an enjoyable activity R 1
5. Independence on the Task	Is willing to work on own R 7	Is willing to work on own R 5	Is willing to work on own R 4	Is willing to work on own R 3	Is willing to work on own R 1
WILLINGNESS SCORE					

SUMMARY

Overall Task Readiness Designation R1, R2, R3 or R4

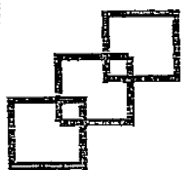
Appropriate Leadership Style: S1, S2, S3 or S4

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:

HERSEY AND BLANCHARD QUESTIONNAIRE

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

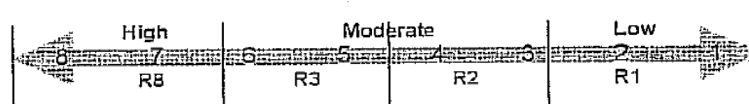


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Directions

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- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
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 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
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SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
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Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 - participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WD 33 to 40 R2	S2/3 AU 13 to 22 WD 33 to 40 R2/3	S3/4 AU 23 to 32 WD 33 to 40 R3/4	S4 AU 33 to 40 WD 33 to 40 R4
R3	S2 SU 5 to 12 WD 23 to 32 R3	S2/3 AU 13 to 22 WD 23 to 32 R2/3	S3 AU 23 to 32 WD 23 to 32 R3	S3/4 AU 33 to 40 WD 33 to 32 R3/4
R2	S1/2 AU 5 to 12 WD 13 to 22 R1/2	S2 AU 13 to 22 WD 13 to 22 R2	S2/3 AU 23 to 32 WD 13 to 22 R2/3	S2/3 AU 33 to 40 WD 13 to 22 R2/3
R1	S1 SU 5 to 12 WD 5 to 12 R1	S1/2 AU 13 to 22 WD 5 to 12 R1/2	S2 AU 23 to 32 WD 5 to 12 R2	S2 AU 33 to 40 WD 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High	Moderate	Low
	R4	R3	R2
1. Past Task Experience	8 Has relevant experience	5 Does not have relevant experience	1 Does not have relevant experience
2. Task knowledge	8 Possesses necessary knowledge	4 Does not have necessary knowledge	1 Does not have necessary knowledge
3. Problem-solving Ability on the Task	8 Can solve problems independently	5 Is unable to solve problems independently	1 Needs close supervision
4. Ability to Take Responsibility on the Task	8 Can be left alone	5 Needs close supervision	1 Needs close supervision
5. Meeting the Task Deadlines	8 Always meets deadlines	5 Never finishes a job on schedule	1 Never finishes a job on schedule

ABILITY SCORE

	1	2	3	4	5
1. Willingness to Take Responsibility for the Task	8 Is very eager	7 Is very eager	6 Is very eager	5 Is very eager	4 Is very eager
2. Motivation to Achieve the Task	8 Has a high desire to achieve	7 Has a high desire to achieve	6 Has a high desire to achieve	5 Has a high desire to achieve	4 Has a high desire to achieve
3. Persistence with the Task	8 Won't quit until done	7 Won't quit until done	6 Won't quit until done	5 Won't quit until done	4 Won't quit until done
4. Work Attitude Towards the Task	8 Sees task as an enjoyable activity	7 Sees task as an enjoyable activity	6 Sees task as an enjoyable activity	5 Sees task as an enjoyable activity	4 Sees task as an enjoyable activity
5. Independence on the Task	8 Is willing to work on own	7 Is willing to work on own	6 Is willing to work on own	5 Is willing to work on own	4 Is willing to work on own

WILLINGNESS SCORE

Overall Task Readiness Designation R1, R2, R3 or R4	
Appropriate Leadership Style S1, S2, S3 or S4	

*See page four for Situational Leadership model

KEY TASKS

	1	2	3	4	5
1					
2					
3					
4					
5					

ABILITY DIMENSIONS

WILLINGNESS DIMENSIONS

SUMMARY

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**HERSEY AND BLANCHARD QUESTIONNAIRE**

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



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- Manager/Supervisor Rating Form -

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Adapted by Center for Leadership and Organization Studies

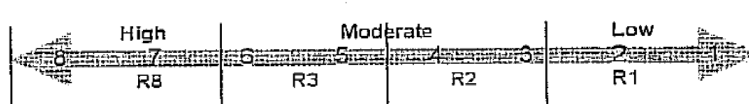


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- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

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(Reg. No. 73/0463S/07)

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 -- participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 13 to 12 WM 23 to 40 R2	S2/3 AU 23 to 32 WM 33 to 40 R2/3	S3/4 AU 23 to 32 WM 33 to 40 R3/4	S4 AU 33 to 40 WM 43 to 40 R4
R3	S2 SU 5 to 12 WM 23 to 32 R3	S2/3 AU 13 to 22 WM 23 to 32 R2/3	S3 AU 23 to 32 WM 33 to 32 R3	S3/4 AU 33 to 40 WM 43 to 40 R4
R2	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 23 to 22 R2	S2/3 AU 23 to 32 WM 33 to 22 R2/3	S3 AU 33 to 40 WM 43 to 22 R3
R1	S1 SU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R3

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High	Moderate	Low
	R4	R3	R2
1. Past Task Experience	Has relevant experience 8 7 6 5 4 3 2 1	Does not have relevant experience 8 7 6 5 4 3 2 1	
2. Task knowledge	Processes necessary knowledge 8 7 6 5 4 3 2 1	Does not have necessary knowledge 8 7 6 5 4 3 2 1	
3. Problem-solving Ability on the Task	Can solve problems independently 8 7 6 5 4 3 2 1	Is unable to solve problems independently 8 7 6 5 4 3 2 1	
4. Ability to Take Responsibility on the Task	Can be left alone 8 7 6 5 4 3 2 1	Needs close supervision 8 7 6 5 4 3 2 1	
5. Meeting the Task Deadlines	Always meets deadlines 8 7 6 5 4 3 2 1	Never finishes a job on schedule 8 7 6 5 4 3 2 1	
ABILITY SCORE			
1. Willingness to Take Responsibility for the Task	Is very eager 8 7 6 5 4 3 2 1	Is very reluctant 8 7 6 5 4 3 2 1	
2. Motivation to Achieve the Task	Has a high desire to achieve 8 7 6 5 4 3 2 1	Has little desire to achieve 8 7 6 5 4 3 2 1	
3. Persistence with the Task	Won't quit until done 8 7 6 5 4 3 2 1	Gives up easily 8 7 6 5 4 3 2 1	
4. Work Attitude Towards the Task	Sees task as an enjoyable activity 8 7 6 5 4 3 2 1	Has a "thank goodness it's Friday" attitude 8 7 6 5 4 3 2 1	
5. Independence on the Task	Is willing to work on own 8 7 6 5 4 3 2 1	Is unwilling to work on own 8 7 6 5 4 3 2 1	
WILLINGNESS SCORE			
Overall Task Readiness Designation R1, R2, R3 or R4			
Appropriate Leadership Style* S1, S2, S3 or S4			

*See page four for Situational Leadership model

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**HERSEY AND BLANCHARD QUESTIONNAIRE**

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

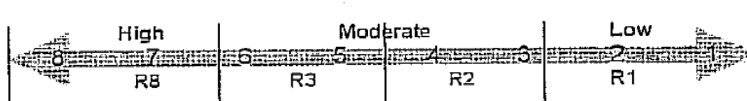


The purpose of this rating form is to help you determine the *task readiness* of a person who works for you. Task Readiness refers to the *ability* and *willingness* of a person to direct his or her behaviour while working on a particular objective or responsibility. Since a person's *readiness* level will depend upon the particular task, you must determine the person's *readiness* to perform each key task.

Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

1. Select five of the individual's key tasks and write them in the spaces provided at the top on Page 2.
2. Rate the person task by task, on the five *ability dimensions* and the five *willingness dimension*, using the following eight point scale.



- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 - participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WM 33 to 40 R2	S2/3 AU 13 to 22 WM 33 to 40 R2/3	S3/4 AU 23 to 32 WM 33 to 40 R3/4	S4 AU 33 to 40 WM 33 to 40 R4
R3	S2 AU 5 to 12 WM 23 to 32 R3	S2/3 AU 13 to 22 WM 23 to 32 R2/3	S3 AU 23 to 32 WM 23 to 32 R3	S3/4 AU 33 to 40 WM 33 to 40 R3/4
R2	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S2/3 AU 23 to 32 WM 13 to 22 R2/3	S3 AU 33 to 40 WM 13 to 22 R2/3
R1	S1 AU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High	Moderate	Low
	R4	R3	R2
1. Past Task Experience	8 Has relevant experience	5 Does not have relevant experience	1 Does not have relevant experience
2. Task knowledge	8 Possesses necessary knowledge	4 Does not have necessary knowledge	1 Does not have necessary knowledge
3. Problem-solving Ability on the Task	8 Can solve problems independently	5 Is unable to solve problems independently	1 Is unable to solve problems independently
4. Ability to Take Responsibility on the Task	8 Can be left alone	4 Needs close supervision	1 Needs close supervision
5. Meeting the Task Deadlines	8 Always meets deadlines	4 Never finishes a job on schedule	1 Never finishes a job on schedule

ABILITY SCORE

	1	2	3	4	5
1. Willingness to Take Responsibility for the Task	8 Is very eager	7 Is very eager	6 Is very eager	5 Is very eager	4 Is very eager
2. Motivation to Achieve the Task	8 Has a high desire to achieve	7 Has a high desire to achieve	6 Has a high desire to achieve	5 Has a high desire to achieve	4 Has a high desire to achieve
3. Persistence with the Task	8 Won't quit until done	7 Won't quit until done	6 Won't quit until done	5 Won't quit until done	4 Won't quit until done
4. Work Attitude Towards the Task	8 Sees task as an enjoyable activity	7 Sees task as an enjoyable activity	6 Sees task as an enjoyable activity	5 Sees task as an enjoyable activity	4 Sees task as an enjoyable activity
5. Independence on the Task	8 Is willing to work on own	7 Is willing to work on own	6 Is willing to work on own	5 Is willing to work on own	4 Is willing to work on own

WILLINGNESS DIMENSIONS

SUMMARY

WILLINGNESS SCORE

Overall Task Readiness Designation R1, R2, R3 or R4

Appropriate Leadership Style: S1, S2, S3 or S4

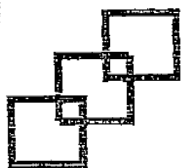
*See page four for Situational Leadership model

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:

HERSEY AND BLANCHARD QUESTIONNAIRE

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

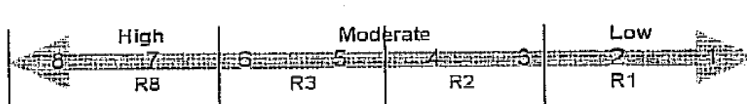


The purpose of this rating form is to help you determine the *task readiness* of a person who works for you. Task Readiness refers to the *ability* and *willingness* of a person to direct his or her behaviour while working on a particular objective or responsibility. Since a person's *readiness* level will depend upon the particular task, you must determine the person's *readiness* to perform each key task.

Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

1. Select five of the individual's key tasks and write them in the spaces provided at the top on Page 2.
2. Rate the person task by task, on the five *ability dimensions* and the five *willingness dimension*, using the following eight point scale.



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 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:

Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness level and appropriate leadership style are expressed as a range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, the individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 - participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	R4	R3	R2	R1
ABILITY	S2 AD 5 to 12 WD 33 to 40 R2	S23 AD 13 to 22 WD 33 to 40 R23	S3 AD 23 to 32 WD 23 to 32 R3	S34 AD 33 to 40 WD 23 to 32 R4
	S1/2 AD 5 to 12 WD 13 to 22 R1/2	S2 AD 13 to 22 WD 13 to 22 R2	S23 AD 23 to 32 WD 13 to 22 R23	S24 AD 33 to 40 WD 13 to 22 R23
	S1 AD 5 to 12 WD 5 to 12 R1	S1/2 AD 13 to 22 WD 5 to 12 R1/2	S2 AD 23 to 32 WD 5 to 12 R2	S2 AD 33 to 40 WD 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High	Moderate	Low
	IN	IN	IN
1. Past Task Experience	Has relevant experience 8 7 6 5 4 3 2 1	Does not have relevant experience 8 7 6 5 4 3 2 1	
2. Task Knowledge	Processes necessary knowledge 8 7 6 5 4 3 2 1	Does not have necessary knowledge 8 7 6 5 4 3 2 1	
3. Problem-solving Ability on the Task	Can solve problems independently 8 7 6 5 4 3 2 1	Is unable to solve problems independently 8 7 6 5 4 3 2 1	
4. Ability to Take Responsibility on the Task	Can be left alone 8 7 6 5 4 3 2 1	Needs close supervision 8 7 6 5 4 3 2 1	
5. Meeting the Task Deadlines	Always meets deadlines 8 7 6 5 4 3 2 1	Never finishes a job on schedule 8 7 6 5 4 3 2 1	
ABILITY SCORE			
1. Willingness to Take Responsibility for the Task	Is very eager 8 7 6 5 4 3 2 1	Is very reluctant 8 7 6 5 4 3 2 1	
2. Motivation to Achieve the Task	Has a high desire to achieve 8 7 6 5 4 3 2 1	Has little desire to achieve 8 7 6 5 4 3 2 1	
3. Persistence with the Task	Won't quit until done 8 7 6 5 4 3 2 1	Gives up easily 8 7 6 5 4 3 2 1	
4. Work Attitude Towards the Task	Sees task as an enjoyable activity 8 7 6 5 4 3 2 1	Has a "Thank goodness it's Friday" attitude 8 7 6 5 4 3 2 1	
5. Independence on the Task	Is willing to work on own 8 7 6 5 4 3 2 1	Is unwilling to work on own 8 7 6 5 4 3 2 1	
WILLINGNESS SCORE			
Overall Task Readiness Designation R1, R2, R3 or R4	*See page four for Situational Leadership model		
Appropriate Leadership Style: S1, S2, S3 or S4			

KEY TASKS

ABILITY DIMENSIONS

WILLINGNESS DIMENSIONS

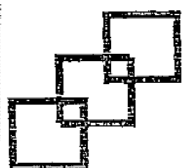
SUMMARY

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:

HERSEY AND BLANCHARD QUESTIONNAIRE

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

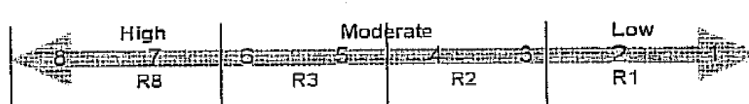


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Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

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- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 -- participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WM 33 to 40 R2	S23 AU 13 to 22 WM 33 to 40 R23	S34 AU 23 to 32 WM 33 to 40 R34	S4 AU 33 to 40 WM 33 to 40 R4
R3	S2 SU 5 to 12 WM 23 to 32 R3	S23 AU 13 to 22 WM 23 to 32 R23	S3 AU 23 to 32 WM 23 to 32 R3	S34 AU 33 to 40 WM 33 to 40 R34
R2	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S23 AU 23 to 32 WM 13 to 22 R23	S23 AU 33 to 40 WM 13 to 22 R23
R1	S1 SU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

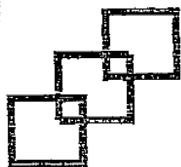
	High					Moderate					Low					
	R4	R3	R2	R1	R4	R3	R2	R1	R4	R3	R2	R1	R4	R3	R2	R1
1. Past Task Experience	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
2. Task knowledge	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
3. Problem-solving Ability on the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
4. Ability to Take Responsibility on the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
5. Meeting the Task Deadlines	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
ABILITY SCORE																
1. Willingness to Take Responsibility for the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
2. Motivation to Achieve the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
3. Persistence with the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
4. Work Attitude Towards the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
5. Independence on the Task	7	6	5	4	3	2	1		7	6	5	4	3	2	1	
WILLINGNESS SCORE																
Overall Task Readiness Designation R1, R2, R3 or R4																
Appropriate Leadership Style S1, S2, S3 or S4																

*See page four for Situational Leadership model

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**HERSEY AND BLANCHARD QUESTIONNAIRE**

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TASK READINESS SCALE

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Adapted by Center for Leadership and Organization Studies

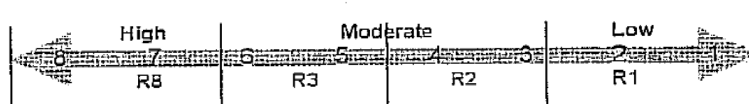


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 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness range encompassing a combination of two readiness levels and / or leadership styles.

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EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 -- participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WM 33 to 40 R2	S23 AU 13 to 22 WM 33 to 40 R23	S34 AU 23 to 32 WM 33 to 40 R34	S4 AU 33 to 40 WM 33 to 40 R4
R3	S2 SU 5 to 12 WM 23 to 32 R3	S23 AU 13 to 22 WM 23 to 32 R23	S3 AU 23 to 32 WM 23 to 32 R3	S34 AU 33 to 40 WM 33 to 40 R34
R2	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S23 AU 23 to 32 WM 13 to 22 R23	S23 AU 33 to 40 WM 13 to 22 R23
R1	S1 SU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High				Moderate				Low			
	R4	R3	R2	R1	R4	R3	R2	R1	R4	R3	R2	R1
1. Past Task Experience	7	6	5	4	3	2	1		7	6	5	4
2. Task knowledge	7	6	5	4	3	2	1		7	6	5	4
3. Problem-solving Ability on the Task	7	6	5	4	3	2	1		7	6	5	4
4. Ability to Take Responsibility on the Task	7	6	5	4	3	2	1		7	6	5	4
5. Meeting the Task Deadlines	7	6	5	4	3	2	1		7	6	5	4

ABILITY SCORE

	Is very eager				Is very reluctant			
	R4	R3	R2	R1	R4	R3	R2	R1
1. Willingness to Take Responsibility for the Task	7	6	5	4	3	2	1	
2. Motivation to Achieve the Task	7	6	5	4	3	2	1	
3. Persistence with the Task	7	6	5	4	3	2	1	
4. Work Attitude Towards the Task	7	6	5	4	3	2	1	
5. Independence on the Task	7	6	5	4	3	2	1	

WILLINGNESS SCORE

Overall Task Readiness Designation R1, R2, R3 or R4

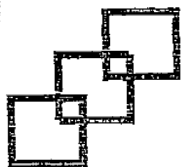
Appropriate Leadership Style: S1, S2, S3 or S4

*See page four for Situational Leadership model

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Adapted by Center for Leadership and Organization Studies

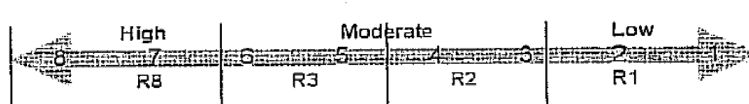


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3. Repeat the same rating procedure for each of the key tasks, one task at a time.
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SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 -- participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WM 33 to 40 R2	S23 AU 13 to 22 WM 33 to 40 R23	S24 AU 23 to 32 WM 33 to 40 R24	S4 AU 33 to 40 WM 33 to 40 R4
R3	S2 SU 5 to 12 WM 23 to 32 R3	S23 AU 13 to 22 WM 23 to 32 R23	S3 AU 23 to 32 WM 23 to 32 R3	S24 AU 33 to 40 WM 33 to 40 R24
R2	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S23 AU 23 to 32 WM 13 to 22 R23	S23 AU 33 to 40 WM 13 to 22 R23
R1	S1 SU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

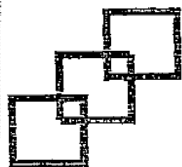
	High					Moderate					Low				
	R4	R3	R2	R1	R1	R4	R3	R2	R1	R1	R4	R3	R2	R1	
1. Past Task Experience	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
2. Task knowledge	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
3. Problem-solving Ability on the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
4. Ability to Take Responsibility on the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
5. Meeting the Task Deadlines	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
ABILITY SCORE															
1. Willingness to Take Responsibility for the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
2. Motivation to Achieve the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
3. Persistence with the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
4. Work Attitude Towards the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
5. Independence on the Task	7	6	5	4	3	2	1	1	1	1	1	1	1	1	
WILLINGNESS SCORE															
Overall Task Readiness Designation R1, R2, R3 or R4															
Appropriate Leadership Style: S1, S2, S3 or S4															

*See page four for Situational Leadership model

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**HERSEY AND BLANCHARD QUESTIONNAIRE**

Manager / Supervisor rating form on readiness i.e. motivation and ability. To be completed by the CEO on:

- a. The 10 Managers in Management



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

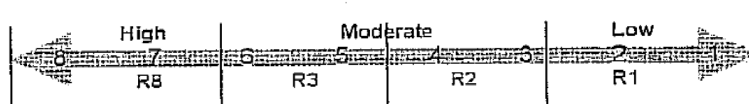


The purpose of this rating form is to help you determine the *task readiness* of a person who works for you. Task Readiness refers to the *ability* and *willingness* of a person to direct his or her behaviour while working on a particular objective or responsibility. Since a person's *readiness* level will depend upon the particular task, you must determine the person's *readiness* to perform each key task.

Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

1. Select five of the individual's key tasks and write them in the spaces provided at the top on Page 2.
2. Rate the person task by task, on the five *ability dimensions* and the five *willingness dimension*, using the following eight point scale.



- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 -- participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WM 33 to 40 R2	S23 AU 13 to 22 WM 33 to 40 R23	S34 AU 23 to 32 WM 33 to 40 R34	S4 AU 33 to 40 WM 33 to 40 R4
R3	S2 SU 5 to 12 WM 23 to 32 R3	S23 AU 13 to 22 WM 23 to 32 R23	S3 AU 23 to 32 WM 23 to 32 R3	S34 AU 33 to 40 WM 33 to 40 R34
R2	S1/2 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S23 AU 23 to 32 WM 13 to 22 R23	S23 AU 33 to 40 WM 13 to 22 R23
R1	S1 SU 5 to 12 WM 5 to 12 R1	S1/2 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

KEY TASKS	High				Moderate				Low			
	R4	R3	R2	R1	R4	R3	R2	R1	R4	R3	R2	R1
1. Past Task Experience	7	6	5	4	3	2	1		7	6	5	4
2. Task knowledge	7	6	5	4	3	2	1		7	6	5	4
3. Problem-solving Ability on the Task	7	6	5	4	3	2	1		7	6	5	4
4. Ability to Take Responsibility on the Task	7	6	5	4	3	2	1		7	6	5	4
5. Meeting the Task Deadlines	7	6	5	4	3	2	1		7	6	5	4

ABILITY SCORE

WILLINGNESS DIMENSIONS	Is very eager				Is very reluctant			
	R4	R3	R2	R1	R4	R3	R2	R1
1. Willingness to Take Responsibility for the Task	7	6	5	4	3	2	1	
2. Motivation to Achieve the Task	7	6	5	4	3	2	1	
3. Persistence with the Task	7	6	5	4	3	2	1	
4. Work Attitude Towards the Task	7	6	5	4	3	2	1	
5. Independence on the Task	7	6	5	4	3	2	1	

SUMMARY

WILLINGNESS SCORE

Overall Task Readiness Designation R1, R2, R3 or R4

*See page four for Situational Leadership model

Appropriate Leadership Style: S1, S2, S3 or S4

INSTRUCTIONS ON COMPLETION OF QUESTIONNAIRE:

HERSEY AND BLANCHARD QUESTIONNAIRE

Lead Self – questionnaire to be completed by the same top Management CEO as previously on his leadership style and adaptability. This would be done by one person.

LEAD → Other

PERCEPTIONS BY OTHERS (LEADERSHIP STYLE)

Developed by Paul Hersey and Kenneth H. Blanchard

Directions:

Assume

N/A

(name of leader)

is involved in each of the following twelve situations. Each situation has four alternative actions this leader might initiate. READ each item carefully. THINK about what this PERSON would do in each circumstance. Then CIRCLE the letter of the alternative action choice which you think would most closely describe the behavior of THIS LEADER in the situation presented, based upon your experience. Circle only one choice.



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Leader Effectiveness & adaptation... Description

1	<p>SITUATION</p> <p>Subordinates are not responding lately to this leader's friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Emphasize the use of uniform procedures and the necessity for task accomplishment.</p> <p>B. Be available for discussion but would not push involvement.</p> <p>C. Talk with subordinates and then set goals.</p> <p>D. Intentionally not intervene.</p>
2	<p>SITUATION</p> <p>To observable performance of this leader's group is increasing. The leader has been making sure that all members were aware of their responsibilities and expected standards of performance.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Engage in friendly interaction, but continue to make sure all members are aware of their responsibilities and expected standards of performance.</p> <p>B. Take no definite action.</p> <p>C. Do what you can to make the group feel important and involved.</p> <p>D. Emphasize the importance of deadlines and tasks.</p>
3	<p>SITUATION</p> <p>This leader's group is unable to solve a problem themselves. The leader has normally set them alone. Group performance and interpersonal relations have been good.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Work with the group and together engage in problem-solving.</p> <p>B. Let the group work it out.</p> <p>C. Act quickly and firmly to correct and redirect.</p> <p>D. Encourage group to work on problem and be supportive of their efforts.</p>
4	<p>SITUATION</p> <p>This leader is considering a change. The leader's subordinates have a fine record of accomplishment. They respect the need for change.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Allow group involvement in developing the change but don't be too directive.</p> <p>B. Announce changes and then implement with close supervision.</p> <p>C. Allow group to formulate its own direction.</p> <p>D. Incorporate group recommendations, but you direct the change.</p>
5	<p>SITUATION</p> <p>The performance of this leader's group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed reminding to have their tasks done on time.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Allow group to formulate its own direction.</p> <p>B. Incorporate group recommendations, but see that objectives are met.</p> <p>C. Redefine roles and responsibilities and supervise carefully.</p> <p>D. Allow group involvement in determining roles and responsibilities but don't be too directive.</p>
6	<p>SITUATION</p> <p>This leader stepped into an efficiently run organization. The previous administrator tightly controlled the situation. The leader wants to maintain a productive situation, but would like to begin humanizing the environment.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Do what you can to make group feel important and involved.</p> <p>B. Emphasize the importance of deadlines and tasks.</p> <p>C. Intentionally do not intervene.</p> <p>D. Get group involved in decision-making, but see that objectives are met.</p>

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7	<p>SITUATION</p> <p>This leader is considering changing to a structure that will be new to the group. Members of the group have made suggestions about needed changes. The group has been productive and demonstrated flexibility in its operations.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Define the change and supervise carefully.</p> <p>B. Participate with the group in developing the change but allow members to organize the implementation.</p> <p>C. Be willing to make changes as recommended, but maintain control of implementation.</p> <p>D. Avoid confrontation; leave things alone.</p>
8	<p>SITUATION</p> <p>Group performance and interpersonal relations are good. This leader feels somewhat unsure about providing little direction for the group.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Leave the group alone.</p> <p>B. Discuss the situation with the group and then would initiate necessary changes.</p> <p>C. Take steps to direct subordinates toward working in a well-defined manner.</p> <p>D. Be supportive in discussing the situation with the group but not too directive.</p>
9	<p>SITUATION</p> <p>This leader has been appointed by a superior to head a task force that is far outside in nature requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Let the group work out its problem.</p> <p>B. Incorporate group recommendations, but see that objectives are met.</p> <p>C. Redefine goals and supervise carefully.</p> <p>D. Allow group involvement in setting goals, but would not push.</p>
10	<p>SITUATION</p> <p>Subordinates, usually able to take responsibility, are not responding to the leader's recent redefining of standards.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Allow group work out its problems.</p> <p>B. Redefine standards and supervise carefully.</p> <p>C. Avoid confrontation by not applying pressure; leave situation alone.</p> <p>D. Incorporate group recommendations, but see that new standards are met.</p>
11	<p>SITUATION</p> <p>This leader has been promoted to a new position. The previous manager was uninvolved in the affairs of the group. Group interrelations are good.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Take steps to direct subordinates toward working in a well-defined manner.</p> <p>B. Involve subordinates in decision-making and reinforce good contributions.</p> <p>C. Discuss past performance with group and then examine the need for new practices.</p> <p>D. Continue to leave the group alone.</p>
12	<p>SITUATION</p> <p>Recent information indicates some internal difficulties among subordinates. The group has a reasonable record of accomplishment. Members have effectively maintained long-range goals. They have worked in harmony for the past year. All are well qualified for the task.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Try out a solution with subordinates and examine the need for new practices.</p> <p>B. Allow the group members to work it out themselves.</p> <p>C. Act quickly and firmly to correct and redirect.</p> <p>D. Participate in problem discussion while providing support for subordinates.</p>

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ORGANIZATIONAL DIAGNOSIS OF SOCIAL CHANGE QUESTIONNAIRE

This questionnaire is designed to assess how well your own organization has adapted to the social change in four related areas.

Using this seven point scale assess how far you agree or disagree with the following statements. Circle the answer that you feel is applicable, there are no right or wrong answers.

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

The only correct answer is what you decide yourself.

<u>STATEMENT</u>	<u>SCALE</u>						
1. My immediate boss has ideas that are helpful to me and my work group.	1	2	3	4	5	6	7
2. My immediate boss is supportive in my work	1	2	3	4	5	6	7
3. This organization keeps its policies and procedures up to date.	1	2	3	4	5	6	7
4. This organization shows in its actions that employment equity is an important part of organizational transformation.	1	2	3	4	5	6	7
5. I do not have all the information and resources I need to do a good job.	1	2	3	4	5	6	7
6. The management style adopted by senior management is effective	1	2	3	4	5	6	7
7. We constantly introduce improvements to our methods.	1	2	3	4	5	6	7
8. This organization takes effective action to eliminate unfair practices that adversely affect employees from designated groups (Black [African, Coloured, and Indian] woman and people with disabilities.)	1	2	3	4	5	6	7
9. This organization does not set realistic company plans.	1	2	3	4	5	6	7
10. My performance in my job is regularly reviewed by my boss.	1	2	3	4	5	6	7
11. There are occasions when I would like to be free to make changes in my job.	1	2	3	4	5	6	7
12. This organization has comprehensive programmes for implementing affirmative action.	1	2	3	4	5	6	7
13. Departments do not work well together to achieve good performance.	1	2	3	4	5	6	7

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 14. | This organization's management team provides effective leadership. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | This organization has the capacity to change. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | This organization ensures that employees from designated groups are given equal opportunities for advancement. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. | Other departments are not helpful to my own department whenever necessary. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. | My boss's management style helps me in the performance of my own work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. | Creativity and initiative are not encouraged. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. | This organization's development and training programmes for designated groups are effective. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

QUESTIONS ON TRANSFORMATION

Below are three-ended questions based on what you think is taking place with your organization. This is your personal interpretation.

A. EMPLOYMENT EQUITY

- i. What do you think about the way employment equity is being handled in this organization?

B. AFFIRMATIVE ACTION

- i. What do you think about the way affirmative action is being implemented in this organization?

C. DEVELOPMENT OF DESIGNATED GROUPS

- i. What do you think about the organization's training and development programmes for designated employee groups?

APPENDIX N

Batch 1: Questionnaires**Attention:** Management Staff

These questionnaires must be answered by top, middle and junior management but not by the CEO. Thus 10 managers in each organization will fill out these questionnaires, preferably in an even ration of 3 top, 3 middle and 4 junior managers or failing which, where they could be found in management. Ideally half should be affirmees and the other half non-affirmees.

The White questionnaire is organizational climate and will deal with the “my organization at the moment” and the “way I would like it to be”.

The pink questionnaire is a Hersey and Blanchard questionnaire and will deal with the respondents own level of readiness and thus the adopted leadership style.

The yellow questionnaire will be an assessment of the leadership style used by the CEO on the management staff by the management staff.

The blue questionnaire is used to measure the level of social change which is taking place within the organization.



3 March 2005

TO WHOM IT MAY CONCERN

RE: GUSTAV PETER KRIEL (STUDENT NO 201510417)

We wish to advise that the above student is registered at the Graduate School of Business studying towards a Doctorate in Business Administration.

We would appreciate it if you could complete the necessary forms and return them to enable the student to complete his studies satisfactorily in order to enable the student to complete his studies.

His direction of study is "The social transformation of the South African Pharmaceutical Industry with an emphasis on the leadership aspect". As you would appreciate this is at the moment in our country a very relevant topic.

We would accordingly appreciate your co-operation and thank you in advance.

Kind regards

GRADUATE SCHOOL OF BUSINESS

Graduate School of Business

Postal Address: Graduate School Building, Francois Road, Durban 4001, South Africa

Telephone: +27 (0)31 260 1105

Facsimile: +27 (0)31 260 1235

Email: gsb@ukzn.ac.za

Website: www.gsb.ukzn.ac.za

Founding Campuses:

Edgewood

Howard College

Medical School

Pietermaritzburg

Westville

A. **INTRODUCTION**

My name is Gustav Kriel and I am currently studying for my DBA at the University of Natal. The ultimate driving force behind the study that follows is to find a solution to, "The Revolving Door Syndrome" within the industry in our country.

My focus is on affirmer and non-affirmer managers and their perceptions of change within their organizations, as well as management in their organizations. The study will also look at styles of leadership and its role in solving the problem.

All information received is confidential. Individuals cannot be identified. Responses are collated together and analysed. This information can be provided to the management group of the participating organization. It will be compared with data from other organizations. Again, this information from the comparative studies will be provided to do so. The identity of organizations will not be revealed unless we are given specific permission to do so.

Effective management of organizations is seen as a key element in economic prosperity. In addition, a cross-cultural approach to developing effective management has a particular cord in South Africa. It is increasingly recognized that the wholesale adoptions of Western approaches may not be appropriate, whereas a return to indigenous approaches such as the 'ubuntu' movement, may be too simplistic.

Name:	Taffy Kriel
Address:	P O Box 1593, Empangeni, 3880
E-mail address:	wyta@iafrica.com
Contact number:	(035) 7921494 or 7921903 or 7923470/2
Cell no.:	082 444 8099

B. **WHAT THE STUDY SETS OUT TO DO**

TITLE: Effective Management of Social Change in the South African Pharmaceutical Industry.

25 Companies were randomly selected out of a total of 52 Pharmaceutical Manufacturers, i.e. Random Sampling.

Three different Questionnaires will be employed in order to do a triangulation i.e. In order to get all the data to support each other.

Questionnaire 1:

- I.D. key elements of successful management in the S.A. Pharmaceutical Industry.
- Development of effective and appropriate management in the organization which will fit the situational circumstances.
- The importance of the way change is being managed and the effectiveness of the management of change from different prerogatives will be analyzed as a diagnostic tool in order to enhance effectiveness of management.

Questionnaire 2:

- Qualitative perceptions of effectiveness of management of social change within the S.A. Pharmaceutical Industry.
- Information from the comparative studies will be provided to management groups for possible implementation.

Questionnaire 3:

Triangulation (Perceptions of Change Questionnaire)

- Experience of social change in the Pharmaceutical industry.
- Barriers to social change.
- Development of effective management of change systems
- Manager's perceptions of social change will be associated with the current organizational climate.

C. ULTIMATE CONTRIBUTION TO THE BODY OF KNOWLEDGE

- Developing a body of knowledge on how change can be implemented more effectively in the Pharmaceutical Industry.
- Developing an awareness of situational differences and appropriate management styles.
- Ensuring appropriate management styles are implemented in accordance with different situational requirements.
- Formulating action plans, and monitoring progress of social change towards a more diverse and effective organization.
- Emphasis on the effective management of people cross culturally and the management of change.
- The identification of specific training needs for effective change implementation.

D. STRUCTURES OF THE QUESTIONNAIRES:

3 Questionnaires – To explain and fill these out should take about 45 minutes of the respondent's time. Co-ordination by H.R. person.

1. **Organizational Climate Questionnaire**

This must be answered by 10 managers in top, middle and junior positions in roughly even rations, i.e. 3 top; 3 middle and 4 juniors or where they could be found in management. Ideally half should be affirmees and half non-affirmees. The CEO of the HR director must also fill in one of these questionnaires.

Thus 11 questionnaires must be completed per company.

2. **Situational Leadership Questionnaire**

A. To determine **Leadership Style**:

- One (1) "Leadership Style and adaptability – Self", assessment questionnaire to be completed by the CEO or H.R. Director.
- One (1) "Leadership Style and Adaptability – Other", assessment questionnaire to be completed by each of the 10 top, middle and junior management. Half should be affirmees and the other half non-affirmees.

B. To determine **Followers level of readiness**:

- Ten (10) "Other Assessments of Readiness" filled in by the CEO or H.R. Director on each of the ten (10) top, middle and junior managers.
- One (1) "Self Assessment of Readiness" filled in by each of the ten (10) top, middle and junior managers.

3. **Perception of Change Questionnaire**

This must be filled out by the CEO or H.R. director as well as the ten (10) top, middle and junior managers.

E. **CONCLUSION**

I would expect that your organization will benefit considerably as a direct result of participating in this survey.

You will receive written feedback on the results of my analysis on data collected in your organization. This will provide useful information on the way it is managed from different perspectives at different organizational management levels and through different cultural lenses, the way things are to management and organizational effectiveness and to development efforts involving an emphasis on cross-cultural management of people, and the management of change.

Essentially, the more a participating organization is prepared to put in, the more it will get out.

I look forward to working with you on this.

Kind Regard

Taffy Kriel

**RESEARCH QUESTIONNAIRES ON MANAGEMENT AND
ORGANIZATIONAL CULTURE WITHIN THE SOUTH AFRICAN
PHARMACEUTICAL INDUSTRY**

**THE QUESTIONNAIRES ARE BEING USED IN ORDER TO DEVELOP AN
UNDERSTANDING OF THE WAY ORGANIZATIONS ARE DEVELOPING,
PARTICULARLY IN TRANSITIONAL AND EMERGING ECONOMIES, WITH
PARTICULAR REFERENCE TO MANAGEMENT STYLES AND
ORGANIZATIONAL CULTURES.**

**I WOULD APPRECIATE IT IF YOU WOULD COMPLETE THE
QUESTIONNAIRES CONFIDENTIALLY. AS INDIVIDUALS WOULD NOT BE
ABLE TO BE IDENTIFIED IN THE SURVEY. I EXPECT THE GENERAL
RESULT WILL BE USEFUL TO US IN OUR ORGANIZATIONS, AS WELL AS
HELPING IN THE FURTHER DEVELOPMENT OF EFFECTIVE
MANAGEMENT IN THE COUNTRY AS A WHOLE.**

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**ORGANIZATIONAL AND MANAGEMENT CLIMATE**

This questionnaire must be filled in by one person in top Management. Preferably the CEO. Ten other managers in top, middle and junior management.

ORGANIZATION AND MANAGEMENT CLIMATE

This questionnaire is important and also confidential. It is part of a project on management and organizations in S.A. Individuals are not identified in this organization – wide survey. We expect that the general result will be use full within your organization as well as contributing to further development of effective management in the country as a whole. We hope this is important to you. Please take the time to fill in this questionnaire.

A. About you and your position

Name of organization:

My management level: Senior Management ☐ Middle Management ☐ Junior Management ☐

Number of subordinates:.....*My function:**My profession:*.....

My highest academic qualifications:*Sex:* Male ☐ Female: ☐ *Age:*.....

My nationality: *My culture or ethnic origin:*

Years of experience in the Pharmaceutical Industry:.....

B. How would you describe your organization?

Please assign a value of 1, 2, 3, 4 or 5 to every one of the characteristics below by circling the appropriate number as follows.

- a. *My organization at the moment* (1= not like this at all – 5= exactly like this)
- b. *The way I would like it to be* (1= not like this at all – 5= exactly like this)

	a. My organization at the moment	b. The way I would like it to be
1 Orientated towards the market	1 2 3 4 5	1 2 3 4 5
2 Risk taking	1 2 3 4 5	1 2 3 4 5
3 Clear objectives	1 2 3 4 5	1 2 3 4 5
4 Very hierarchical	1 2 3 4 5	1 2 3 4 5
5 Highly centralized	1 2 3 4 5	1 2 3 4 5
6 Very authoritarian	1 2 3 4 5	1 2 3 4 5
7 Many strict rules	1 2 3 4 5	1 2 3 4 5
8 Very ethical	1 2 3 4 5	1 2 3 4 5
9 Very successful	1 2 3 4 5	1 2 3 4 5
10 Undergoing rapid change	1 2 3 4 5	1 2 3 4 5
11 Foreign owned	1 2 3 4 5	1 2 3 4 5
12 Provides equal opportunities for all	1 2 3 4 5	1 2 3 4 5
13 Motivates employees	1 2 3 4 5	1 2 3 4 5
14 Clear policies on employee relations	1 2 3 4 5	1 2 3 4 5
15 Strong trade unions	1 2 3 4 5	1 2 3 4 5
16 Inter-ethnic harmony	1 2 3 4 5	1 2 3 4 5
17 Clear policies on client or customer relations	1 2 3 4 5	1 2 3 4 5
18 Results oriented	1 2 3 4 5	1 2 3 4 5

19	High level of management expertise and skill	1 2 3 4 5	1 2 3 4 5
20	Has the well-being of its people as major objective	1 2 3 4 5	1 2 3 4 5
21	Consults employees	1 2 3 4 5	1 2 3 4 5
22	Has clear and formal rules of actions	1 2 3 4 5	1 2 3 4 5
23	Very flexible	1 2 3 4 5	1 2 3 4 5
24	Bound by government regulations	1 2 3 4 5	1 2 3 4 5
25	Influenced by family relationships	1 2 3 4 5	1 2 3 4 5
26	Encourages diversity of opinions	1 2 3 4 5	1 2 3 4 5
27	Much internal competition or promotion	1 2 3 4 5	1 2 3 4 5

Concerning the way you have described your organization on the previous page, would you please now describe the following in your own words.

What do you think of organizational climate here?:

A. How would you describe managers in your organization?

Please circle the number (from 1 to 5) which you feel is most appropriate, as follows:

- a. *Me as a manager* (1= not like this at all – 5= just like me)
- b. *Managers generally in my organization* (1= not like this at all – 5= just like me)

	a. Me, as a manager	b. Managers generally in my organization
1 Preferring the security of a steady job	1 2 3 4 5	1 2 3 4 5
2 Preferring work to be unpredictable	1 2 3 4 5	1 2 3 4 5
3 Very ambitious to reach the top	1 2 3 4 5	1 2 3 4 5
4 Freedom in a job to adopt own approach	1 2 3 4 5	1 2 3 4 5
5 Eager for opportunities to learn and develop	1 2 3 4 5	1 2 3 4 5
6 Setting self difficult goals	1 2 3 4 5	1 2 3 4 5
7 Enjoying, above all else, to work as part of a team	1 2 3 4 5	1 2 3 4 5
8 Preferring, above all else, to work alone	1 2 3 4 5	1 2 3 4 5
9 Preferring, above all else, to direct other people	1 2 3 4 5	1 2 3 4 5
10 Believing that work is the most important thing	1 2 3 4 5	1 2 3 4 5
11 Making sacrifices for the good of the group	1 2 3 4 5	1 2 3 4 5
12 Depending only on yourself	1 2 3 4 5	1 2 3 4 5
13 Being confrontational and assertive	1 2 3 4 5	1 2 3 4 5
14 Regarding the well-being of its people as the objective of an organization	1 2 3 4 5	1 2 3 4 5
15 Considering only the results of the organization as being paramount	1 2 3 4 5	1 2 3 4 5
16 Condoning all business practices if objectives are met	1 2 3 4 5	1 2 3 4 5
17 Believing that managers must act completely ethically	1 2 3 4 5 1 2 3 4 5	1 2 3 4 5 1 2 3 4 5
18 Honoring responsibilities towards relatives		
19 Being completely loyal to the organization, above all other things	1 2 3 4 5	1 2 3 4 5
20 Believing that if one is motivated enough, anything can be achieved	1 2 3 4 5	1 2 3 4 5
21 Believing that own achievement is based very much on outside forces	1 2 3 4 5	1 2 3 4 5
22. Basing decisions on pre-set principles, rather than outcomes	1 2 3 4 5	1 2 3 4 5
23. Basing decisions on likely outcome, not on pre-set principles	1 2 3 4 5	1 2 3 4 5
24. Believing that generally employees are not to be trusted	1 2 3 4 5	1 2 3 4 5
25. Having a completely democratic management style	1 2 3 4 5	1 2 3 4 5
26. Believing that reward should be based on status	1 2 3 4 5	1 2 3 4 5
27. Believing that reward should be based on achievement	1 2 3 4 5	1 2 3 4 5
28. Working through the hierarchy at all times	1 2 3 4 5	1 2 3 4 5
29. Keeping a personal distance from subordinates	1 2 3 4 5	1 2 3 4 5
30. Socializing with subordinates outside work	1 2 3 4 5	1 2 3 4 5
31. Communicating openly	1 2 3 4 5	1 2 3 4 5
32. Giving subordinates open access to information	1 2 3 4 5	1 2 3 4 5
33. A high level of management knowledge and skills	1 2 3 4 5	1 2 3 4 5

Concerning the way you have described managers in your organization, would you please describe the following in your own words:

What do you think of leadership and management in the organization here?:

In this survey, two aspects of particular concern are: (a) the appropriateness of prevailing management principles and practices to different contexts; (b) the way cultural diversity is managed in your organization. Would you please answer the following questions?

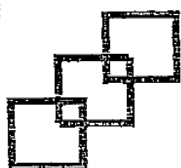
How can social change be managed in the company?:

Thank you for completing this confidential questionnaire. The results from all questions will be collated and analyzed. A report will be made available to the management group. You can e-mail me on wyta@iafrica.com for further information.

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:**HERSEY AND BLANCHARD QUESTIONNAIRE**

Self-rating questionnaire is to assess your own level of readiness. This should be completed by the following:

- a. The 10 Managers in top, middle and junior management on themselves



TASK READINESS SCALE

- Manager/Supervisor Rating Form -

Developed by Roland K. Hambleton, Kenneth H. Blanchard and Paul Hersey.

Adapted by Center for Leadership and Organization Studies

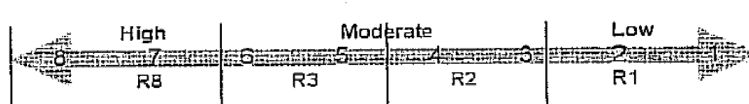


The purpose of this rating form is to help you determine the *task readiness* of a person who works for you. Task Readiness refers to the *ability* and *willingness* of a person to direct his or her behaviour while working on a particular objective or responsibility. Since a person's *readiness* level will depend upon the particular task, you must determine the person's *readiness* to perform each key task.

Directions

Please write the individual's name, and today's date in the places at the top of Page Two. Then, do the following:

1. Select five of the individual's key tasks and write them in the spaces provided at the top on Page 2.
2. Rate the person task by task, on the five *ability dimensions* and the five *willingness dimension*, using the following eight point scale.



- Write in your ratings, ranging from 1 to 8, in the sections beneath the specific task.
 - Base your ratings on the person's demonstrated *behaviour*.
 - Once you have completed both sets of five ratings, sum your ratings of ability and willingness, and enter the totals in the spaces provided.
3. Repeat the same rating procedure for each of the key tasks, one task at a time.
 4. Follow the instructions on page 3 for interpreting the ability and willingness scores.

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(Reg. No. 73/0463S/07)

SCORE

In order to determine the most appropriate leadership style to use with the individual whose ABILITY and WILLINGNESS you have just rated, please complete the steps outlined below.

1. Use the data matrix below as follows:
Locate the box which contains the combination of ABILITY and WILLINGNESS scores that you rated the individual on each key task. In the lower left hand corner of that box is the individual's overall READINESS designation for that task. In the upper right hand corner of the box is the high probability leadership style for that READINESS level. In some of the boxes the readiness level and appropriate leadership style are expressed as a range encompassing a combination of two readiness levels and / or leadership styles.

2. Enter the overall TASK READINESS and appropriate LEADERSHIP STYLE designations for each task in the Summary area at the bottom of page 2

EXAMPLE

Suppose you rate an individual a score of 27 on ABILITY and a score of 24 on WILLINGNESS for a particular task. According to the data matrix, this individual's overall TASK READINESS for that task would be R3, and the most appropriate leadership style to be used with this person would be S3 - participating (High Relationship Behaviour / Low Task Behaviour).

DATA MATRIX

WILLINGNESS	ABILITY			
	R1	R2	R3	R4
R4	S2 AU 5 to 12 WM 33 to 40 R2	S23 AU 13 to 22 WM 33 to 40 R23	S34 AU 23 to 32 WM 33 to 40 R34	S4 AU 33 to 40 WM 33 to 40 R4
R3	S2 AU 5 to 12 WM 23 to 32 R3	S23 AU 13 to 22 WM 23 to 32 R23	S3 AU 23 to 32 WM 23 to 32 R3	S34 AU 33 to 40 WM 23 to 32 R34
R2	S12 AU 5 to 12 WM 13 to 22 R1/2	S2 AU 13 to 22 WM 13 to 22 R2	S23 AU 23 to 32 WM 13 to 22 R23	S23 AU 33 to 40 WM 13 to 22 R23
R1	S1 AU 5 to 12 WM 5 to 12 R1	S12 AU 13 to 22 WM 5 to 12 R1/2	S2 AU 23 to 32 WM 5 to 12 R2	S2 AU 33 to 40 WM 5 to 12 R2

Your name: _____ Date of Rating: _____

I am a person who _____ In performing this task

	High					Moderate					Low				
	R4	R3	R2	R1	R4	R3	R2	R1	R4	R3	R2	R1			
1. Past Task Experience	7	6	5	4	3	2	1								
2. Task knowledge	7	6	5	4	3	2	1								
3. Problem-solving Ability on the Task	7	6	5	4	3	2	1								
4. Ability to Take Responsibility on the Task	7	6	5	4	3	2	1								
5. Meeting the Task Deadlines	7	6	5	4	3	2	1								
ABILITY SCORE															
1. Willingness to Take Responsibility for the Task	7	6	5	4	3	2	1								
2. Motivation to Achieve the Task	7	6	5	4	3	2	1								
3. Persistence with the Task	7	6	5	4	3	2	1								
4. Work Attitude Towards the Task	7	6	5	4	3	2	1								
5. Independence on the Task	7	6	5	4	3	2	1								
WILLINGNESS SCORE															
Overall Task Readiness Designation R1, R2, R3 or R4	*See page four for Situational Leadership model														
Appropriate Leadership Style* S1, S2, S3 or S4															

ABILITY DIMENSIONS

WILLINGNESS DIMENSIONS

SUMMARY

INSTRUCTION ON COMPLETION OF QUESTIONNAIRE:

HERSEY AND BLANCHARD QUESTIONNAIRE

Lead Other questionnaire to be filled in by the same top, middle and junior
Managers

LEAD Other

PERCEPTIONS BY OTHERS (LEADERSHIP STYLE)

Developed by Paul Hersey and Kenneth H. Blanchard

Directions:

Assume N/A
(name of leader)

is involved in each of the following twelve situations. Each situation has four alternative actions this leader might initiate. READ each item carefully. THINK about what this PERSON would do in each circumstance. Then CIRCLE the letter of the alternative action choice which you think would most closely describe the behavior of THIS LEADER in the situation presented, based upon your experience. Circle only one choice.

Leader
Effectiveness &
Adaptability
Description

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1	<p>SITUATION</p> <p>Subordinates are not responding fully to this leader's friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Emphasize the use of uniform procedures and the necessity for task accomplishment.</p> <p>B. Be available for discussion but would not push involvement.</p> <p>C. Talk with subordinates and then set goals.</p> <p>D. Intentionally not intervene.</p>
2	<p>SITUATION</p> <p>To observable performance of this leader's group is increasing. The leader has been making sure that all members were aware of their responsibilities and expected standards of performance.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Engage in friendly interaction, but continue to make sure all members are aware of their responsibilities and expected standards of performance.</p> <p>B. Take no definite action.</p> <p>C. Do what you can to make the group feel important and involved.</p> <p>D. Emphasize the importance of deadlines and tasks.</p>
3	<p>SITUATION</p> <p>This leader's group is unable to solve a problem themselves. The leader has normally left them alone. Group performance and interpersonal relations have been good.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Work with the group and together engage in problem-solving.</p> <p>B. Let the group work it out.</p> <p>C. Act quickly and firmly to correct and redirect.</p> <p>D. Encourage group to work on problem and be supportive of their efforts.</p>
4	<p>SITUATION</p> <p>This leader is considering a change. The leader's subordinates have a fair record of accomplishment. They respect the need for change.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Allow group involvement in developing the change but don't be too directive.</p> <p>B. Announce changes and then implement with close supervision.</p> <p>C. Allow group to formulate its own direction.</p> <p>D. Incorporate group recommendations, but you direct the change.</p>
5	<p>SITUATION</p> <p>The performance of this leader's group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed reminders to have task tasks done on time.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Allow group to formulate its own direction.</p> <p>B. Incorporate group recommendations, but see that objectives are met.</p> <p>C. Redefine roles and responsibilities and supervise closely.</p> <p>D. Allow group involvement in determining roles and responsibilities but don't be too directive.</p>
6	<p>SITUATION</p> <p>This leader stepped into an efficiently run organization. The previous administrator lightly contacted the situation. This leader wants to maintain a productive situation, but would like to begin humanizing the environment.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Do what you can to make group feel important and involved.</p> <p>B. Emphasize the importance of deadlines and tasks.</p> <p>C. Intentionally do not intervene.</p> <p>D. Get group involved in decision-making, but see that objectives are met.</p>

7	<p>SITUATION</p> <p>This leader is considering changing to a structure that will be new to the group. Members of the group have made suggestions about needed change. The group has been productive and demonstrated flexibility in its operations.</p>	<p>ALTERNATIVE ACTIONS</p> <p>This leader would...</p> <p>A. Define the change and supervise carefully.</p> <p>B. Participate with the group in developing the change but allow members to organize the implementation.</p> <p>C. Be willing to make changes as recommended, but maintain control of implementation.</p> <p>D. Avoid confrontation; leave things alone.</p>
8	<p>SITUATION</p> <p>Group performance and interpersonal relations are good. This leader feels somewhat unsure about providing little direction for the group.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Leave the group alone.</p> <p>B. Discuss the situation with the group and then would make necessary changes.</p> <p>C. Take steps to direct subordinates toward working in a well-defined manner.</p> <p>D. Be supportive in discussing the situation with the group but not too directive.</p>
9	<p>SITUATION</p> <p>This leader has been appointed by a superior to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Let the group work out its problem.</p> <p>B. Incorporate group recommendations, but see that objectives are met.</p> <p>C. Redefine goals and supervise carefully.</p> <p>D. Allow group involvement in setting goals; but would not push.</p>
10	<p>SITUATION</p> <p>Subordinates, usually able to take responsibility, are not responding to the leader's recent redefining of standards.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Allow group work out its problems.</p> <p>B. Redefine standards and supervise carefully.</p> <p>C. Avoid confrontation by not applying pressure; leave situation alone.</p> <p>D. Incorporate group recommendations, but see that new standards are met.</p>
11	<p>SITUATION</p> <p>This leader has been promoted to a new position. The previous manager was uninvolved in the affairs of the group. Group interpersonal relations are good.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Take steps to direct subordinates toward working in a well-defined manner.</p> <p>B. Involve subordinates in decision-making and discuss past performance with group and then examine the need for new practices.</p> <p>C. Continue to leave the group alone.</p>
12	<p>SITUATION</p> <p>Recent information indicates some internal difficulties among subordinates. The group has a remarkable record of accomplishment. Members have effectively maintained long-range goals. They have worked in harmony for the past year. All are well qualified for the task.</p>	<p>ALTERNATIVE ACTION</p> <p>This leader would...</p> <p>A. Try out a solution with subordinates and examine the need for new practices.</p> <p>B. Allow the group members to work it out themselves.</p> <p>C. Act quickly and firmly to correct and redirect.</p> <p>D. Participate in problem discussion while providing support for subordinates.</p>

ORGANIZATIONAL DIAGNOSIS OF SOCIAL CHANGE QUESTIONNAIRE

This questionnaire is designed to assess how well your own organization has adapted to the social change in four related areas.

Using this seven point scale assess how far you agree or disagree with the following statements. Circle the answer that you feel is applicable, there are no right or wrong answers.

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

The only correct answer is what you decide yourself.

<u>STATEMENT</u>	<u>SCALE</u>						
1. My immediate boss has ideas that are helpful to me and my work group.	1	2	3	4	5	6	7
2. My immediate boss is supportive in my work	1	2	3	4	5	6	7
3. This organization keeps its policies and procedures up to date.	1	2	3	4	5	6	7
4. This organization shows in its actions that employment equity is an important part of organizational transformation.	1	2	3	4	5	6	7
5. I do not have all the information and resources I need to do a good job.	1	2	3	4	5	6	7
6. The management style adopted by senior management is effective	1	2	3	4	5	6	7
7. We constantly introduce improvements to our methods.	1	2	3	4	5	6	7
8. This organization takes effective action to eliminate unfair practices that adversely affect employees from designated groups (Black [African, Coloured, and Indian] woman and people with disabilities.)	1	2	3	4	5	6	7
9. This organization does not set realistic company plans.	1	2	3	4	5	6	7
10. My performance in my job is regularly reviewed by my boss.	1	2	3	4	5	6	7
11. There are occasions when I would like to be free to make changes in my job.	1	2	3	4	5	6	7

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 12. | This organization has comprehensive programmes for implementing affirmative action. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. | Departments do not work well together to achieve good performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. | This organization's management team provides effective leadership. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | This organization has the capacity to change. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | This organization ensures that employees from designated groups are given equal opportunities for advancement. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. | Other departments are not helpful to my own department whenever necessary. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. | My boss's management style helps me in the performance of my own work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. | Creativity and initiative are not encouraged. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. | This organization's development and training programmes for designated groups are effective. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

QUESTIONS ON TRANSFORMATION

Below are three-ended questions based on what you think is taking place with your organization. This is your personal interpretation.

A. EMPLOYMENT EQUITY

- i. What do you think about the way employment equity is being handled in this organization?

B. AFFIRMATIVE ACTION

- i. What do you think about the way affirmative action is being implemented in this organization?

C. DEVELOPMENT OF DESIGNATED GROUPS

- i. What do you think about the organization's training and development programmes for designated employee groups?

APPENDIX O



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7 NOVEMBER 2007

MR. GP KRIEL (201510417)
 GRADUATE SCHOOL OF BUSINESS

Dear Mr. Kriel

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/0631/07D

I wish to confirm that ethical clearance has been granted for the following project:

"The effectiveness management of social change in the South African Pharmaceutical Industry"

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years

Yours faithfully


 MS. PHUMELELE XIMBA
 RESEARCH OFFICE

cc. Post-Graduate Office (Christel Haddon)
 cc. Supervisor (Prof. D Coldwell)