References
REFERENCES


- Synergy Consulting (Pty) Ltd. Synergy - Module 4: Role clarification - organizational structures.


Appendices
Appendix A

Opportunity Creation Personal Interview Schedule
“Never wait for an opportunity; be prepared for when the opportunity arrives.”

- Les Brown

### Opportunity Creation

**Personal Interview Schedule**

<table>
<thead>
<tr>
<th>Naam van personeellid</th>
<th>Name of Staff Member</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personeelnommer</th>
<th>Staff Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Afdeling / Kantoor</th>
<th>Section / Office</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Datum van gesprek</th>
<th>Date of Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gesprekleier</th>
<th>Interviewer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hoedanigheid van gesprekleier</th>
<th>Capacity of Interviewer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MHB-beampte / bestuurder</th>
<th>HR Official / Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1.1 What post-school qualifications do you have?
   a) 
   b) 
   c) 
   d) 
   e) 

1.2 What is important in your life?
   a) 
   b) 
   c) 
   d) 
   e) 

1.3 Are you transferable? (If not, motivate)
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
2.1 Briefly describe your career from matric up to now, in terms of the Organisation, posts held and periods involved.

<table>
<thead>
<tr>
<th>Organisie/Organisation</th>
<th>Posisie beklee/Position held</th>
<th>Tydperk (in jare)/Period (in years)</th>
<th>Rede vir diensverlating/Reason for termination of service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.2 Which three aspects incite you to stay with the Organisation?

a)  

b)  

c)  

2.3 Which three aspects would be sufficient reasons for you to leave the organisation?

a)  

b)  

c)  

GSP - Persoonlike Gesprek Skedule  
OCP - Personal Interview Schedule
2.4 Of all your duties and responsibilities in the past, which three did you enjoy most and which three did you not like at all? Give brief reasons.

Enjoyed:

a) 

b) 

c) 

Disliked:

a) 

b) 

c) 

2.5 Who is your most important role model and why?

2.6 What characteristics do you think you have which would make you a good leader?

a) 

b) 

c) 

d) 

e) 

3.1 Aan watter sportsoorte neem jy deel of volg jy graag?

*Which sports do you enjoy participating in, or do you enjoy following?*

a) 

b) 

c) 

d) 

e) 

3.2 Watter stokperdjies beoefen jy?

*What hobbies do you have?*

a) 

b) 

c) 

d) 

e) 

3.3 Wat beteken dié twee aspekte (3.1 en 3.2) vir jou persoonlike ontwikkeling?

*What do these two aspects (3.1 and 3.2) mean for your personal development?*

a) 

b) 

c) 

d) 

e) 

(Indien tyd ’n probleem is, noem wat jy graag sou wou doen as tyd dit toegelaat het. Merk dit net duidelik uit.)

(If time is a problem, indicate what you would have liked doing if time allowed it. Please indicate clearly.)
Deel 4 : Persoonlike lewensdoelwitte
Part 4 : Personal Goals in Life

4.1 Wat is die één ding wat jy graag in jou persoonlike lewe wil bereik en waarom juist dit?
What is the one thing you would like to achieve in your personal life and why precisely this?

4.2 Watter verbintenis bestaan tussen jou loopbaan en persoonlike doelwitte? Motiveer.
What link is there between your career and your personal goals? Give reasons.

4.3 Pas die organisasie by hierdie doelwitte in? Motiveer jou antwoord.
Does the organisation fit in with these goals? Give reasons for your answer
Part 5: Current Position

5.1 Which three tasks of your current post do you enjoy most and why?

a) 

b) 

c) 

5.2 Which three tasks of your current post do you enjoy least and why?

a) 

b) 

c) 

d) 

5.3 How can your post be further enriched to offer you more opportunities?

a) 

b) 

c) 

d) 

e) 

5.4 Which factors have the greatest influence (positive or negative) on the achievement of your goals in your current post?

<table>
<thead>
<tr>
<th>Faktor</th>
<th>Positief/Negatief</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor</td>
<td>Positive/Negative</td>
</tr>
</tbody>
</table>

---

GSP – Persoonlike Gesprek Skedule
OCP - Personal Interview Schedule
5.5 Which position would you like to hold next, and why?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

5.6 What can or should you do even better in your current position and how are you going to manage this?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

5.7 How do you feel about your current career? Give reasons for your answer.

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

5.8 What, in your opinion, makes a manager successful? Give reasons.
   a) ______________________________________________________________________
   b) ______________________________________________________________________
   c) ______________________________________________________________________
   d) ______________________________________________________________________
   e) ______________________________________________________________________
Deel 6: Toekomsvisie
Part 6: Future Vision

6.1 Waar sal jy jouself graag oor _____ jaar wil sien?

Where would you like to see yourself in ____ year's time?

(Daar word verder in die vraelys telkens na die 2 jaar doelwitpos verwys.)
(The questionnaire further refers to the 2-year goal post.)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

6.2 Wat behels die 2 jaar-doelwitpos volgens jou, in terme van take/verantwoordelikhede?

What in your opinion, does the 2 year goal position entail in terms of tasks/responsibilities?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6.3 Wat doen jy om dit te bereik of jouself daarvoor voor te berei?

What are you doing in order to achieve this or to prepare yourself?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>


6.4 Wat sal jou belemmer in die bereiking daarvan?

*What would be an obstacle in your way to achieving it?*

a) 

b) 

c) 

d) 

e) 

6.5 Waaraan meet jy jou sukses?

*What yardsticks do you use to measure your success?*

a) 

b) 

c) 

d) 

e) 

6.6 Is jy van mening dat jy binne die organisasie aan hierdie doelwitte sal kan voldoen? Motiveer.

*Are you of the opinion that you will be able to achieve these goals in the organisation? Give reasons.*

__________________________________________

__________________________________________

__________________________________________

__________________________________________
7.1 Beskik jy oor die vermoëns om aan die verwagtinge van jou mikpunte te voldoen?

Do you have the abilities to meet the expectations of your goals?

Ja? – Lys die vermoëns waaroor jy beskik.

Yes? -List the abilities you have.

a) __________________________________________________________

b) __________________________________________________________

c) __________________________________________________________

Nee? – Lys die vermoëns wat jy nodig het om dit reg te kry.

No? -List the abilities you need to acquire to be able to achieve them.

a) __________________________________________________________

b) __________________________________________________________

c) __________________________________________________________

7.2 Wat dink jy het jy alles nodig om daar uit te kom en wie moet dit voorsien?

What do you think you need to get there, and who should provide this?

<table>
<thead>
<tr>
<th>Benodig</th>
<th>Voorsiener</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>Provider</td>
</tr>
<tr>
<td>_________</td>
<td>___</td>
</tr>
<tr>
<td>_________</td>
<td>___</td>
</tr>
<tr>
<td>_________</td>
<td>___</td>
</tr>
<tr>
<td>_________</td>
<td>___</td>
</tr>
<tr>
<td>_________</td>
<td>___</td>
</tr>
<tr>
<td>_________</td>
<td>___</td>
</tr>
</tbody>
</table>

7.3 Wat het jy alreeds uit jou eie gedoen om hierdie mikpunt te kan bereik?

What have you already done off you own bat to achieve these?

a) __________________________________________________________

b) __________________________________________________________

c) __________________________________________________________

d) __________________________________________________________
7.4 What performance standard do you have to maintain to meet the requirements of the post?

7.5 What will you have to sacrifice to be able to achieve your goals?

   a) 
   b) 
   c) 

7.6 What technical knowledge do you need to achieve these goals?

   a) 
   b) 
   c) 

7.7 How do you think achieving these goals will impact on your:

   a) Spouse
      
   b) Children
      
   c) Parents and/or Parents-in-laws
Part 8: Position of goal post in structure

Doelwitpos:  
Goal post:

Huidige posisie:  
Current post:

(Die werlike posvereistes moet op hierdie stadium aan die personeellid voorgehou word.)  
(The real job requirements should be given to the employee at this point in time.)
Deel 9 : Psigometriese inligting
Part 9 : Psychometric Information

(Hierdie gedeelte moet met/deur 'n Bedryfsielkundige hanteer word.)
(This section should be handled by/in conjunction with an industrial psychologist.)

9.1 Sterkpunte
Strengths

________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
9.2 Development areas

Handtekening van Bedryfseilkundige/Psigometris

Signature of Industrial Psychologist/Psychometrist

Datum

Date
### Deel 10: Prestasie

#### Part 10: Performance

(Hierdie gedeelte moet deur die individu se bestuurder/toesighouer voltooi word.)
(This section must be completed by individual’s manager/supervisor.)

10.1 Dui die prestasie van die individu vir die afgelope 3 jaar aan in terme van:

*Indicate the performance of the individual over the last 3 years in terms of:*

<table>
<thead>
<tr>
<th>Aspekt/Aspect</th>
<th>Jaar 1/Year 1</th>
<th>Jaar 2/Year 2</th>
<th>Jaar 3/Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doelwit-bereiking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Gemiddeld:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average: ___ %</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Gedragsdimensie     | Punt uit 5    |               |               |
| Behavioral dimension| Mark out of 5 |               |               |
| 1)                  |               |               |               |
| 2)                  |               |               |               |
| 3)                  |               |               |               |
| 4)                  |               |               |               |
| 5)                  |               |               |               |

10.2 Dui die sterkpunte en ontwikkelingsasreas aan wat met beoordeling uitgewys is.

*Indicate the strongpoints and development areas which have emerged in assessments:*

Sterkpunte:

*Strong points:*

- [Insert text]
- [Insert text]
- [Insert text]
- [Insert text]
- [Insert text]
Ontwikkelingsareas:
Development areas:

10.2 Dui aan wat die individu uit eie beweging aan veral die geïdentifiseerde ontwikkelingsareas gedoen het.

*Indicate what the individual has done to improve, of his/her own free will, especially regarding the development areas identified.*
AFDELING D:
ONTWIKKELINGSBEPALING
SECTION D: DETERMINING
DEVELOPMENT

(Benut die inligting verkry uit Afdeling A, B & C ten opsigte van tegniese en gedragsvaardighede om hierdie afdeling te voltooi. Afskrifte van hierdie afdeling moet aan die personeelliid én die betrokke bestuurder oorhandig word.)

(Make use of the information obtained in Sections A, B & C with regard to technical and behavioral skills to complete this section. Copies of this section must be handed to the staff member and the manager concerned)

Naam van personeelliid
Name of Staff Member

Datum van gesprek
Date of Interview

Deel 11 : Sterkpunte
Part 11: Strong Points

(In volgorde van sterkte, met 1 die sterkste.)
(In sequence of strength, with 1 being the strongest.)

1. ____________________________
   Nodig t.o.v. doelwitpos
   Required for goal post

2. ____________________________

3. ____________________________
   (Merk met 'n x)
   (Mark with an x)

4. ____________________________

5. ____________________________

6. ____________________________

7. ____________________________

8. ____________________________

9. ____________________________

10. ____________________________
### Part 12: Development areas

(In sequence of need for development, with 1 being the largest need.)

<table>
<thead>
<tr>
<th>1.</th>
<th>Nodig t.o.v. doelwitpos</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Required for goal post</td>
</tr>
<tr>
<td>3.</td>
<td>(Merk met ‘n x)</td>
</tr>
<tr>
<td>4.</td>
<td>(Mark with an x)</td>
</tr>
<tr>
<td>5.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
</tr>
</tbody>
</table>

### Part 13: Development Actions

(Short-term oriented)

<table>
<thead>
<tr>
<th>Aksieplanne (in prioriteitsvolgorde)</th>
<th>Verantwoordelike persoon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plans of Action (in order of priority)</td>
<td>Responsible Person</td>
</tr>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
</tr>
</tbody>
</table>
Deel 14 : Kommentaar vanaf bestuurder

Part 14 : Manager’s Comments

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

Handtekening van Bestuurder                     Datum
Signature of Manager                             Date

____________________________________________________________________________________
____________________________________________________________________________________

Handtekening van Personeellid                   Datum
Signature of Employee                            Date

GSP – Persoonlike Gesprek Skedule
OCP - Personal Interview Schedule

Bladsy 20 van 20
Page 20 of 20
Appendix B

Research Interview schedule
OPPORTUNITY CREATION PROGRAM (OCP)

Research on implementation - 1999

Aim of interviews
The aim of the interviews is two-fold:
1. To test the understanding of the other party with regards to the OCP; and
2. To determine how the OCP should be implemented.

Interview - Questions

1. What, in your opinion, are the most important aspects of the OCP?
2. Who, in your opinion, are the most important role players within the program?
3. Who should take on responsibility/ownership for the program?
4. What kind of resistance do you foresee with regards to the implementation of the OCP?
5. How should this resistance be handled?
6. What do you think should be in place before the OCP can be implemented?
7. How should staff members be made aware of the OCP?
8. Who must be involved in this awareness process?
9. Who should be first to be placed on the program and why?
10. Who should be next to be placed?
11. What is the consumer value of the OCP logo in your opinion?
12. Is the "top-down" principle applicable in this regard or not? Why?

13. How do you view the training practices within the program?

14. At what rate should this program be implemented?

15. How regularly should follow-ups take place?

16. Psychometric testing forms part of the process. What is your personal feeling with regards to the incorporation of psychometrics?

17. How do you view the application of the readiness pool?

18. How do you view the role of internal advertisements?

19. How do you think inter-division transfers should be handled?

20. Is there anything else you would like to add?
Appendix C

Personal Data Form
Implementation of
Opportunity Creation

*Personal Data Form*

<table>
<thead>
<tr>
<th>Name and surname</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>Qualifications</td>
<td></td>
</tr>
<tr>
<td>Division</td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td></td>
</tr>
<tr>
<td>Designation</td>
<td></td>
</tr>
<tr>
<td>Job grade</td>
<td></td>
</tr>
<tr>
<td>Length of service</td>
<td></td>
</tr>
</tbody>
</table>