

PART V

APPENDICES

Appendix One: Reference list

<u>Reference:</u>	<u>Paragraphs where used:</u>
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Innovation and Corporate Entrepreneurship Assessment Instrument (ICEAI)

ICEAI Post test for staff of the Experimental DFI

The Organisation (The Bank) is embarking on this second employee survey about innovation and corporate entrepreneurship. The Bank needs to evaluate the developments that took place regarding the Innovation and Corporate Entrepreneurship intervention since the previous survey in May 2005.

What is the Innovation and Corporate Entrepreneurship Assessment Instrument? It is a specially designed research tool to measure employee opinions & feelings about innovation & entrepreneurship.

Who must answer the questions? All staff at the Bank interested in entrepreneurship and corporate entrepreneurship are invited to complete this questionnaire.

Why should I take this survey? It is important for the Bank to know how you perceive your workplace at the Bank at this moment regarding innovation and entrepreneurship.

Are my answers confidential? Yes. Your name is optional and your responses will remain strictly confidential.

Are there any right or wrong answers? No, there are no right or wrong answers. Please give your honest opinions and perceptions. Your answers must be based on your actual experiences. Other questions may explore your general impressions or perceptions.

Your answers should reflect your honest opinions and perceptions of the Bank.

It will take about 20 minutes to complete this questionnaire.

Example	Strongly disagree	Disagree	Not sure; don't know; not applicable	Agree	Strongly agree
I like what our organisation stands for	1	2	3	4	5

<p>1=Strongly disagree; 5=Strongly agree</p> <p>An example where you wanted to "agree":</p> <p>Part 1: Corporate entrepreneurship</p> <p>Section 1: Management Support for Corporate Entrepreneurship</p> <ol style="list-style-type: none"> The organisation is quick to use improved work methods that are developed by workers. At the organisation, developing new ideas for the improvement of the organisation is encouraged. Upper management is aware of and very receptive to my ideas and suggestions. Those actively working on projects are allowed to make decisions without going through elaborate justification and approval procedures. The executive management at the organisation encourage innovators to bend rigid procedures in order to keep promising ideas on track. The executive management at the organisation are known for their experience with the innovation process. There are several options within the organisation for individuals to get financial support for their innovative projects and ideas. Individual risk takers are recognized for their willingness to champion new projects, whether eventually successful or not. The organisation supports many small and experimental projects realizing that some will undoubtedly fail. The organisation encourages people to take calculated risks with their new ideas. The organisation equally supports managerial and professional staff with career development. 	<p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>
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<p>Section 2: Work Discretion 1=Strongly disagree; 5=Strongly agree</p> <p>12. I feel that I am my own boss and do not have to double-check all my decisions with someone else.</p> <p>13. I am not subject to criticism and punishment resulting from mistakes made on the job.</p> <p>14. My own judgment is highly appreciated at the organisation.</p> <p>15. The organisation gives me the opportunity to make use of my abilities.</p> <p>16. I have much autonomy in my job and I am left on my own to do my own work.</p> <p>17. My job description and scorecard allow me to come up with ideas and be innovative.</p> <p>18. There are lots of positive challenges in my job.</p>	<p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>
<p>Section 3: Rewards/Reinforcement</p> <p>19. The rewards I receive are dependent upon my work performance.</p> <p>20. My manager/supervisor will increase my job responsibilities if I am performing well in my job.</p> <p>21. Individuals running or initiating successful innovative projects receive additional rewards and compensation for their ideas and efforts beyond the standard reward system.</p> <p>22. My manager/supervisor would tell his/her boss if my work was outstanding.</p> <p>23. My immediate supervisor discusses my work load and performance with me frequently.</p> <p>24. I clearly know what level of work performance is expected from me in terms of quantity, quality and timeline of output.</p> <p>25. My manager/supervisor helps get my work done by removing obstacles and roadblocks.</p> <p>26. My manager/supervisor keeps to all the rules, the original terms of reference and the original set of specifications when my performance is evaluated.</p>	<p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>
<p>Section 4: Time Availability</p> <p>27. During the past three months, my workload was not too heavy.</p> <p>28. I always seem to have plenty of time to get everything done.</p> <p>29. I have just the right amount of time to do everything well.</p> <p>30. My co-workers and I always find time for long-term problem solving.</p>	<p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>
<p>Section 5: Organisational Boundaries, Barriers and Bureaucracies</p> <p>31. In the past three months, I had to follow very little standing operating procedures or practices to do my major tasks.</p> <p>32. There are few written rules and procedures that exist for doing my major tasks.</p> <p>33. I seldom have to follow the same work methods or steps for doing my major tasks from day to day.</p>	<p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>

<p>Part 2: Innovation <input type="text" value="1"/>=Strongly disagree; <input type="text" value="5"/>=Strongly agree</p> <p>Section 6: Successful technology enablement</p> <p>34. The organisation currently assesses and measures innovation progress by successfully using technology. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>35. The organisation currently has a knowledge management program that successfully facilitates the flow and capturing of ideas. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>36. The organisation currently enables innovation by using the intranet or internet successfully. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p>	
<p>Section 7: Process</p> <p>37. The organisation has a system that ensures innovation/corporate entrepreneurship activities are integrated into everyday tasks. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>38. The organisation has removed the mystery out of innovation and corporate entrepreneurship by defining these processes. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>39. The organisation uses screening and resource allocation process to ensure that new ideas, ventures and initiatives are investigated. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>40. There is currently a structured and formal process for gathering ideas from staff. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>41. The organisation uses cluster / information sharing forums to facilitate the cross-pollination of ideas (e.g. showcases, brainstorming, “keeping current” sessions) <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>42. The organisation provides clear, concise and timely feedback to innovators or intrapreneurs. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p>	
<p>Section 8: Innovation Portfolio</p> <p>43. The organisation currently uses an innovation portfolio/system to provide an overall view of all innovation initiatives in the Bank <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>44. The organisation currently uses a system to measure innovation. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>45. The organisation compares innovation initiatives across dimensions to ascertain synergies. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>46. The organisation compares innovations to obtain information on risk, potential return and resource requirements. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p> <p>47. The organisation uses an appropriate classification mechanism to classify new ideas and submissions. <input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p>	
<p>Part 3: Biographic information:</p> <p>48. Did you answer the questions in your capacity as: <input type="text" value="1"/>. = Management <input type="text" value="2"/>. = Project manager <input type="text" value="3"/>. = Specialist or professional staff <input type="text" value="4"/>. = Other staff.....</p> <p>49. Your gender?: <input type="text" value="1"/>. = Male <input type="text" value="2"/>. = Female</p> <p>50. Your age category?: <input type="text" value="1"/>. = 20 to 30 <input type="text" value="2"/>. = 31 to 40 <input type="text" value="3"/>. = 41 to 50 <input type="text" value="4"/>. = 51 to 60 <input type="text" value="5"/>. = 61 and up</p>	<p><input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/></p> <p><input type="text" value="1"/> <input type="text" value="2"/></p> <p><input type="text" value="1"/> <input type="text" value="2"/> <input type="text" value="3"/> <input type="text" value="4"/> <input type="text" value="5"/></p>

<p>51. How many years have you been at the organisation? (full years)</p> <p>1. = 0 to 4 years 2. = 5 to 9 years 3. = 10 to 14 years 4. = 15 to 19 years 5. = 20 years and more</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">1 2 3 4 5</div>
<p>52. What is the highest level of education that you completed?</p> <p>1. = Less than Grade 12 2. = Grade 12 3. = Other qualifications after Grade 12 4. = Degree 5. = Post graduate qualification 6. = Doctorate</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">1 2 3 4 5 6</div>
<p>53. Which category best describes your current position?</p> <p>1. = I manage others 2. = I don't manage others</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">1 2</div>

Open questions:

54. Which other barriers are hampering innovation & corporate entrepreneurship?

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55. How should innovation be rewarded?

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56. Additional Comments:

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Optional information:

57. Your name:

58. Your unit

59. Work title:

60. Contact Details, (e-mail and cell):

Thank you for your time and participation

Source of the Questionnaire: Adapted from the Corporate Entrepreneurship Assessment Instrument (CEAI) of Morris and Kuratko; Corporate Entrepreneurship, 2002, Harcourt, Inc that is used in similar studies worldwide; and the diagnostic questionnaire suggested in the Bank's innovation strategy.

Appendix 3 Author's Biography

Mandla Sizwe Vulindlela Gantsho was born in South Africa in 1962. He matriculated at the Umtata Technical and Commercial College, Umtata, in 1980. He went on to obtain: a B.Com from the University of Transkei in 1983; a Certificate in the Theory of Accounting (CTA) from the University of Cape Town (UCT) in 1985; a B.Com Honours from UCT in 1986; and an M.Sc from the George Washington University in the USA in 2002. He qualified as a Chartered Accountant (SA) in 1987.

After a successful career in the private sector, Gantsho became the CFO of the Development Bank of Southern Africa (DBSA) for five years from 1995 to 2000 and later became its Chief Executive and Managing Director for another five years from 2001 to 2006. DBSA is a regional Development Finance Institution (DFI) operating in 14 countries that constitute the Southern African Development Community (SADC). With effect from July 2006, Gantsho took up continental responsibilities as the African Development Bank's Vice President responsible for: Infrastructure; Private Sector; Regional Integration & Nepad; and Water and Sanitation.

His Excellency President Nelson Mandela appointed Gantsho in 1997 as a member of the Financial and Fiscal Commission, a constitutional body to advise Government on inter-governmental fiscal relations matters. In 2001, His Excellency President Thabo Mbeki appointed Gantsho to the three-person Commission of Inquiry to investigate the 2000/2001 rapid depreciation of the South African currency, the Rand.

Mandla Gantsho is married to Karen and they have two children.