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ANNEXURE A

UNIVERSITY OF PRETORIA

DEPARTMENT OF INFORMATION SCIENCE

Consent form

Researcher

I, the undersigned _____ have fully explained to the research participant the nature and purpose of the research for which I have asked his/hers participation.

Research participant

I, the undersigned _____ .understands that my participation in this research is voluntary and that my responses will be treated as confidential if I so wish. I may at any time and for any reason withdraw my participation.
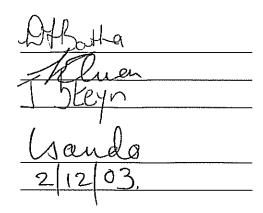
Researcher   :

Research participant (not compulsory)

Witness

Place

Date   2|12|03.

ANNEXURE B

A list of aspects which were discussed during the semi-standardised interviews conducted with respondents at large South African companies.

The strategic continuing training needs of executives and managers in a selection of large South African companies

Compiled by Deonie Botha

1   GENERAL

1.1   Name of company:

1.2   Name of interviewee:

1.3   Job title of interviewee:

1.4   Brief description of company

1.4.1   Type (industry/sector) of company:

1.4.2   Location of company:

1.4.3   National/multinational:

1.4.4   Number of employees:

1.4.5   Annual report or other publication on the strategic orientation of company

2   STRATEGIC ORIENTATION

2.1   Name one of the major strategic objectives of the company.

2.2   How often do the strategic objectives of the company change?

2.3   What will cause the strategic objectives to change?

2.4   How will the employees be informed about changes occurring in the strategic objectives of the company?

3   STRATEGIC TRAINING NEEDS

3.1   Describe the nature of training and the type of training unit that the company uses to provide training to executives and managers.

3.2   Are you familiar with the concept "strategic training needs"?

3.3   Do the training programmes in the company support the emergent strategic objectives of the company?

3.4   Which skills do executives and managers need for the company to reach its emergent strategic objectives?

3.5   Give a typical example of a strategic training need that is derived from one of the emergent strategic objectives of the company?

3.6   How involved are the executives and managers of the company in the training of employees?

4   TRAINING METHODS AND MEDIA USED BY COMPANIES

4.1   What training methods and media does the company use?

4.2   Why do you think the method referred to in question 4.1 is effective or not effective? Please motivate your answer.

4.3   How does the company determine the effectiveness and relevance of training?

4.4 Does the company provide executives and managers with the opportunity for continuous education?

4.5 If so, provide examples of the type of continuous education your executives and managers are currently involved with?

4.6 Which external providers of training (business school, consulting firm) are involved in the development and provision of training to the executives and managers of the company?

4.7 Is the company currently using a corporate university to train executives and managers?

4.8 Did the company consider using a corporate university in order to provide continuous education to executives and managers?

4.9 Why did the company decide to use/not use a corporate university?

4.10 Who does the company provide training to apart from their executives, managers and employees?

4.11 How is knowledge management practised in the company?

ANNEXURE C

Main business education and development needs of senior level/potential senior level executives or performers in South Africa today. What are the executives not able to do effectively that they should be able to do? (Grant, 1999:15-25)

Business education and development need	Brief description of need as indicated in the Grant study (1999).
Technical skills	"Technical skills are vital – all business people should be comfortable with PC's / IT."
Personal development	"People need to be confident in themselves, articulate, be a person of high integrity, be able to network al every level in the company."
Knowledge management	"Knowledge managers developed extensive and detailed customer profiles by asking questions such as: • How much do we know about our customers? • How can we leverage what we do know? • What do our customers require? • Where are they going? • What is their vision and future strategic direction? • What is the range of relationships we have with our customers?"
Development/training/education	"There is a great need to have a transition course that enables high flyers to function better in a situation where they haven't had much experience."
General management	"Managers do not know how to manage today and hence a consulting company can make a significant difference by instilling some discipline into an organisation."

Finance/bottom line	"Managers need to be trained to run their bottom line better and to manage costs better. They are great at meeting people in the lobby and making guests feel welcome but their business skills are poor and therefore they have little direction with their planning."
Vision/global competitiveness	"SA managers are generally well thought of internationally because they can do virtually anything but they lack vision and leadership. They lack those elements of big thinking because they are not part of the global thought programme."
Succession planning	"Managers have never been taught to think. Are managers clear in their own minds what are expected of people and are they able to convey it to them? Managers have never been taught how to coach, or give feedback to improve performance so that the person develops."
Affirmative action/black empowerment	"Transformation of the corporate culture is a much more fundamental issue – is it inclusive enough so that black managers feel integrated or do they continue to feel isolated? It is worrying that this issue appears to have moved off the agenda of CEO's – a tendency to think that the issue has been dealt with when in fact we are just beginning to deal with some of these issues."
Loss of skills/Lack of skills	"A lot of young, well educated whites are leaving the country. They are not emigrating, they are just leaving. We now have to transfer skills from one generation to the next."
Medium company sector	"… the need to create larger amounts of medium sized companies in South Africa is essential for growth and

	job creation."
Team management	"Have management and executives have confidence to engage each other, ask questions without ridiculing others, not to play politics and really learn about the different areas within the organisation so that the organization would benefit by the team addressing a problem or issue."
Measurement of performance	"Managers do not know what to measure to improve performance down into the organization."
Leadership/people skills/relationships	"Management in South Africa has good technical skills but lacks people skills. Managers care only about the bottom line and don't care about relationships or building organisational culture – yet it is essential that we take people along with us."
Cultural links	"Cultural links with all the different population groups in the broadest of terms are lacking. Most white managers have no experience of professional Black people. These managers shouldn't be surprised that there are good black professional people available for key jobs."
Communication	"Knowledge sharing and effective leadership will create a culture where knowledge will flow – encourage people to share information."
Integration of knowledge/practical *versus* theory	"Too often MBA's can't integrate their knowledge into their organisations or translate it into real practice."
Emotional intelligence	"… you need to have a broad mind in order to understand the role of business in society. Too often business in South Africa is seen as an end in itself and big business tends to see society's role as satisfying business rather than the other way around."

Innovation	"One of the most important areas for business to concentrate on is in the area of innovation. This requires training and adaptation to new ideas and new trends, especially in the workplace. People need to be encouraged to be innovative."
Miscellaneous	"The new managers are specialists doing specialised work but across the board – they are cross-linked and can take on another role if necessary. For example, the finance director needs the flexibility to be able to interact with customers and factories. All managers need to be able to manage knowledge."

Prevalence of training provided to employees (including executives and managers) in large South African companies (ASTD Global Network South Africa, 2003:34-35).

The underneath table provides an "indication of the availability of certain types of training to employees in South African companies. From this table we can see 100% of respondents indicated that Employee induction and Leadership/Management training are provided to employees whereas only 15% of companies provide training on Self-directed learning skills and 20% of companies provide training related to Ethics."

Training type	Prevalence %
Employee induction	100
Leadership/management	100
Computer/IT Skills	94
HIV/Aids awareness	94
Safety	92
Product knowledge	85
Customer service	85
Financial skills	79
Performance management/Appraisals	79
Speaking/Presentation skills	73
Team building	73
Apprenticeship/Learnerships	73
New equipment operation	69
Time management	68
Train-the-trainer	68
Process/Quality improvement	66
Teamworking	66
Problem solving and decision making	63

Recruiting/Hiring/Interviewing	63
ABET-all levels	58
Change management	58
Professional development	53
Diversity	53
Business/Technical writing	50
Basic life/work skills	48
Strategic planning	44
Outplacement/retirement	37
Sexual harassment	31
Wellness (stress etc.)	27
Foreign/other language	26
Ethics	26
Creativity	23
Self-directed learning skills	15
Other	13