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## Erkennings en bedankings

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Eie aan my aard was ek aan die begin van hierdie studie geneig om dit as net nog 'n uitdaging te sien. Namate ek myself gedurende die afgelope drie jaar hierin verdiep het, het daar groter begrip vir my eie behoeftes en motiewe gekom. Op hierdie alleenpad is ek ook telkemale gekonfronteer met die vraag: *Waarom doen ek dit?*

Nou weet ek dat die hele proses betekenisvol was omdat:

- die werk waarmee ek die afgelope dertig jaar intens besig was, tot akademiese status verhef kan word en so my werk as bestuurskonsultant aan 'n finale toets kan onderwerp;
- 'n stel uitsonderlike resultate op die terrein van transformasie en sakebestuur in die kollig geplaas kan word, veral m.b.t. die sleutelrol wat mense in organisasies speel en die verskil wat hulle aan die prestasie van 'n onderneming kan maak;
- 'n professionele bydrae gemaak kan word tot onder andere die terreine van Organisasie-ontwikkeling, Bestuurskonsultasie, Bedryfsielkunde en Menslike Hulpbronbestuur.

In hierdie studie maak ek gebruik van die kwalitatiewe navorsingsbenadering. Robert Stake (1995) sê hieroor dat ervaring die belangrikste vereiste vir 'n studie van hierdie aard is. Ek vereenselwig myself heelhartig met hierdie stelling, veral verwysende na sy opmerking oor die wese van ervaring: *"...one of knowing what leads to significant understanding, recognising good sources of data, and consciously and unconsciously testing out of the veracity of their eyes and the robustness of their interpretations"*.

Na al die jare in die konsultasiebedryf plaas ek my, in alle beskeidenheid, in die kategorie van *ervare bestuurskonsultante*. Ervaring word oor 'n lang periode opgebou – daar is nie kortpaaie nie. Dit is die resultaat van harde werk, die bereidwilligheid om risiko's te loop en die vermoë om te kan leer uit sowel suksesse as mislukings.



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Die leerproses by die volwassene is in die eerste plek interaktief. Dwarsdeur my loopbaan het talle mense my pad gekruis by wie ek, deur die wisselwerking met hulle, deurlopend kon leer. Wat 'n verrykende proses! Dit het my in staat gestel om my vakgebied te bedink, te ondersoek en met tye te bevraagteken; dit het daartoe gelei dat ek my aannames en motiewe moes aanpas, praktyke moes verfyn en waardes moes bepeins. Dit was 'n proses van *transformasie*, maar in hierdie geval 'n persoonlike een wat my oor tyd heen gehelp het om kwalitatief anders waar te neem, anders te dink en anders op te tree.

Dit het begin met my aanstelling as Sielkundige by die destydse Suid-Afrikaanse Geneeskundige Diens (deel van die destydse SAW). Die uitdaging was om aan 'n nuwe terrein, bekend as die Militêre Sielkunde, beslag te gee. My belangstelling in hierdie veld en vir die Sielkunde in sy breë is gestimuleer deur die insig en entoesiasme van die eerste bevelvoerder, Dr (Brigadier) George Wassenaar. As pioniers op hierdie terrein in Suid Afrika, het ons ywerig gesoek na die toepassing van die Sielkunde en die Bedryfsielkunde binne die militêre konteks. Mense soos Gustav Pansegrouw, Theo Mey en Piet Joubert, wat elkeen later jare diep spore getrap het, moet erkenning kry vir hulle baanbrekerswerk in hierdie veld. Oorlede Frans Gerber het met sy positiewe gees en ondersoekende ingesteldheid ons deurlopend aangespoor om fundamenteel te dink. Ek gee ook erkenning aan Prof Johann Schepers, ons baie bekwame mentor op die terrein van Navorsingsmetodiek.

In die soeke na nuwe toepassingsvelde binne militêre verband, het ek die terrein van Organisasie-ontwikkeling (OD) ontdek. Dit was vir my van meet af aan 'n passie. My loopbaan en my lewe, is verder verryk deur die destydse hoof van die leër, Generaal Magnus Malan, en een van sy senior staf-offisiere, Brigadier (later Generaal) Raymond Holtshausen. Deur hulle bemiddeling en ondersteuning kon ek middel sewentigs die National Training Laboratories (NTL) in die VSA besoek. Dit was 'n eksponensiële leerervaring. Daar kon ek op 'n persoonlike vlak kennis maak met baanbrekers soos Richard Beckard, Ron Lippet, Tony Petrella, Charlie Seashore en Roger Harrison. Deur die jare het ek met Dr. Roger Harrison kontak behou en kon ek deel word van sy internasionale netwerk. Ek noem ook graag die naam van Dr Marilyn Harris, destyds verbonde aan NTL en die *Institute of Social Research* aan die Universiteit van Michigan. Ons is na dertig jaar steeds vriende. Sy het nooit gehuiwer om die heel nuuste denke en publikasies in die veld met my te deel nie.

Gedurende my jare in die militêr het ek vir Louw du Toit leer ken. Na 'n professionele verbintenis van byna vier jaar en die geleentheid om saam Organisasie-ontwikkeling as 'n benadering tot verandering in die SA Leër te toets, is ons saam na die destydse General Mining. Dit was terwyl Dr Willem de Villiers aan die hoof gestaan het. As deel van die Menslike Hulpbrondepartement het Louw en ek direk betrokke geraak by die vestiging van die filosofie van

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Gedensentraliseerde Bestuur. Ons het die privaatsektor leer ken en kon onder die aanmoediging van Dr De Villiers met talle nuwe inisiatiewe op die terrein van opleiding en Organisasie-ontwikkeling begin. Dit was 'n besonder verrykende tyd, waar ons onder andere kon skouers skuur met kundiges soos Barry Venter, Dawie de Beer, Reon Mey en Piet van der Merwe.

Nog 'n betekenisvolle geleentheid gedurende hierdie tydperk, het deur middel van die FAK op ons pad gekom. Hulle het ons genader om te help met die opleiding van jeugleiers in die verskillende kultuurliggame. Dit het gelei tot die ontwikkeling en aanbieding van twee programme: 'n Inleidings- en Gevorderde kursus in Seminaarbestuur. Dit was die voorbereiding wat ons nodig gehad om met die uitdaging en risiko van 'n eie konsultasie-praktyk te begin.

So kom Serfontein en Du Toit, in 1979 tot stand. Die maatskappy het stelselmatig gegroei totdat ons in 1985 verkies het om elkeen sy eie pad te loop.

Daarna het Sep Serfontein Genote en later Sep Serfontein Konsultasiegroep, voortgewoeker. Daar was onder andere Jan de Coning, Gerhard Beukes, Gerhard van Hoek, Elsabe Rde en Jacques Strydom, wat elkeen op sy of haar manier geslyp het aan my professionele ontwikkeling. Ook die verbintenis met *Situation Management Systems* in die VSA dien vermeld te word. Met hulle bestaan daar reeds sedert 1982 'n samewerkingsooreenkoms om sekere programme in Suid Afrika te bemark. Die geleentheid wat ek gehad het om met groot geeste soos David Berlew en Alex Moore op die terrein van program-ontwikkeling te kon saamwerk, was vormend en verrykend.

Die nuwe millineum het nuwe professionele verhoudings meegebring. Een van die mees bevredigende was met die jong Delaine van Zyl, wat in 2000 by die maatskappy aangesluit het. Ons twee se verskillende lewensfases komplimenteer mekaar goed: sy, ywerig en toegewyd om haarself in die nuwe veld te vestig, en ek, gretig om my ervaring, vaardighede en insigte met haar te deel. In so 'n wisselwerking is dit onvermydelik dat die leerervaring wederkerig is.

Die jare in die praktyk was volgepak met besondere leerervarings, die verkryging van nuwe insigte, die uitbou van vaardighede en die bou aan professionele verhoudings. Elke kursus en elke werksessie dra nie net by tot die kennis van die deelnemers nie, maar bou ook aan die ervaringsbasis en bevoegdheid van die fasiliteerder.

In my jare as konsultant het ek in talle bedrywe gewerk en kon ek my verdiep in verskeie terreine. Ek is veral dank verskuldig aan Sasol vir die talle geleenthede wat die verskillende besigheidseenhede my gebied het. My waardering gaan veral aan die destydse Schmann-Sasol Internasionaal AG Bestuursraad, wat my in 1997 by die transformasie van Schmann-Sasol (SA) (Edms) Bpk betrek het. Vir twee jaar het ek nou saam met die projekspan gewerk. In die daaropvolgende

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vier jaar was ek in 'n ondersteunende hoedanigheid by die Menslike Hulpbronfunksie betrokke. Daarvoor bedank ek Mnre Bruno Iversen, Deo Schrenk en Dr Hans Barth. 'n Spesiale dankie aan Deo Schrenk vir sy waardevolle inligting en kommentaar en vir die toestemming dat ek die projek se inhoud as 'n proefskrif kon gebruik.

As eksterne konsultant het ek die mense van Schümann-Sasol (nou Sasol Wax (Pty) Ltd) goed leer ken. Tony Olivier, die Projekleier van hierdie transformasie, se lojaliteit teenoor die projek en sy onkreukbaarheid as mens, het my taak deurgaans vergemaklik. My grootste waardering aan hom. My dank aan Pieter Smith, wat my toegelaat het om vryelik van sy denke en bronne oor die entrepreneursorganisasie gebruik te maak. Dit is met waardering dat ek ook terugdink aan die projekspanlede wat met groot toewyding gewerk het om hierdie transformasie 'n sukses te maak.

My opregte dank aan Riaan van Wyk, die destydse Besturende Direkteur van Sasol Wax (SA) (Pty) Ltd, wie se persoonlike betrokkenheid as leier seker die mees bepalende faktor tot die sukses van hierdie projek was. Die feit dat hy bereid was om sy ervaring van die transformasie en die redes vir sy besluite en optredes te deel, dra grootliks by tot die akademiese waarde van hierdie studie.

Sep Serfontein Konsultasiegroep het die navorsing geborg en my kollegas daar, het my van meet af aan ondersteun. Dank aan Marie Hooper vir haar geduld en kalmte met die tik van hierdie manuskrip oor 'n tydperk van twee volle jare; Elna Campher se voortdurende ondersteuning, aanmoediging en bereidwilligheid om te help, het my taak ligter gemaak.

Professore Chris van Tonder en Willem Schurink, van die Universiteit van Johannesburg, se nuttige wenke oor die struktuur van hierdie studie as kwalitatiewe navorsing, het bygedra tot die vorming van my denke.

Ek kon slegs met 'n kameraad soos my vrou Marlene, 'n taak soos hierdie aanpak. Haar onvoorwaardelike ondersteuning en betrokkenheid by die proeflees en versorging van die manuskrip was onontbeerlik.

Professor Johan Basson het my in Mei 2002 uitgedaag om hierdie studie aan te pak. As deurwinterde akademikus het hy nooit gewefel in sy ondersteuning, aanmoediging en gesonde advies nie. Sy nugtere oordeel en sy vermoë om wetenskaplik te dink, was deurentyd my kompas.

Hierdie navorsing handel oor 'n suksesvolle transformasie binne 'n organisasie. So is die lewe ook 'n transformasie, 'n deurlopende proses van leer vir die wat gewillig is om te leer. In dit alles is God ook besig om ons gedagtes en optrede te slyp (Rom 12:2) vir die lewe wat vir ons voorlê. Daarom bring ek graag die eer aan Hom vir hierdie groot genade.

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Sep Serfontein

9 Januarie 2006