

7.2.6 INTERVIEW: ANDREW

Age	:	33
Qualifications	:	Marketing Management Diploma
Division	:	Planet Finance Bank
Office	:	Germiston
Designation	:	Area Manager
Job grade	:	G-Band
Length of service	:	2 Years - 6 Months

Question 1: What, in your opinion, are the most important aspects of the Opportunity Creation Program?

Answer: The removing of paradigms, especially the cultural paradigm that we have within Saambou. The fact that people are used to hierarchies, and the fact that flat structures are obviously the way to go, in terms of empowering people, giving them more responsibility, that they feel part of a team. All of those lovely things. I think that is very important. That cultural change and the buy-in from employees are important. Career is a joint responsibility, the fact that it is not just the employer's responsibility, that you also have to get off and do your own thing, go out and see what is available. The choice is also very important, also from a managerial point of view, and your leader point of views, they also have a major responsibility in assisting people through whatever means.

It must be a process, it must be ongoing. It must be documented; it must be part of Saambou. It must be not procedural manual, but it must be documented so that people can refer to it, it must be ongoing. The prioritizing of employee's potential, I found, was also good, the reality testing, and the self-analysis, also excellent, the readiness pool was an interesting terminology, and also the training focused on development areas. What I think should be mentioned here is that there are certain words used like weak, deficient. Personally I find that a big No-No.

What would you suggest?

Weak, but Deficient, is like to say you have a weakness. No, you don't have a weakness; you have a development area, all around developments. So if I say to somebody, "You are deficient in this", it sounds like I am saying you are useless. But you need to be developed in this, is much easier. Also within this, the fact that we've got to try and attract new thinkers or creative thinkers and try and get as many possible of those type of people into the organization. I see it as a development area for the Bank, never-mind anything else so, so that is also very important and yes, that culture of self development is the one thing that I think is probably the most important thing in it. The creation of a flat structure is, I believe, the right way to go. I don't think that we are flat enough yet. There are still hierarchies within the Bank. Even if you have a look at, unfortunately you need very mature management to put in structures like matrix type management, which a lot of the other banks have started to implement, and implement relatively successfully. They also have cultural problems, they also have paradigms that have been there in terms of, you have the guy at the top, you know "Who's Boss". That type of thing even comes out in strategic thinking meetings that I've been attending, where I actually recommended that that was something that we do, start looking at matrixing it, rather have committee decisions taken, rather than one person, and the one question that got asked was, Who's boss? And then I gave up, and then I said, you don't understand what I mean by matrixing, and we actually missed the boat on that. This actually also proves the point that you've got to have those paradigm shifts.

Question 2: Who, in your opinion, are the most important role players within the program?

Answer: The employee, the employee's manager and or leader (the immediate superior), and definitely the facilitator in lead. Whoever that facilitator may

be, I'm not a hundred percent sure that it is Human Resources, quite often it can be somebody else within the branch, or somebody else within your team, who has the maturity to sit down and be a facilitator. I could be doing one of my staff members and do their Opportunity Creation; I could even take one of their colleagues who is mature enough and actually be a facilitator. You do not want it to become authoritarian again. Facilitators can be anybody, as long as they have the maturity. These are the three top role-players.

The rest of the role-players are obviously Human Resources, top management. It's got to be driven at all levels.

Question 3: Who should take on responsibility/ownership for the program?

Answer: It is definitely got to be a joint responsibility between the employee and the manager. That is the obvious answer. In terms of self-development we say: there is self-development but the company must put something together. So those are the two portions of it. But I also believe that its got to be a responsibility of line management, and then it has to be more formalized, it's got to be part of the Performance Management System in the Bank, no hesitation, that has to happen. But it's got to be in there, whether it goes into Key Result area's as a percentage and it is discussed, however often it is discussed at Performance Management Level, or whenever Performance Management is done, it must be in there, but it must be formalized.

Question 4: What kind of resistance do you foresee with regards to the implementation of the OCP?

Answer: A definite perception that power will be lost. Loss of authority, this power thing is a major problem. I've been through it at Nedbank. You take

somebody out of an office without a secretary, and put him or her onto the roads, it actually adds value, but you don't change the salary. Then they have this perceived feeling that now they don't have status. Most people regard flat structures - no promotion. You have to sell the concept of Opportunity Creation or self-development. A lot of people will ask, especially where you get flat structures, but where is my promotion? Developing inside, that is more than what a promotion is, that is more than going from a Manager to a Senior Manager. That is, in this organization, definitely a major problem. There is also the perception that development is the Organization's responsibility. That is a problem. The comfort zones that people are in. The resistance to change, irrespective of what the change is. This is quite a large change; this is not just a small change, and the fact that people do have comfort zones. I've mentioned paradigms. I think your only other thing that you have to be very careful of, is that not everyone is the same and that certain people are driven by money and certain people are driven by praise, self-development and bettering yourself; and certain people are driven by status and authority. It is easy to manage the people that are driven by praise and self-development. Those are easy. The one's with money are also not that difficult, because you just incentivise them, but obviously the guys on the status side, you are going to have, I believe, very big problems.

Question 5: How should this resistance be handled?

Answer: Sensitization is very important. It is very much like the Employment Equity, because it is a cultural thing and it is the way things work. You have to try your best to sensitize people; you have to create buy-in. Ensure that the program is driven. You cannot also just leave it to line management, for example. It's got to be driven from somewhere, and whether it is a person driving opportunity creation or self-development, like you have Keith in Employment Equity. If you just leave it, as we saw with the Affirmative Action program, it dies. You also have to (somehow in your program) make sure that people understand that there are no other

alternatives. As soon as people come up with other alternatives, it is easy to hang on to that alternative, rather to hang on to the change alternative. When you get rid of those barriers, it is basically like selling. If you look at a good salesman, whatever alternatives you are able to give him, he's got an answer for each one of them. In the end of the day you say I'll buy it, because that is the only alternative. The change alternative. So you have to create and make sure that there are no alternatives. You have to somehow change people's minds in the way so that you become objective driven. Possibly one of the ways of doing that is incentivising people. Then you have an objective, and if you exceed the objective, you get incentivised, whether its money, money is obviously an easier way. The last one is that you have to empower individuals. It is like a substitution for the loss of authority. Empowering people, once it happens to you, it's like your whole body tingles, whereas you get empowered and now you are able to make those decisions. Empowerment comes from self-development and developing the staff, so if you are able to try and do that as quickly as possible, I think the resistance will be much less. You've got to move away from authoritarian. This Bank is very, very authoritarian. The fact that control and power must be with the powers that be, definitely not at my level, but the fact that everything goes away from me. The fact that that is actually ongoing at the moment, in other words power is moving, or authority and empowerment. I'm being less and less empowered, and I believe it should be the other way around. I should be more and more empowered. If you want to create teams, and say OK, I'm going to measure a team, and the team is responsible and accountable etc, etc. You don't take their authority and empowerment away; you actually give it to them. Currently, and within the last year, it has actually gone the other way, which is a major pity. And unfortunately, it may only be this division, and I trust it is only this division. And it is obvious there are specific problems, and hopefully this will get driven through. But yes, that empowerment of individuals actually will substitute a loss of authority, I believe, and you would break down a lot of the barriers that you would have in that loss of authority, loss of status and that type of thing. Yes, you are resolving the fears immediately, whatever

fears there are, and that is part of the sensitization problem that you have. Lastly I put here transparency - as much as possible. It is very important. Any organization cannot be total transparent, I mean we don't live in a fools paradise, but as much as possible. That will also break down this barriers and resistance.

Question 6: What do you think should be in place before the OCP can be implemented?

Answer: Forums to discuss the concept. Worker forums are probably a relatively good way to do it. You obviously then also have problems on budget and things like that, so it is always a major problem. Your flattest structures, you see I don't know whether it is the chicken before the egg, I'll be honest with you, but the flattening of structures probably make it nearly impossible to go any other way, other than Opportunity Creation or self-development. That is just my opinion, so I still believe in flatter structures. In terms of the actual "nitty gritties", I would say, the "nitty gritties" of it is that naturally you have to have buy-in at Top Management. This organization, whenever you would want to do something, buy-in at Top Management is the lovely cliché we run with. So that has to happen. It seems like, and it is a problem from the old hierarchy day's, that once they have buy-in, and once Johan Myburgh say's we can go, it seems that you probably get twenty percent of the people say: "OK, if he says we can go, it sounds like a good idea, he knows what he is doing". That type of thing is obviously quite important. Sjoie, procedures.....I wouldn't know how you would go about implementing it - workshops, a major necessity, you've got to put everyone through it. You cannot skip on it. I believe you cannot say.....send a newsletter out and say: "OK, this is what we are thinking of doing, and this is what we are going to do". I don't think that is right. Even if it is a one-day program, and you raise a one-day program very much the same way as a road show. What Keith is doing on Employment Equity, you have to do that. Give the people the reading before, but then sit with them, and you also then will get fears coming out

and you can address it right there, and then all the resistance that you are going to have, you will be picking up there. That is also costly, I know. There are no short-term solutions here. This is a very, very long-term thing. It turns the bank around in the next five years; it is not going to change our profit within the next year, so to me it is a very good investment in the future. Again, you are investing in your people, so hopefully you will then be keeping good people.

Question 7: How should staff members be made aware of the OCP?

Answer: Formalized training, it can be workshop forum, it will probably work better than formalized training. One to one, one to twenty, or whatever it is. You will never get through one and a half thousand people, just you alone. I also said that, definitely, if you make it part of the Performance Management system, it ensures its future in entirety, hopefully it never gets pulled out of results area's and things like that. So, if you incorporate it into there, it becomes part of at least..... Performance management should be done once every six months, but let's say it's done once a year, because it has to be done at salary time, at least it's done once a year, and that will ensure it's future success and future life.

Question 8: Who must be involved in this awareness process?

Answer: Everyone must be involved. The initial awareness process would probably be a Human Resources function. Just because I don't believe your line management all have, first of all, they may not even have the buy-in, so I mean, never mind their abilities to sell it, so I think you would really get lost. You need people who has got passion, who believe in it one hundred percent, which you obviously do. You will have to have somebody who has got passion to actually sell it. It is like everything, especially if you want to change to this extend.

Question 9: Who should be first to be placed on the program and why?

Answer: Management definitely, because they will then become the Change Agent. That is also very important. If you are able to get buy-in from them, the filtering down process just happen substantially easier. If you are able to convert them it just makes life a lot easier for you. Unfortunately, what makes it quite a joke, is that because of the hierarchy, if management are happy with it, you will probably get half the people happy with it, because management says it is good. The other half of the people is skeptical, and those are the ones I like to work with very much, but what I am saying, it just makes the job a lot easier.

Question 10: Who should be next to be placed?

Answer: The rest. Absolutely each and every employee within Saambou. I cannot believe, well I am sure you will have some legislation problems if you only targeted certain people, but it is across the board. How do you know whether a person can grow and develop himself until you've done, let's say you're reality testing, and your self analysis, and whatever else goes into it. You never know.

So you will actually go to everyone, and each and everyone will actually have to complete this whole questionnaire and be officially placed onto the program. But after that, when you do follow-ups and you do check-ups, and how these people are doing, would you go across the board again, or would you just then concentrate on certain groups of people?

Unfortunately you have to concentrate on certain groups of people. From a reality point of view, you cannot, because of the lack of resources you cannot just go across the board. There's got to be, it is not quite succession planning, but there's got to be certain individuals that you

to do it, the Logo is there – it is easily identifiable.

Question 12: Is the “top-down” principle applicable in this regard or not? Why?

Answer: In the way that I have said that management must start first, etc, etc. Yes, definitely. To create an easier filtering process. I don't believe you can use a shotgun approach, because resources are your biggest problem. Secondly, if there are fears, you want as much as possible those fears to be sorted out, by somebody you respect, and that could be the manager. I would say at least fifty percent of the people respect their managers. If managers bought it, and they have belief in it, then I believe a lot of the fears get squashed very quickly when the manager says no, don't worry, this is how it goes and this is why we are doing it.

Question 13: How do you view the training practices within the program?

Answer: You have to identify development areas first. The easiest way to do that, again I get back to the Performance Management System. Then again formalize it. When training becomes “hairy-fairy”, it dies. It must be focused, formalized, processed. That is where I believe it should be done the best. The best type of training that I have seen in Banking yet, was something that, when I was at Nedfin, they had a training program that, for specific positions, those were the courses that were the minimum requirements, and again it gets back here - self-development. If you want to go somewhere, and you want to develop yourself, you are going to have all those little ticks against your name if you have gone on that program or that training. That is the minimum that you need, and if you want to do anything else, you are more than welcome to do it. Then it is up to you. Again, it gets back to: I must motivate myself, by actually phone training and say: “when is that middle management course?” even though I am sitting as a clerk. Why can't a clerk go on that middle

management course if they have gone through the minimum requirement? That program was computerized, whenever you went on it, it came through to management on a monthly basis, those are the people who have been on, those are the people who, these are the new courses coming up, those are the identified people. It is all computerized - it is easier. You should write a program for it this day. Again it gets back to minimum requirements. We don't have that at all. It is definitely one thing we should put in place.

On training itself - I believe that training must be formal for indexed subjects and can be computer based for more technical. I also do strongly believe that training is not only Human Resources' function, it is also line management's function. I believe that very strongly, and I carry it through within my branch. I think a lot can be gotten out of that, the less formalized training, we have it in sales meetings and that type of thing, but that is not the only thing. There's got to be a type and a person totally away from the normal environment and can have more intensive training, and that has died, in our division, it died. The biggest problem there is the fact that, if line management is not doing it, then I'll say fifty percent, and I'll tell you what, I know for a fact that fifty percent don't do it and they aren't even getting closer. I don't want to paint such a bad picture. Don't do it, and don't make it a formal thing. You see, the way I do it is that I sit down at the beginning of the year with everyone and say: "What do we need to do this year?". I don't say: "I'm going to train this". What do we need to do, that the training within the branch also has got to be structured in the way that you get input from everyone. You say what do we need to train, and then once we put up the program, which we have in the branch, you've got a program and it says: "this is what we are going to train". We don't have to train every second week. If there are more important things to do, that is fine. It mustn't be cumbersome, but then I don't train at all. I get people in the branch to train also. So that they also learn, and they've got to now go out and say: I want something formal, I want something in writing that you give a person that they can refer back to. So, if you say: this is what you've got in a "Hoofkantoor voorlegging", I

want it in writing so that somebody can refer back to it. By doing that you also, I believe, then empower those people. It is not that easy to train, you can also preach. I am more worried about the fact that possibly sometime when I train it is more of a “tell”, where somebody else would train their colleagues, you get more reaction from the people. Self-improvement and self-development are obviously key success factors, in that, again to say that training is not a Human Resources responsibility. Why do people never come to you and say: “I haven’t seen a newsletter about what the training is for this year, why?”. That type of thing. Again, just changing that culture of “I’m sure somebody will give you training sometime”. You know it is quite unbelievable, I just want to give you a little idea at Nedfin Bank on how it changed virtually overnight. Because training programs also form part of Performance Management, Performance Management is money, the people used to say: “I must get through all of this training”. In the past the people used to say “I do not want to go through, I’m too busy”. Now suddenly people say “When is that course, I need to go on that course, I need to make sure I’ve got all of that so I can go further”. Again it becomes structured, because there are specific things that you’ve got to do, not just “hairy-fairy” things in terms of, no you must develop yourself, you must go on this training, then you are developing yourself up to actually be able to go to the next level.

In other words, if I understand you correctly, what they actually did is, they sort of negotiated a target per individual per year, on what courses they should attend or do or complete. And in the end they could get some more money because they got a higher performance appraisal, which they did.

Absolutely, because it forms part of the Performance Management, it actually forms part of self-development, but self-development wasn’t five percent, it was ten or fifteen. So that again, it was just a different way that organizations look at it and training was in that self-development. It said: “what did you do to make sure your training got done?”. End of the story. Now the easiest way to get beyond that is to say: “OK, I’ve done all the

training, now, You've done all the training; you over exceeded everyone else - well done - to get a higher mark for self-development. Then there's got to be objectives that are reachable and that type of thing - that is very, very important.

Question 14: At what rate should this program be implemented?

Answer: I think the obvious answer is "As quickly as possible". I don't know the magnitude of how many people you've got to do and that type of thing. I do believe that if you are going to do it, do it right. So in other words, if it takes longer, it is better. I don't necessary say longer is better, but if it does take longer that's fine. Make sure that you get that buy-in. That it doesn't just go into a bottom drawer. That is very important. It is not a short-term objective, a short-term goal here; we're talking long term. You're talking that Saambou would be regarded as one of the banks that has good training, if you want, or has good Opportunity Creation. You don't do that overnight, the majority organizations that are well known for that, it probably took them five years to get it implemented. Now I wouldn't want to see it taking us five years. I would say that at management level, I cannot believe it should take longer than six months, and at all times to try and get that feedback the communication, even from the managers, because you will definitely have problems from management point of view in this Opportunity Creation. But I think a lot of the Opportunity Creation flattening your structures has already been started to implement with the broad banding. So, I think we are quite lucky in that. It is a start. Do it properly, and if it takes longer, then rather take that longer time.

Question 15: How regularly should follow-ups take place?

Answer: Six monthly. I think performance appraisal should be done every six months also. I think also you have got to try to press the people that are

on the program, that is not just your line management or whoever it does go through, it is not their responsibility. If you want to do it once every quarter, or if you want to do it once every month, to take an hour once every month, to me is not time, it's nothing. So again, to turn it around and don't say ok, these are the minimum requirements, once every six months, but, if you want to do it once every month or once every quarter, you must do it. Again, it gets back to self-development, the quicker I do it, the quicker I go places, the quicker I earn more money, the quicker I feel better about myself.

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

Answer: I think it is very good. I think it gives another perspective, and it is another tool. I cannot believe that you can just..... it doesn't answer all your questions. Self-analysis will help and face-to-face helps and that type of thing. But I can tell you now, I've been through, obviously psychometric testing at this bank. And I've been through psychometric testing at another two banks, and, when you read it, I hate to say this, but unless you want to lie to yourself, I would say ninety percent of it is spot on. Obviously if you answered honestly. So, I don't mind it, I think it is great.

Question 17: How do you view the application of the readiness pool?

Answer: The readiness pool is, I think, a very, very good concept. The reason why I say this is, the reality of it is you are going to have people that are more ready than others. The readiness pool also creates a pool for succession planning, and for multi-skilling. Not everyone is the same, so you have got to say: "Who is the cream?". Again, it discriminates against others. But that is just part of it, and when you create the pool, whether you create it

as - this is the readiness pool, like we had the A and B teams. I am a little bit worried about that. But if it is done on an individual basis and say: "OK, we do, the company as an organization, accept the fact that you are now ready, in terms of the parameters we've set you". So you are giving that feedback to the individual. The individual then knows "I've developed myself, and I actually got to that level". Then they know. The biggest problem in there is creating false expectations. Now I am in this readiness pool, now I'm gonna go. So it is not an easy one, but I believe, I like it. You can't keep everyone happy all the time, and there's got to be differentiation between people who are prepared to perform and are prepared to develop themselves, and people who are not.

Question 18: How do you view the role of internal advertisements?

Answer: I don't think the two are that close. I think the internal advertisements gives everyone the opportunity, which is what you are entitled to, to actually, if I want to apply for Chief Executive, I can apply. I think that principle I believe very, very strongly in. And I think the two are totally separate. The fact of the matter is that, when the applications come in, it gives the people the opportunity to apply, especially across divisions. So, it tells me that that position is available there, so that it gives me that opportunity, and that is part of Opportunity Creation, if you want to just look at the word. But then, once those applications are there, I cannot believe that, whoever looks at it, the Human Resources person, he looks at it. They've got to look at the readiness pool first, because, unfortunately that is the way it works. But at least it is not a buddy-buddy thing in terms of, Yes I know you are in the readiness pool, I am not going to ask anyone else, I know you are right for the job.

Do you see the two things running alongside?

Yes absolutely. But you know what happens automatically in the internal adverts. You get fifty, or let's say ten people who apply and only three are

actually ready for the job, readiness pool - same thing. But the readiness pool is a little bit more formalized than just really in terms of me thinking: "Oh well, that looks like a good candidate".

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

Answer: I think within banking specifically.....I don't believe that there is a major problem. The principles within banking are relatively across divisions. In this division, in going from, I mean, you can even take our senior management, how do you take and swop them around so often? And that proves the point. And it goes all the way down. The principles in the one division in terms of banking, as much as it may be in asset based finance banking, and there are certain inter-procedure. To me, the only differences that you will have, or the only problems that you could have, are on technical things, in terms of what a lease agreement is. But those can be broken down quite quickly. I don't believe that there is, as far as I know, there is very little across or inter division transfers and that type of thing. It has happened in the past when it was forced on us in terms of down sizing and that type of thing, and it happened fine. There wasn't actually a problem. Inter-division transfers should absolutely happen. There should be cross selling between the divisions. There is no reason why I, as an Area Manager here, and I believe in my abilities one hundred percent. I know my business very well. But it is not the technical side of ability. It is my intrinsic qualities that actually make me a good or bad leader, or manager. Now, when I go across to Investments, I'll have to sit down with the manual at night and say these are the new products, we offer etc, etc, but the intrinsic qualities are still there. You would possibly still have problems in tellers and where it is more technical. But I still say that even in those positions there are intrinsic qualities, where you have got to have good relationship skills, you have got to have good communication skills, you've got to be friendly, etc, etc. So, to answer your question, without hesitation, it should happen, and it doesn't happen because of, it's much easier to look at people who've been in the

business and all that type of thing.

Question 20: Is there anything else you would like to add?

Answer: I again say to you that I think it is very good reading. What you put together here I do believe it is definitely the way to go in the future. Maybe it is been forced upon us by flattened structures, but you've got to offer something else in terms of because there are no more promotions, if you want to say that. The fact that you are developing yourself further, the fact that you are multi-skilling yourself, that type of thing, has got to be sold as a substitute to the fact that you are loosing status and that you are also loosing that so called opportunity for promotion.

Table 7.6: Table of essence: Andrew's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	<p>The important aspects include:</p> <ul style="list-style-type: none"> ◆ paradigm shifts; ◆ joint responsibility (career); ◆ prioritizing potential; ◆ reality testing; and ◆ focus on development. 	<p>The <i>OCP</i> creates a cultural change within the organization whereas employees have to get used to the fact that the organization is no longer solely responsible for their careers. They have the more important role in that now. Further the <i>OCP</i> focuses on development of potential; the actual measuring of real potential is therefore quite important. Because of the fact that careers are emotional issues, it is important to include reality testing in the process – to eliminate unrealistic expectations on potential and future positions within the organization.</p>
2	<p>The role players are:</p> <ul style="list-style-type: none"> ◆ the employee; ◆ his/her manager; ◆ the facilitator; ◆ Human Resources; and ◆ Top Management. 	<p>It is important to get as much buy-in on as many levels within the organization as possible. To involve people on many levels will create an opportunity for others to accept the <i>OCP</i> and become involved as well. The <i>OCP</i> has to driven at all levels – from Top Management's side, but also from the employees' direct managers in their motivational capacity. The employee has a responsibility towards himself or herself in order to ask the line manager for assistance and support to keep them involved in their team members' career development.</p>

Table 7.6 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
3	<p>The responsibility for careers is a joint venture between the employee and the line manager.</p>	<p>The employee will be responsible for identifying a career goal and the route to get to that goal. Also he/she has to work on a development plan along the way. But, the line manager has just as an important role as the employee self, whereas he/she has to follow-up on progress and drives the program from their seat within the office.</p>
4	<p>Resistance may come from:</p> <ul style="list-style-type: none"> ◆ a feel of loss of power; ◆ less career opportunities; ◆ careers are the employees' responsibility now and not the organization's; ◆ the natural fear for change; and ◆ different career and motivational anchors. 	<p>To eliminate resistance it is necessary to understand what can cause it. The best way to counter these perceptions (loss of power, less career opportunities, etc.) is by honest and open communication. The strategy on selling the <i>OCP</i> will have to focus on addressing all the fears that people may have within the delayed structures. The benefits of being "in charge" of your own career must be sold to individuals. Connecting progress to some sort of incentive will have to be investigated, as long as it addresses most of the employees' anchors, i.e. money or acknowledgement.</p>
5	<p>The resistance can be broken by:</p> <ul style="list-style-type: none"> ◆ sensitizing employees; ◆ driving the <i>OCP</i>; ◆ establishing it as the only alternative; ◆ change employees' minds; ◆ incentivising people; ◆ empowering employees; and ◆ transparency. 	<p>There are many ways to overcome resistance. The <i>OCP</i> will have to be sold to all employees. A specific person should be identified to drive the program and keep it alive. Communication, once again, will be important to ensure employees know exactly what can be expected, what will happen to them; where are they in the process, etc. Methods should be found to empower employees within this program. Progress should be acknowledged and rewarded – means should be explored. If the process is sold in a way that reaches people's hearts and minds, they will think about it differently.</p>
6	<p>Things to be put in place are:</p> <ul style="list-style-type: none"> ◆ obvious buy-in from Top Management; and ◆ workshops to discuss the <i>OCP</i> and any problems experienced. 	<p>In order for all employees to buy in on the <i>OCP</i>, it is necessary that someone with obvious weight in the organization conveys the message and claims that he/she buys into it and supports it 100%. This should be the first message going out to the workforce. In order to eliminate as many fears as possible, eye-to-eye conversations with groups may form part of the selling process.</p>

Table 7.6 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
7	Training and incorporation with performance appraisal can be used to make and keep employees aware of the <i>OCP</i> .	During the selling process it will involve employees more if they can be introduced to the <i>OCP</i> during a workshop. Most of the questions, uncertainties and miss-perceptions can be addressed during these sessions. Strategies should also be put into place to ensure that the awareness doesn't die soon after introducing it – by, for example, incorporating it with performance reviews.
8	Everyone should be involved in the awareness process and the "salespeople" should have a passion for this – whether it is line managers or Human Resources telling the employees about it.	The initial awareness process should involve as many employees as possible. This will be difficult for one person to do, so line managers can be drawn into a team of knowledgeable people selling and telling. The qualification for this team should primarily be passion and a belief in the <i>OCP</i> .
9	Management should be placed first.	In order to create more buy-in and selling power, if management can experience it themselves and see personally what it entails and means they can help with selling the <i>OCP</i> and keeping it alive. They should be the Champions/Change agents for the program. The good leaders will be followed by their teams – making it a sure success.
10	Every employee should initially have the opportunity to be part of the <i>OCP</i> . After that only those that made an effort and who is realistic with their expectations should be kept on the program.	A realistic viewpoint will make it difficult to put everyone on the <i>OCP</i> , but to give every employee at least a chance to see and realize for themselves whether they have potential and/or whether their career goals are realistic, is not a crazy thought. A natural process of elimination can then narrow the amount of people on the <i>OCP</i> down to only the key people with real potential.
11	The logo is necessary in terms of creating identity and identifying <i>OCP</i> -related issues.	In order to ensure employees are kept aware of the <i>OCP</i> and which areas in the organization can be linked to it, it is necessary to have some kind of identity for the program. The logo can then be used on any communication or actions linked to the <i>OCP</i> . This will immediately draw employees' attention to the fact that this has something to do with their careers and possible opportunities.

Table 7.6 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
12	The top-down approach is applicable and can provide a filtering process and assist in addressing uncertainties and fears lower down in the hierarchy.	Once again, the manager can only promote what he/she knows and experienced. Therefore they should be placed on the program in order to assist in selling it to their teams as well as addressing any questions their teams might still have after the initial selling was done. From a long-term perspective it is also necessary to have managers that know the process and understand the benefits and reasons.
13	Training should be based on development areas and ought to be focused, formalized and processed. The minimum requirements per position should be used as guidelines and it should form part of Performance Management, as a specific objective to be measured on.	Training is becoming a joint responsibility between employees, line management and Human Resources, where previously it was only Human Resources' responsibility. The training sessions should focus on what is really needed within the organization, by using the minimum requirements per position and the identified development areas of the people as guidelines. Self-improvement and self-development are crucial and can be negotiated as specific objectives for Performance management and evaluation. The weight should be substantial in order to reward employees for the development actions that they undertook during the year – as long as it is applied in the workplace.
14	Time should not play a role, rather do it properly and if it takes longer, allow that.	Natural time should be used to determine at what rate the OCP should be implemented. It should not be a rushed job as it is a long-term program being implemented.
15	Follow-ups should be at least every six months, but line managers can do it as often as they want to.	Follow-ups should be regular, at least every six months, together with performance reviews. It is important not to be prescriptive with regards to only every six months. Line management should feel free to do it as often as they want to. The benefits and importance of it for them will prescribe the frequency.
16	Psychometrics is another tool to complete the picture for self-knowledge.	Psychometrics should be incorporated in terms of creating a complete and true picture of the individual. Only then can the real development areas be identified.

Table 7.6 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
17	The readiness pool will discriminate between those that are more ready than others in order to do the right succession planning and multi-skilling. Feedback in this regard is important to eliminate false expectations.	To be taken up into the readiness pool eliminates those that developed themselves to be ready to fill a certain position and those who are not. It can be used for succession planning and multi-skilling to keep those already in the pool busy with further development until a suitable vacancy arises. These employees should know when they are added to the pool as well as what is happening with them after being taken up.
18	The internal advertisements give everyone the opportunity to apply for vacancies. It should be done in co-ordination with the readiness pool.	The internal advertisements should be seen as a way of communicating opportunities within the organization and whether someone is in the readiness pool or not, he/she should be allowed to apply. It is still the line manager's prerogative to decide who he/she wants to fill that position – obviously the most qualified ("ready") employee. The internal advertisements are another source of candidates.
19	Inter-divisional transfers should happen because banking is banking – it is only the technical issues that may lack but the general knowledge will already be there.	Transfers between divisions should be allowed to give employees a broad knowledge base. Especially on senior management level this is important for future appointments. The technical side can be lacking but if the employee has the right profile for the job and the potential to learn the technical side easily, he/she should be given a chance.
20	Flatter structures forced us to look at another way of doing career and succession planning.	Employees still want to know where they are going in terms of their careers and it is important that the organization provide a vehicle by which these questions can be addressed.

7.2.7 INTERVIEW: DRIES

Age : 40
Qualifications : Std 10 and several certificates
Division : Investments – Personal Loans
Office : Krugersdorp

Designation : Area Manager
Job grade : G-Band
Length of service : ± 16 Years

Question 1: What, in your opinion, are the most important aspects of the Opportunity Creation Program?

Answer: I think where we are now with Opportunity Creation the most important is the introducing of it in the beginning. Everyone was anticipating something and was prepared to give it a chance. What went wrong was the time that has passed and nothing happened. We will have to get it off the ground very strongly now. It will have to be something that is introduced and practically applied.

Question 2: Who, in your opinion, are the most important role players within the program?

Answer: It should be the people involved with Opportunity Creation. The person placing the advertisements, doing the interviews, handling appointments – that is the person that can make or break the program. If you create opportunities and the people realize they have a chance because of that and they know they stood in line for the position with another person.....that person was the better candidate or he/she got the job.....and this includes line management and Human Resources.

Question 3: Who should take on responsibility/ownership for the program?

Answer: Ownership lies with line management. Ownership is for the managers and owners of the organization – the decision-makers. Human Resources will have to influence it to keep it an ongoing process. They

should function as a strong resource within execution of the program.

Question 4: What kind of resistance do you foresee with regards to the implementation of the OCP?

Answer: I don't know if there will be that much resistance, because most of the people in management already knows about Opportunity Creation. The only resistance that could possibly exist will be thoughts on that it is not going to work and it should therefore be made to work. People should buy into the process. Junior people will buy in more easily because they see the opportunities, but the most important people are the decision-makers that must buy in and see the opportunities.

Question 5: How should this resistance be handled?

Answer: (Already answered)

Question 6: What do you think should be in place before the OCP can be implemented?

Answer: First of all, the policy on how the program will work, must be spelled out clearly in terms of where it is going, the criteria, how it works. Everyone ought to know about it and should have access to get information on it. It must be driven by someone specifically so that this person can ensure the program is always on the right track. This person, in collaboration with Human Resources, should be responsible for the energy of this program.

Question 7: How should staff members be made aware of the OCP?

Answer: We should use the mediums available within the Bank. The sticker with the logo is a typical example. It will make a name for Opportunity Creation. It should be used more often. Other mediums include circulars, the Troffel and Forum broadcasts.

Question 8: Who must be involved in this awareness process?

Answer: The driver of the program, definitely.....then Human Resources as well. This also applies to management, from top to bottom. Even if Human Resources visit the offices and talk to the people about it.....tell them what it is, what they understand about it..... We talk to them every day and I think at a stage they don't hear us anymore, but if someone else comes and talk to them..... So, I think there are different ways to communicate in volume. If the people lower down in the hierarchy know about this they can react on things that's linked to the program. They can then ask where are the opportunities and how can they take up an opportunity, but now they are quiet and the managers are quiet about the opportunities that go around. I think the awareness of it already happens in terms of the advertisements on al the available vacancies. It depends largely on management. If you hold your people back by not telling them about the positions available, this is never going to work. You must be large enough to share it with your people. This is exactly what I do – to tell my people about the positions. Some of them come to me and ask me if I think they should apply for a certain position. I'll explain the benefits and the disadvantages of both his/her current position and the one advertised. He/she can then weigh it and decide whether he wants to apply or not.

Question 9: Who should be first to be placed on the program and why?

Answer: I'll say you should start at the top. If you start at the bottom, the guys at the top will manage it out from their position and so block the people at the bottom. Even the awareness process should start at the top. The top will have to manage it through the hierarchy to the bottom. You can't make fires at the bottom, because it can be extinguished from the top if you don't open the channels from the top.

Question 10: Who should be next to be placed?

Answer: First of all, all the managers and then their direct reports, like for instance an Office Manager or Departmental manager.

Question 11: What is the consumer value of the OCP logo in your opinion?

Answer: The sign or logo is the only thing that got stuck in my mind so far, and that is how I remember Opportunity Creation. I'll say we should use it with every thing. It's like the Saambou guys in our logo – everybody knows them. If you talk about Opportunity Creation, where ever, then the logo should accompany that. It is something to link to the program and to the word Opportunity Creation. Many times people do not see it as an opportunity, but if you include the logo they will immediately know: hey, this is another opportunity, I didn't think about it that way!

Question 12: Is the "top-down" principle applicable in this regard or not? Why?

Answer: If you create enthusiasm at the bottom and the guys above them does not feel that enthusiasm; he can stop the process. All these things are done – we promote it with memos, we advertise positions and all of this happens.

We make the people enthusiastic, but I'm sitting here and I don't feel anything for it. I'll give a guy his letter and not even draw his attention to the sticker on it. But if I want to emphasize it I'll tell him: "Here's your letter do you know what this sticker is all about? This is the opportunity that's been given to you". Or take the advertisements.....if it comes I can keep it and file it and kill the process.

Question 13: How do you view the training practices within the program?

Answer: The Opportunity Creation model should be put down as a guideline according to which training should be planned. If I'm in the Personal Loan "leg" of the Bank what opportunities are there for me? If I specialize then I'll progress through this leg – what training do I need to become a specialist in this leg? Training on this should be structured practically. There should also be a chance for me if I want to move out of this leg to become an all-rounder. What training is available in other divisions? What can I do to qualify myself, because at the end of the day if I want to be at the top, I'll have to know every leg, or I'll become a specialist in my leg and reach a plateau at some stage. So, I'll have to plan my training with the available opportunities, but also over the division's boundaries. If there is external training needed to do it in order to reach that line.

Question 14: At what rate should this program be implemented?

Answer: I think the initial promotion and implementation should be done with a big bang. A lot of people should be involved in this, like for instance all the Area Managers should be involved and drive the process. I'll say that within a period of three months you should have your big bang, with introducing the program, implementing it and get it going. After this you can do further training and expansions.

Question 15: How regularly should follow-ups take place?

Answer: The longest six months, not a year. It can even be twice or three times a year, not a too long period should be allowed in-between.

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

Answer: I feel the tests are a good thing but it should not be the Alpha and Omega. I've appointed people in the past that I wasn't too sure about and they tested well. Two or three of them already got of along the way. So, I say yes, the tests should be included, one gets information from it, but you should see it in the context of the practice – in conjunction with his experience and background, what route he came from before doing the tests. It must be seen as a whole.

Question 17: How do you view the application of the readiness pool?

Answer: There should be different pools for different positions – a pool for departmental heads, a pool for Office Managers, a pool for Area Managers..... I feel that when a person is being made ready and when he is right, he should be taken up in the readiness pool. He must know he's taken up for future opportunities. This person can be used when there is.....say for instance somebody gets sick or goes on pension and there is a need for someone for a period of two to three months, then this person should be taken out of the pool and used in that position. This way, if he is taken out of the office he will gain experience and he can be evaluated. It broadens his vision and he can tell himself he's ready or he still needs some development on one or two issues. On the other hand, this gives the organization the opportunity to see how he's doing – is he

ready immediately or should he be kept in the pool for another six months or so. On the third side, if this person is part of my office I should know he's in the pool. I will have to go without him for a period of time in future and this gives me the opportunity to identify someone for his position in the mean time. Total succession planning.....

Question 18: How do you view the role of internal advertisements?

Answer: I think the internal advertisements are good because every individual gets the opportunity to have access to the vacancies in the organization. Currently I feel that a lot of these advertisements are sent out only for the purpose of the procedure. There are preconceived ideas and people who will get the job anyway. So, yes it is a good medium – when it's properly used.

You mentioned before the interview that certain criteria or requirements in internal advertisements should be explained. Why?

Yes, in exceptional cases or if the advertisements are placed for a specific reason. It must be explained why the advertisement is so specific. People see it as not being real and that the incumbent is already identified.

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

Answer: First of all in the beginning when someone from another division applied for a job, his division didn't want to let him go..... The arrangement was made to give the other division one month's notice that we want to appoint one of their people, so that they will have enough time to find someone else. I think it is fair. If I loose someone to another division or someone from another division comes to me, and I gave one month's

notice then he has one month to find someone in this person's place. Then he can't stand in the way of this person anymore. It must be allowed and it can happen. If I decide I want to be a specialist in a certain area or if I want to go to the top and has to go through all the legs, it must be allowed. So, if I feel I have enough experience in that leg and I want to move over to another division, because I feel that position will be better for my career, then nobody should stand in my way. I should be able to go over to the other leg. And if my qualifications fit and I get the job, that was my opportunity. Then my current division should not stand in my way. One should just give them a fair chance to find someone to replace me. One month is enough time. On the other hand, if the office is audited, they ask you if there is any person in your office that you can't replace or go without; it is a risk if someone is irreplaceable. You should involve everyone. I think if you want it to be a success, then everyone should be allowed to move. There should be no measures that exclude people from participation. It should be open to all.

Question 20: Is there anything else you would like to add?

Answer: It feels like the time gap between starting to tell people about Opportunity Creation and actually implementing it, could hurt the success of the program. I think it will be more difficult to get it in place now. The sale plan will have to be worked out in detail to address this specifically. If we want to implement the program now and it is not completely in order, rather wait another month or two to make sure that it is the right timing to implement.

Table 7.7: Table of essence: Dries's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	The <i>OCP</i> will have to be officially implemented and practical workable in order for it to be successful.	To only talk about something and never do it, damages what one wants to achieve. The <i>OCP</i> must be announced, made workable implemented and driven. The employees must see it as part of their lives in the organization.
2	The role players are those employees directly involved in recruitment – placing advertisements, interviewing and appointing people.	Both line management and Human Resources are responsible for the <i>OCP</i> , as a result of their involvement in the appointment of people, whether it is from inside the organization or externally. They actually manage the opportunities within the organization and should realize the impact they have on the program and the other employees' lives.
3	Line management and all the decision-makers should be responsible for the program, with the assistance of Human Resources.	The <i>OCP</i> is a joint responsibility between line management and Human Resources. Line management should realize that they have the key to the success of the <i>OCP</i> from their direct contact with the employees on a daily basis. Human Resources should use their skills and knowledge to influence the process and assist line management in executing the program.
4	Resistance can be in the form of disbelief that it is going to work. Buy-in and clear opportunities are important.	The successes brought about by the <i>OCP</i> must be communicated in order to counter the disbelieves. Opportunities should be communicated widely so that every employee can know about it and can make use of it.
5	-	
6	<p>Things that should be in place before implementation are:</p> <ul style="list-style-type: none"> ◆ the policy on the <i>OCP</i>, ◆ all employees to be fully informed; and ◆ a driver for the program. 	Before the <i>OCP</i> can be implemented certain issues should be clarified and put in writing for future reference. This includes the policy on the <i>OCP</i> in terms of how it will work, the criteria, etc. Someone should be made responsible to be spokesperson and driver for the program. Because of the long-term nature of the program it should be kept alive and known to all.

Table 7.7 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
7	Every possible medium should be used, like the circulars, the organization's newsletter and business broadcasts. The application of the logo should be expanded on.	In order to communicate fully and reach everybody within the organization, it is necessary to use all the available mediums within the organization. Circulars, the newsletter and business broadcasts can be used. The logo on a sticker can also create and maintain awareness amongst employees – if it is used frequently and every time something is sent out that can be linked to the <i>OCP</i> .
8	Line managers and Human Resources, and especially the driver should be involved in the awareness process. Line management plays a very important role in this.	The joint responsibility with regards to making employees aware of the <i>OCP</i> lies with line management and Human Resources. The latter to frequently talk to employees about it and the line managers to ensure their people understand and use the program to its fullest consequences. They can not stand in the way of their employees if they want to progress in terms of their careers.
9	The Top Management should be placed first on the program.	The communication channels in many organizations consist of the message being sent from the top to the bottom. This channel should be used also in terms of who should be first to be placed on the program. Top Management's buy-in is crucial.
10	The next line of command should be placed next.	After the entire Top Management went through the program then their direct reports should be given a chance and theirs after that. The manager that will have to assist and support his/her direct reports will then have a clear idea on what the <i>OCP</i> is and what it takes to be successful on it.
11	The logo should be used on everything linked to the <i>OCP</i> .	The usage of the logo should be thought through. Many opportunities can be thrown away if employees don't realize it is an opportunity. It is important though that all the role-players know when it should be used and USE it.
12	The managers (especially) and the team members should be made enthusiastic about the <i>OCP</i> . Managers can make or break the process.	The buy-in from the managers is so important that it can't be neglected. If they do not buy this, their people won't. They should therefore know the process and what it's all about. The benefits for themselves and the organization should be spelt out and something should be put in place to incentivise them on using the program.

Table 7.7 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
13	Training should be done in accordance with the <i>OCP</i> 's principles. Inter-divisional training should be allowed as well.	The linkage of the <i>OCP</i> and its principles and working with other Human Resources activities is very important. Therefore training should be done on the basis the <i>OCP</i> sets out. Employees should be allowed to attend training from other divisions in order to multi-skill himself or herself if needs be.
14	The initial introduction should be with a huge fuss.	Introducing and implementing the <i>OCP</i> should be done with a "big bang" – people should take notice and be made aware in such a way that they do not forget it easily. The initial implementation should not be longer than three months, but adjustments and changes can be made afterwards.
15	Follow-ups should take place on a six-monthly basis or less.	Follow-ups should be done regularly in order to keep the program on the roll and warm. It is important to ensure this way that the employees in the readiness pool are still "ready" and can be used at any time.
16	Psychometrics should be included as 'n part of the information and not as the Alpha and Omega.	The employees' psychometric test results should be part of the larger picture and aspects such as his/her background and experience should be taken into account as well.
17	The employees in the readiness pool should be given the opportunity to stand in for someone in his goal position.	Those taken up in the readiness pool should not loose sight of their development and should be given the chance to try his/her knowledge and skills at the job he/she set out as a goal position. When standing in for someone else he/she will experience the true realities of the job (reality testing!) and it gives the organization a chance to evaluate his/her performance in that specific job. The person as well as his/her current manager should know when he/she is taken up in the pool and must understand that he/she can be asked to stand in at any given time in future.
18	Internal advertisements should stay but it should be explained why certain criteria is specified in order for people to understand that it is about the position and not a pre-identified employee.	The role of the internal advertisements is to make opportunities within the organization known to everyone. When certain criteria and requirements are stipulated it is important to explain that, so that misconceptions do not hinder the objective of the internal advertisements and in the process kill the <i>OCP</i> .

Table 7.7 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
19	Inter-divisional transfers should happen and enough prior notice should be given to each other.	The whole backbone of the <i>OCP</i> is that employees should be able to use the opportunities that come their way. Inter-divisional moves are included here. If someone wants to go to another division because he/she feels it will do his/her career good, then his/her current manager can not be allowed to stand in his/her way, except when the manager do not agree that it is to the benefit of the INDIVIDUAL. Divisions should support each other in this and allow their people to move within a month from notification.
20	One should ensure that everything is in place before implementing to ensure credibility.	The requirements for the <i>OCP</i> to be working, as it should, should be investigated and stipulated in detail so that everything could be in place before it is needed in the process. The questions and concerns should be addressed in the selling process.

7.2.8 INTERVIEW: KOBUS

Age : 33
Qualifications : Std 10
Division : Property Finance
Office : Tyger valley
Designation : Area Manager
Job grade : G-band
Length of service : 14 years

Question 1: What, in your opinion, are the most important aspects of the Opportunity Creation Program?

Answer: I believe first of all that, most important is the fact that its your own responsibility. First and foremost, the fact that....it's all up to you. Use it or loose it. I would single that one out as the most important one.

Question 2: Who, in your opinion, are the most important role players within the program?

Answer: First of all, every individual for himself on that side, and then the organization and.....I believe especially Human Resources and management. Who ever the next level of management is. So, the individual's manager in other words.

Question 3: Who should take on responsibility/ownership for the program?

Answer: I believe that anybody can take responsibility and ownership for the program, as long as they have the authority to do it. For instance, it wouldn't help if an Area Manager in our case, was the owner, because how was he.....how would he encourage General Managers and Senior management to take part in it? So, as long as the owner.....the person driving it.....have them bought into whatever he tries to do.....as long as that happens and that the person can be.....is trustworthy. And when I say trustworthy that....everybody that deals with this specific person believes in that person and in that what that person is doing is transparent enough that everybody is happy about the way he does it. So, I believe that is very important.

Question 4: What kind of resistance do you foresee with regards to the implementation of the OCP?

Answer: I believe that you're gonna get a number of people that won't believe it. They'll just say: "I don't trust the guy that's doing it; I don't think that it is a genuine thing; You're just making your responsibility my responsibility". Unfortunately that is that person's view of the day-to-day dealings in any case. But, ja, I think that's the most important, or one of the things that you're gonna have to sort out. And that is what people are gonna say:

“They are just trying to make their problem.....transfer their responsibilities to me”. Everything is in the eye of the beholder, I believe with this. The guy that wants to do it will see all the benefits.

The fact that your not gonna get the opportunity to necessary place everybody when they're ready.....they're gonna attempt to get into this pool of readiness, if I may call it that, and they can sit there for a year. Two years, three years.....all knowing that they're ready, because they've been told they are ready. But the opportunity won't be there. So, that's another thing that.....people will get into that pool and then they'll sit back and say: “Well, I'm ready, there's nothing I can do. Now, I need to get an opportunity and then you're gonna sit with a bit of a problem. The opportunities aren't always gonna be there.

Question 5: How should this resistance be handled?

Answer: If you're extremely careful and people really believe.....they'll believe you once they start and they see it happening. You will get the opportunity as time goes by, that people will say: “Well, this is the way they're operating, they're actually using this, they're doing what they said they'll do”. So, by giving them examples you can overcome a lot of the resistance. And obviously affording everybody the opportunity to have, on a regular basis - let's say once a quarter or once every six months, take that person, get him to sit down and say: “Right, this is where we are; this is what happened over the past few months. Is this the way you see it, because this is the way I see it?” And then it is the softer issues.....those issues are the issues that normally people don't want to talk about. Tell a person: “You haven't developed. The commitment was then that you should have developed over the past year. You've done actually nothing. So, you want to blame us? You're not doing much from your side.”

Question 6: What do you think should be in place before the OCP can be implemented?

Answer: Definitely training – that would be first on my list of priorities. Ensure that the people that's gonna do it know the job. As far as systems are concerned, I believe that a well talked-through plan on where we're gonna start – at the top, obviously – and from there, who's gonna be involved. And to identify to do it is.....unfortunately, in most cases this won't be a problem but in some cases you're gonna have a manager that's gonna have to sell this and if they don't want to sell it, this is born dead.....it's just not ever gonna take off.

Question 7: How should staff members be made aware of the OCP?

Answer: I always believe in treating everybody as.....whether they are colleagues or junior staff or superiors, with the due respect. So, trust them that they will understand if you sell this to them and explain to them what the benefits are – why we're doing it, what the reason for it is, and all the other little things. You go to them and you do a proper sales job.

What medium should we use? What sort of methods should we use to make them aware of the program?

Most definitely a class room environment where there will be somebody who they can interact with. So that you don't have a circular going through and everybody read what they want to read, because we are putting the emphasis on the parts we want to..... So that you have the opportunity to see the reaction and when you see a smile, you'll know – on base one it's OK. Or you'll see a lot of question marks and decide to hang on, if they have not been able to understand this, then quickly go through it again before you carry on to the next stage.

Question 8: Who must be involved in this awareness process?

Answer: Everybody – most senior guys most definitely. They must take part in the sales process so that people can see it as being an “OK program, and this is what we want. Yes, we want it.” Instead of having a program presented to them by perhaps a junior person in their eyes – “this guy’s got a hobby horse now all of a sudden, so, we’re gonna use his name and run this for the next six months, because he believes in it”. And I think the more senior people who can be involved, the better. And then identify, pertaining in the past, people that are opinion formers, people that would tell people about the advantages, people that will do your sales behind the scenes.

Question 9: Who should be first to be placed on the program and why?

Answer: Seeing that it is going.....Most senior guy first. At first I thought that that wasn’t necessary. After reading the chapter a second time, I realized that that is what’s gonna happen.....or not. So, most definitely most senior management first so that that person can go through the process of having that chat to the next person. So that he will know how he felt when he was listening to information being presented to him and so that he would know that it is extremely important how he puts it across to the next person, when he gets the opportunity. How he should operate it and the questions he had and feelings that went through his mind, will be the same as the next person’s. So, top down.....

Question 10: Who should be next to be placed?

Answer: The next level of management, most definitely and then afterwards the next level.

Question 11: What is the consumer value of the OCP logo in your opinion?

Answer: When I looked at it the first time I looked at it and I.....the first thought that went through my mind was accomplishment, because it's.....it is a stamp of an approval, a seal.....And when I looked at it I thought this is "OK, you've accomplished something". So, I think one shouldn't look any further than just saying.....that's the value I saw in it.

But how can we use it? How can we apply it within the program?

By taking it a step further by saying "This is what you've accomplished". When a guy goes through the process, to perhaps reward a person on a regular basis for whatever he has accomplished. That could be part of it. Then, let's say he's then added to this pool of readiness where everybody, I believe, have accomplished whatever they should have. Perhaps one could reward them for it. Not with money, I wouldn't..... I think that it will have to be a lot of money to.....for people that accomplished something to be rewarded in Rand/cent value. I think a "Well done! You've accomplished something" from a Top Manager or the MD.....means more than a R 1 000.00 once off. If you're telling me I shall be rewarded Rx per month for the next twenty years.....ja, that will keep me going, but once off a R 1 000.00..... I don't think we can afford it. Get the MD to phone me and say "Well done".

Question 12: Is the "top-down" principle applicable in this regard or not? Why?

Answer: Yes, it is and then I have to repeat myself by saying at first I thought it was not necessary but how are they gonna drive the OCP? Whoever I'm reporting to says "What are you busy with today?" "No. I'm busy with this new idea." "Well, that's not necessary." If we don't all believe in that, you're not gonna get the opportunity and it is not gonna be managed.

Question 13: How do you view the training practices within the program?

Answer: Difficult question. I believe that you will still have your Saambou courses. I just believe that, instead of putting people on courses like we've always done, I believe we should have a circular once a year whereby we invite everybody:

- ◆ this is the courses;
- ◆ these you can go on free of charge, because it's in the line of duty;
- ◆ these, at the minimal fee of R xyz, you can attend. You'll have to get special permission for these because it is not part of your day-to-day tasks. You won't need it; but for you to improve yourself you can do this. But we'll subsidize the accommodation or travel expenses; but if you can make an arrangement, we'll see how we can accommodate you.

I believe that for a number of years we have been instigating training but never had an opportunity where the subordinate could say what he/she wants. First of all. Second of all, I would suggest that we go as far as to say "This is what you need to do", although we've done it, but we shouldn't stop where we're stopping at the moment by merely giving advice. I believe we should go further by saying "You have a target date and you better complete this". This is important. We all know it is important to study. So, we should have a target date and say: "Yes, you are on the program; this is what we see you need and by the end of the year, by the end of next year, or in the next six months you should go through a basic computer training program". Open time, open place, but when you get back you need to present us with a certificate from a college or whatever. That's very important, and then.....if I say on-the-job-training.....it's a soft issue but we seem to believe that when people have the technical skills.....when they've gone through a process of training, when they are ready to do their job we sometimes neglect the softer issue of "Ja, we believe they can do the job", but have they ever been in a position where they're gonna have to do the following. And on-

the-job-training and in doing it. I've never ever had the opportunity to be trained on having a meeting, being chairman of a meeting, never. So, for the past six years, since I've been a Branch Manager, I've held meetings. I'm sure someone can take me on half-a-day/six hour course on this is the way you do it effectively.

Question 14: At what rate should this program be implemented?

Answer: Difficult to say. First of all, it depends on how it's.....whether it's received extremely positive. With these people you'll be able to fly. The other guy will need some convincing, unfortunately. We started of by saying the responsibility is your own, but we still have a responsibility from the company's side to convince the guy that's not convinced. We can't leave him and say "Well, tough luck, if you don't want to buy in, loose".

So you'll take it step by step and see how the process goes and not force it out to finish it within a month or so?

No.

Question 15: How regularly should follow-ups take place?

Answer: If you follow up by saying we're gonna do it on a monthly basis, or six monthly basis, or on a yearly basis, you run the risk of doing it because you have to do it. On the other hand if you don't plan you're not gonna do it and pretty soon you're gonna realize you've never attended to it. I would suggest that, depending on the participation of members, let's call them students, to have a checklist on.....if progress has been made – good, leave it. Don't sit up for the sake of sitting down. Because that guy is doing his job, he's doing what he has to be, he's going through the training program. If a target date is not being reached then perhaps put

the individual on a “Right, let’s check out one or two of our bases”. Because he needs assistance. Some people do things or don’t do things because they’re too lazy. Other people sometimes do that because nobody’s checking up on them. It’s a bit irresponsible, but they just don’t do something about it. And we shouldn’t....although we say the responsibility is every participant’s we shouldn’t sit back and say: “Well now it’s your responsibility, we don’t have responsibility”. And therefore I’d say we’re all mature, let’s help one another. The guy that needs more assistance - hold his hand. The guy that is running with it, that doesn’t want you to look over his shoulder every month – leave him. Perhaps he’ll excel because you’re leaving him. He may just get bored by the fact that he’s being held back.

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

Answer: Psychometrics is fine. This is fine, it’s fantastic, because every time I’ve gone through the process I’ve seen myself. I said: “This is you, this is really you”. And then I try to figure how they’ve got to know me with all the questions they ask, because they didn’t ask the questions that could give them these answers and they know me. But you will find that people who didn’t want to admit that that’s them, will say “Well, I’m not gonna let them run the tests on me because that’s a whole lot of bull”. But they’d rather not admit being that person or they try to project a certain personality trend or a certain way of thinking. And when they answer....when they get the opportunity to look at it, they don’t like what they see because they were not able to project what they tried. I think if one is honest with yourself, you’ll answer the questionnaire as honest as possible. And if you’re gonna get the feedback on it, then the best thing you can do is to take that and see what it is that you’re good at. What you need to improve on and act upon that; instead of looking at psychometrics and say: “Well, it’s just not me and it’s not fair”. And

perhaps a one-sided opinion – a person that says to me he doesn't believe in it, says he doesn't like what he sees. They're not saying they don't believe in it, it is because they don't get complemented and it is close to the bone, this hurts and they don't always want to admit that it is the truth.

Question 17: How do you view the application of the readiness pool?

Answer: Beauty is in the eye of the beholder and I may have a cynical opinion but the readiness pool is going to consist of ten people willing and able and one person's gonna be selected from that group. And if you're willing and able and you know it, and nine people have to stay behind, you have to do some genuine sole searching stuff to believe in the choice that was made. So, that it will be used – yes, yes it will be used. The feeling when the opportunity arises and somebody is chosen from a group is a very difficult process to go through. It is difficult to accept that you're not the chosen one after you've heard that you are ready. So, there.....but that can happen, it's life, it is all part of life and you can't do anything about it. The way I would see it is if, on the odd occasion, I've been chosen. So how bad can the choice be? If the same people who's chosen me on the odd occasion, now chooses the next person.....when they chose me they were OK, but when they don't choose me they're wrong? So, the only.....the application of the readiness pool..... When it happens, I think you'll have a more difficult task in keeping the guys that stay behind, and ladies, to keep them motivated – that's gonna be the issue. To get them to understand this is the choice that was made – buy into it. And it starts.....it doesn't start when a person is being chosen. It starts when you're added to that pool. At that stage you need to know what's the odds, what's the opportunities. We're not honest about it, we're so worried that we'll hurt somebody's feelings that we'd rather not say. So, when does he find out? When he starts asking questions and getting the answers. And then he says: "How could I've been misled?" But nobody ever had the guts to tell him he's aiming for Top Management; he's

excellent at what he's doing, this is what he will be doing.

Question 18: How do you view the role of internal advertisements?

Answer: May I give you two answers on that - my personal opinion and a rumor? My personal opinion is that internal advertisements....for the opportunity to know of any vacancies, you need the opportunity to react, be interviewed and get the opportunity to be appointed. I may sound extremely negative when I say it and if I at any stage....if I have had the same feelings, and maybe I have..... Rumor has it that it is a joke. That when there is an opportunity, whoever is gonna get it has already been identified. It's a pity, but if people are saying that....a guy in our office had the opportunity to apply. He applied and he said: "We all know that the odds are about ten to one – and that's not in my favor". And there is a positive way of looking at it and a negative way. And this is the part where I say this is my personal opinion and not part of the rumor. Unfortunately it is true. If I get an opportunity to appoint somebody, whether that will be a consultant, an assistant, whoever....it's just human to know whom you want. If you don't know the person, at least you know what they're gonna look like. Not on looks necessarily, but you know what attributes you want, you know what's important as far as that is concerned. So, ja....and it is important to know that. How can you appoint somebody without knowing what he or she should look like? So, if I in the past.... If I interviewed anybody and it has actually happened to me, and the person reacts by saying: "Well, ja, I didn't get the job because he didn't want me and he knew that", I would say no, there was no..... I knew what I wanted, not necessarily knew who it was and where they were. But I have to advertise. I interviewed a chap for a consultant's position. When he didn't get the job, he spread the rumor that I went through the motions, but I knew that I wasn't going to appoint him. But I say no, I had to allow everybody to apply, I had to talk to everybody. We don't always talk to one another enough. So, I had to go through the motions. One must just be careful because, as we said earlier, beauty is

in the eye of the beholder. And if people are saying that we need to address it.

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

Answer: I don't think it is being handled at the moment. It should definitely happen. One, I believe that in Property Finance Division there's guys with attributes, with capabilities, with knowledge that they can use in a different division - better that how they are used at the moment. Not working to their full capacity and most definitely, I'd say, is extremely frustrated. They could have been asked for the Property Finance Division eighteen months ago and be placed. Now they've realized this isn't what they want to do. This isn't actually what the job entails. They had the idea that the sales side would be a fantastic....being in the limelight all the time and the opportunity to go party all the time and all of a sudden they realize this is a lot of hard work, or the other way around. And it is not what they want. And they may just be in a position now where they say: "I seriously need to renegotiate, rethink" and I believe we should be actively marketing ourselves. One, I've got a guy with the ability to do the following; he has expressed the willingness to go on to better things; for himself, for the company. This guy is sitting, he's doing an excellent job but he would like to go to that division. Mr. X from Property Finance, please talk to Mr. B from the Investment side. I've got a guy that can't wait, he's willing, ready and able. When you have an opportunity, let's talk. At the moment we tend to only look within and we don't look at other people. I'm Kobus from Property Finance; I'd rather appoint somebody that I know than somebody I don't. It's human.

Question 20: Is there anything else you would like to add?

Answer: As far as OCP is concerned, it's fantastic, it's necessary. I don't think that

enough people realize the potential of this program. I think that, whether it could be that it doesn't matter, that they don't see it that way, or whatever reason, Saambou's strength.....forget about Saambou.....this office needs people – willing and able, trained people that can do the job. Without them, I'm lost. So, if I'm lost without that, willing people, able, you know who's trained, and ready to do it..... If I can't get this branch great without that, how can Saambou afford the luxury of not having that? And that's so important. We tend to look at how to do marketing, how to put the next product in place, how to look at laptops, the next marketing strategy, the next marketing venture, etc., etc. But if Mr. X that is doing an excellent job in Credit should get up and leave for whatever reason, do we have a replacement? No, we don't. And I feel we should have a list of reserves – your readiness pool – whereby you say: "If you're into this readiness pool, we can on twenty-four hour's notice, with seven day time for you to sort out your things, request you to assist us in another town. If you want to join the readiness pool, this is one of the things that you're gonna have to do". That's part of the willingness too. So, if we row in some or other boom as far as bond production is concerned in a certain place, you're in the readiness pool and part of your commitment is that you will help. You've got notice that we need your help next week Monday there. If you want to go into that pool, you're committing to a number of things, a number of commitments, a number of "laws". I will do the following. If I'm in the readiness pool, and I don't like the opportunity, taken everything into consideration, if I'm in the readiness pool I would indicate what I am ready for. If I wanted to enter the readiness pool, I'd say: "Yes, I'm in the readiness pool, but I can't take a transfer outside the borders of the Western Cape". We will therefore not even award you the luxury of an interview for a job in George. Because you have now.....you've put down the laws. You said that you're not even gonna look at that. Therefore, when the opportunity arises and you go through the interview you won't have the opportunity to come back and say: "Well, ja, they've made up their minds and they wouldn't really appoint me in any case". And we give people the opportunity because we don't talk to one another enough.....we give people the opportunity to be the victim.

As long as I can portray myself as being the victim, everybody says: "Shame, poor man, they've missed him again". But in the meantime I didn't qualify because of this and that and the following. Or I wasn't prepared to but I.....only in the interview was I prepared to admit that I'm not prepared to do the following. But when I get back.....why not? Nobody says it was because I didn't want it. No, they had a hidden agenda. They made up their minds before I even entered that interview.

Table 7.8: Table of essence: Kobus's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	The most important aspect is that it is the individual's responsibility.	It is important for the employees of the organization to realize the consequences of this aspect and accept it. Otherwise it will never work. The organization can only be held responsible for creating opportunities, but the individual is responsible for creating his/her own opportunities and utilize those given by the organization together with those they created themselves.
2	The important role-players are: <ul style="list-style-type: none"> ◆ the individual; ◆ Human resources; and ◆ Management. 	The <i>OCP</i> is definitely a joint responsibility and effort. The individual needs to know where he/she wants to go. Human Resources should fulfill a role of support and facilitation as well as assistance with the creation of training opportunities, for instance. Management ought to be involved all the way. They are responsible for selling the <i>OCP</i> , as well as ensuring its successful implementation.
3	Ownership should lie with someone who bought into the program, is trustworthy and has the authority to drive the program.	The owner of the program should be someone who believes in the <i>OCP</i> and is able to drive it. He/she should have the authority to make decisions in order to drive the program to its fullest capacity. The employees of the organization should also trust this person and believe in what he/she tells them and/or explains to them.
4	Resistance may entail: <ul style="list-style-type: none"> ◆ Acceptance of responsibility for their own careers; and ◆ People in the readiness pool waiting long periods of time to be placed. 	In order to be able to counter resistance, it is important to realize what they could be. If the employees are going to have a problem with accepting responsibility for their own careers, all possible issues they could bring up to motivate their resistance, should be addressed during the selling process. The people in the readiness pool should be placed on a rotating program for projects and standing in for absence.

Table 7.8 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
5	Resistance will be countered automatically if people start seeing that the process works. Progress interviews should be held on a regular basis as well.	To be able to counter all the resistance will take some time. "Seeing is believing" will definitely be true in this case. As soon as the OCP takes off and starts delivering results, more and more people will believe in and support it. On the other hand to keep it warm it is necessary that follow-up progress interviews are held on a regular basis. This will establish a culture where the individual's progress is his/her own responsibility but the organization will support him/her in any way possible, with one condition only: the individual should do his/her part!
6	Training should be in place before the OCP can be implemented.	Before the OCP can be implemented it is important to ensure that all the necessary training practices and courses are in place. This will ensure that individuals are able to obtain the skills and competencies they need for realization of their goal position.
7	People should be made aware of the OCP by: <ul style="list-style-type: none"> ◆ Trusting them to understand the program; ◆ Explaining the benefits and reasons for it; and ◆ Using interpersonal classroom sessions. 	To make the employees aware of the OCP, how it works and what they could benefit from it is crucial. A classroom situation can be used to enhance the personal-touch. They will have the opportunity to raise their concerns and questions whilst the communicator will get a good idea of the attitude and acceptance towards the OCP. It is however, important to inform them in a grown-up way. They should feel respected and important during the selling process. It will also ensure that they get the right message and not read what they want to in a circular for instance.
8	Everybody should be involved in the awareness process, especially the most senior managers and opinion formers within the organization.	Because of the fact that the OCP will have an impact on everybody - direct or indirect - within the organization, it will be necessary to involve everybody in the selling process. Those doing the selling should definitely be the most senior management to show their commitment and buy-in, and the opinion formers within a certain area. They will be able to influence those around them and create larger buy-in, especially in distant areas.
9	The most senior guy should be first to be placed on the OCP.	The MD of the organization should be placed first on the program in order to not only show his commitment to the program but also to create an understanding of what it entails. When he does the interviews with his subordinates, he will have the necessary understanding and empathy to support his team.

Table 7.8 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
10	The next level of management will be next to be placed on the program.	The implementation of the <i>OCP</i> should start right at the top and then move down the organization's hierarchy. Every manager should go through the process and experience it him or herself. This will create better buy-in and understanding of the process and working of the <i>OCP</i> .
11	The logo is a sign of achievement and should be used to reward employees for their accomplishments.	The <i>OCP</i> logo can be used as a symbol of achievement and accomplishment. Every time an employee achieves something great in terms of his/her career, a Top Manager should award him with the logo as well as congratulations. Money is not always the motivator everyone wants to make out of it. Different ways should therefore be explored.
12	The top-down approach is applicable.	The managers should go through the program themselves before their subordinates can be placed on it.
13	Training within the organization should be communicated once a year on a basis of what is planned for the year in order for them to nominate themselves. Follow-ups on the development plans are also crucial.	The organization should send out a circular with all the planned training on it for the year to come. Employees are then invited to nominate themselves on the different courses with or without costs. These nominations should be in accordance with the individual's development plans and follow-ups on this specifically should be held on a regular basis.
14	The rate of implementation depends on the acceptance experienced.	The implementation of the <i>OCP</i> should not be forced down on everyone. The tempo of implementation should allow enough time for convincing employees of the benefits of the program.
15	Follow-ups should be held when needed; no fixed time period should be prescribed.	Every employee could have a different time period before the next follow-up interview will take place - depending on his/her progress and need for support. This entail the risk of it never been done, especially if there are certain managers that do not have the discipline to ensure that it is done.
16	Psychometrics should be done.	Psychometric testing can assist the employee to identify his/her improvement areas as well as what he/she is good at. In order to eliminate the fear for psychometrics, people need to understand the power and benefits of it.

Table 7.8 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
17	The employees added to the readiness pool should be kept motivated. Honesty about opportunities for them is essential.	Once an employee has been added to the readiness pool it is necessary to be honest to him/her about his/her chances for promotion. If it is going to take a while, he/she should know it. Otherwise their motivational level will decline. They should be developed further whilst still in the pool as well.
18	Internal advertisements are necessary to inform everybody about opportunities available. The advertiser should know exactly what he/she wants and ask for it.	The use of internal advertisements allows every employee to know about vacancies within the organizations - the available opportunities. The manager advertising should, however, ensure that he/she knows exactly what he/she wants, put that directly in the advertisements and appoint someone like that. Every employee must have an equal chance of getting the job if he/she complies with the criteria set out in the advertisements. If someone has already been identified before the advertisement goes out, it is a waste of time and it defeats the object. Rather not advertise then.
19	Inter-divisional transfers should happen in order to utilize employees' attributes, their capabilities and knowledge to its full capacity - to the benefit of both the organization and the individual.	Divisions should not just look within their own people, but in order to utilize all the employees' full capacity and potential it is necessary to seek beyond own boundaries. The attributes, capabilities and knowledge of everyone should be used where it is needed the most - not only for the benefit of the organization, but also for the employee's. This will limit frustration and improve productivity.
20	The OCP is needed within the organization in order to identify willing and able people that can be seen as reserves.	In order to get the people that are needed to make a success of every office or region or the whole organization, it is necessary to identify those employees who are willing and able to do the jobs the organization needs them to do. The readiness pool should play the role of a reserve bench from where identified people can be taken to either be used permanently or temporarily in a certain position where the company is experiencing a problem or a vacancy.

7.2.9 INTERVIEW: HENNIE

Age : 33
Qualifications : M Com
Division : Group Strategic Services
Office : Saambou Park
Designation : Chief Executive
Job grade : A
Length of service : 8 years 5 months

Question 1: *What, in your opinion, are the most important aspects of the Opportunity Creation Program?*

Answer: I think you have to start in finding your answer in the typical human behavior that you get from any person in the working environment. Having looked at your model and the steps that you propose for your model, I think the two crucial elements for the success thereof, are going to be, first of all for the individual, to recognize his own shortcomings, because that's definitely not matchable. And I know of a very huge amount of practical reasons where you spend time in typical performance appraisal situations discussing shortcomings, but people don't have the natural ability to recognize their own shortcomings. You get a situation where they're not conceiving that at all. I think in the group sense there are a few typical examples. The other one, which I think is quite crucial, is people tend to expect other people to take responsibility, and normally, not all individuals put in the typical situation, the locus of control is on the outside, they have to supply, they have to do. And I think those two are the two that's utmost crucial if you want the model to succeed.

Question 2: Who, in your opinion, are the most important role players within the program?

Answer: I think there are two groups and the unfortunate thing is, if I discuss the two groups, its going to include everybody. But let me try and clarify the two groups. I think first of all the company has got a huge responsibility in educating the people with regards to a system like that, first of all. Secondly, creating the culture that will support it, and thirdly, creating the supporting factors like incentives, either training incentives or development incentives to support the model. And I think the responsibility starts there. But, having said that, the responsibility then moves to the individual once that environment has been created, to ensure that the usage takes place of the model, and in that sense it includes all individuals. If the individual is in a supervisor position, so much more but also as the person using it. The irony of the matter is that any company works in a manner where, if you don't have persons who are seen as role models actively using the model, you'll find that you can't sustain the activity levels within the model. So, I think role models specifically should be a priority, but then all individuals, because otherwise,.....I mean it is based on an assumption that the individuals are taking responsibility.

How would you go about changing the environment to what is needed for the program?

I would typically put on a hat that..... I would put on my systems thinking hat and do a brain storming session where I try to identify all the primary systems that's got an influence directly or indirectly. Systems could be: the method of providing training services, it could be the role models and attitude of role models, it could be the culture of the company. And then try and clarify those into priority area's of A, B and C's. Then take the A priorities and say: What do we need to do with each of those?. I don't think you can take a simplistic view of it, because the moment you start with something like this, you have to understand how it interacts with the

greater system, and I think that is quite crucial.

Question 3: Who should take on responsibility/ownership for the program?

Answer: The ownership of the program should still be at Group Executive level. If they are not seen as the supporters or sponsors of the concept and the model, it's going to be very hard to achieve any success. You cannot make it Human Resources' model and you can't make it line's model. So, unfortunately you have to sell it there. They don't have to be the champions of the process, don't misunderstand me, but they have to be seen as the corporate sponsors of the process.

Question 4: What kind of resistance do you foresee with regards to the implementation of the OCP?

Answer: I think the most logical one is that some of the individuals can feel that the company is not full-filling its responsibilities towards them, especially out of the old thinking process where the company has to provide you with a career. Secondly, I think if you don't have.....You see, the company has got a responsibility to provide some kind of procedure that enables the individual to harness the model more easily, especially with regards to training and the accessibility of training, and getting sponsorship with training. So, the system that is in place has to be scrutinized quite carefully – does it really facilitate the access to training. If it does not, meaning the training is difficult to get hold of, then it is definitely going to be used as an excuse.

Question 5: How should this resistance be handled?

Answer: I think the only way to handle any form of resistance is through a very

active communication strategy, meaning that it can't be a once off ". But it should actually be a communications strategy that supports the education process that you're going through. Because what you are actually doing is to educate users over a period on how to use the model. I would sit down with people that are experts in communications and say: "How are you going to sustain it over at least a three year period". Because I think that is the time horizon that you are looking at, if we are going to get real results on a model like this.

Question 6: What do you think should be in place before the OCP can be implemented?

Answer: I am going to go a little bit wider than systems and procedures, because I want to start at the buy-in of the executive group, before looking at the system and procedures. Then I feel the integration of the model with all other relevant models that has an influence, like the performance appraisal, as a typical system and the development actions coming out of that, and that's the integration of those. Then I think after integrating those, you need a clearly formulated policy that's negotiated with the union, with regards to the model and the implications, in order to formalize the whole concept. And then I think it is drawing up the implementation plan and still then to communicate it to all role players and ensuring that all the different systems that you implement with it, is addressed in that actual implementation plan.

Question 7: How should staff members be made aware of the OCP?

Answer: I think the preferred method would be that, if you look at the Saambou environment, and hopefully in the future there is better communication mediums, you should start with something like a Forum which is accessible to all people, as a first kick-off. Then you should sustain it first

of all on group level through group communication structures, like internal publications etc. Then take it into the divisions and make it part of the division's communication strategy and responsibility of division people. So I think definitely have a group wide philosophy but then for each individual or division, sit down with that division and determine what the right type of communication will be for them, because I think the meeting structures and communication structures differs a little bit.

Question 8: Who must be involved in this awareness process?

Answer: Well, at the end of the day, all the people. As primary drivers of the process, I would imagine that you would get at least your MD to help you and assist you on the Forum. You'll get your internal communications people group-wide to assist you, and then you'll need each of the Divisional Heads with their relevant Human Resources person to be actively involved in the role out.

Question 9: Who should be first to be placed on the program and why?

Answer: I think it relates to some of the previous questions and it should be Exco. It doesn't help that they just from a distance say we support it, but they don't have any clear understanding of what it consists of and how it works, so I would really target them as a target group. Tell them that in order for them to be seen as the corporate sponsors of the process, that they should experience it.

Question 10: Who should be next to be placed?

Answer: I would think that your Chief Executives of each of your divisions should sit down with you and determine who're the crucial people in terms of the

roll-out per division. It may differ once again from division to division according to the structures within that specific division. I would steer away from a generic answer for all divisions, and I think the culture in Planet, for instance, versus the culture in Home Loans, is so different that it would be a pitfall to try and use just one philosophy.

Question 11: What is the consumer value of the OCP logo in your opinion?

Answer: I think it has a pro and a con. The pro is it gives you the feeling of a formal qualification, like coming from university - it seems to have value. I think the other flip side of the coin is that it could easily be interpreted as being an academic exercise and I think that is what you have to be careful of.

How would you suggest we counter that?

If there is no way of changing the logo and the logo is a reality, I think then you should, like a type of post-test phase, just try and determine all the possible negative perceptions with regards to the logo. Then ensure that in your initial communication, directly and indirectly, you address all the possible concerns and negative issues. It's actually an old selling technique to get all the concerns or all the reasons why the person won't buy and then just in a very natural way and in the initial communication addresses them without being asked and in that way ensure that the negativity don't start off. Otherwise change the logo.

Question 12: Is the "top-down" principle applicable in this regard or not? Why?

Answer: I think that it is actually the preferred method because the people who are responsible for the initial success is the people that are seen as the guys of the process. In any hierarchical situation it is going to be the person

who manages other people. If he doesn't know what it is about and how it has to be managed, it is going to be a failure. It's like the lesson we learned at Customer Services where you send some subordinates but you don't send a supervisor, and then think there is going to be a change in attitude. It cannot be, because the manager still manages out of his old frame of reference.

Question 13: How do you view the training practices within the program?

Answer: Ease of access to all the individuals is crucial. So, if you don't have a menu – like a catalogue, where all the preferred courses are in, internal as well as external recommended courses, and you don't have a very clear procedure that governs that menu of courses, people are not going to do it. Because people are not going to go through the trouble to source courses. You have to provide it.

Question 14: At what rate should this program be implemented?

Answer: I think the tempo to a huge extent is going to be determined by the implementation strategy, which in turn is going to be determined by all the factors that you are trying to address in the implementation strategy. I wouldn't say it has to be done in four months. I would rather say what is the logical roll-out in terms of the implementation plan, addressing all the issues. Just jumping into a time frame, you may either miss some of the crucial or prolong some of the issues that you don't need to prolong. So I would take the implementation plan and just ensure that all my planning is very logical and reasonable with regards to natural time.

Question 15: How regularly should follow-ups take place?

Answer: I would imagine that you have to link that to the performance management process in the company and synchronize it. Because I think it is just such a logical step, that I would try to link it to a quarterly interview with an annual large interview - the whole contract and talking through the documentation, etc.

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

Answer: If the psychometric testing's primary focus is to determine natural hidden potential rather than assessing the qualities at that moment in time, I'm happy with it. But if it tries to access the strengths and the weaknesses at that specific point in time, it gets a negative focus. Rather try and see what is beneath the surface that has never been developed and focus on those issues. I think people will experience it in a much more positive manner than the other way around.

Question 17: How do you view the application of the readiness pool?

Answer: The readiness pool could be seen by the people not included as negative and by the people included as creating a lot of expectations. I think the challenge is going to be just to manage those perceptions that the readiness pool doesn't mean that you now have a free ride to the highest possible level and sit back and enjoy it. And that excluding or not being included into it is now a little black dot behind your name, and it is something that is going to count against you. I think it is striking a balance between those perceptions. I think the challenge will be in the whole communication strategy that you launch to ensure that you address those

two issues.

Question 18: How do you view the role of internal advertisements?

Answer: The internal advertisements, to me, should form part of the thinking that you put behind the whole communication process. If you do not incorporate it as a logical step somewhere and how you are going to follow it up and it doesn't integrate with it, I think you are going to lose some of its value. It does have value, but just ensure that it is not seen as something separate from that strategy that you are trying to address. I can see why you've put it in because I think it is an important aspect of the whole process. To me it is quite logical. I don't have any serious concerns other than to integrate it into the initial communication and previous sustained process. Understand its role and be sure that you know what you want to achieve with it.

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

Answer: I think it should take place. Let me tell you why..... Saambou Group for instance..... You know that to survive and to conform to expectations in the next five years, there are certain areas that are seen as high growth, high profitability areas, that they have to be successful in, otherwise the company is going to go downhill. If you sit with excellent achievers in an area that is not a high growth area, but a maintenance area, and you cannot move your resources to those areas that is going to ensure the future success of the company, then you are actually missing opportunities because of the internal process. So, that is the first thing. I don't know what the answer is. What I would imagine is that you will have to go to at least the Exco level where that decision gets made, otherwise you are going to have the internal politics and conflicts prohibiting you from doing that. From a strategic viewpoint I think it would be foolish not

Table 7.9 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
6	Buy-in by the Executive Group is important and should be in place, as well as integrating the model with other relevant models.	The OCP should not be an add-on system, but an integrated part of all the Human Resources systems. Communication from top to bottom is also very important – every individual must understand the process and his/her role within that process – especially Exco.
7	Different mediums should be used to make everyone aware of the OCP – even different mediums for the different divisions within the organization.	The communication strategy should involve every possible communication medium available. Every employee should be able to access information on the OCP. A national strategy should first of all be used and then a more personal/individual approach.
8	Everyone should be involved in the awareness process, especially the Managing Director, Divisional Heads and Human Resources.	The primary role players such as the Managing Director, Divisional Heads and Human resources should be involved in making every individual aware of the OCP.
9	Exco should undergo the program in the first instance.	For Exco to understand and support the OCP they have to experience it and become the champions of the program in terms of knowledge and support thereof.
10	The Chief Executives of each division should identify the crucial individuals who should undergo the program after they did.	The role-out after Exco should be tailor-made per division. So, in conjunction with the Chief Executives of every division a role-out plan can be drawn up. It will also be important to identify the next group in the division to be placed on the program.
11	The OCP-logo can be used to show success, but one should be careful not to see the OCP as an academic, theoretical exercise.	The logo should be changed or the communication process on it could be thorough and fully descriptive of the logo and its meaning – addressing all possible concerns or negative perceptions.
12	The top-down principle is very applicable because the managers must understand the OCP to support the system and the subordinates on it.	Management is responsible for supporting and guiding their people on the OCP. If they don't know what it means and what it takes, they may try and help their people from their "old" frame of mind, or not even help them at all – a recipe for failure.

Table 7.9 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
13	Training should be accessible and known to all.	Training sessions/courses should be brought to the attention of all employees in order to allow them to take responsibility for their careers and work towards their career objective. A menu-type communication medium may be used.
14	In order to determine the rate of implementation, the logical/natural time for a role-out should be used.	The process of implementation is crucial in terms of the time frame. To push implementation without everything in its place, will be a waste of time and energy. Rather determine what needs to be done before formal implementation, determining the natural time involved in getting that in place, and plan implementation accordingly.
15	Follow-ups should take place in conjunction with performance management – progress and annual review.	Because of the linkage of Human Resources processes, the <i>OCP</i> follow-ups could be combined with performance management actions in the organization. When performance progress interviews are held, progress on <i>OCP</i> can also be discussed. Revision of the <i>OCP</i> process and status of an individual in terms of the development actions planned can be done annually during the formal performance appraisal process.
16	Psychometrics should only be used to determine hidden potential.	Natural talents/skills should be identified and addressed through development programs/training. The correct battery of tests should be identified in order to determine the natural talent/skills and development areas. This is needed to be able to draw up development plans.
17	The readiness pool can be seen as a career stopper (if one is not part of it) or a free ride to the top (if one is part of it).	The expectations created by adding someone to the readiness pool should be managed. Programs should be in place to further develop those already in the pool. Those individuals not in the pool should be given other types of opportunities in order to counter negative perceptions.
18	Internal advertisements should only be used if it could be integrated as a logical step in the <i>OCP</i> process.	The role of the internal advertisements should be clearly lined out and this role should be fully incorporated into the main process and strategy.

Table 7.9 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
19	Inter-division transfers should take place from a strategic point of view in order to utilize resources when and where it is needed.	Resources, in terms of human potential and skills, ought to be utilized where the organization and the individual can benefit from it – high growth areas. The organization must therefore be able to move these resources where it is needed the most.
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7.2.10 INTERVIEW: MADELEINE

Age : 41
Qualifications : Std 10
Division : Group Support Services
Office : Communication and Public Services - Saambou Park
Designation : Personal Assistant
Job grade : J
Length of service : 3 years

Question 1: What, in your opinion, are the most important aspects of the Opportunity Creation Program?

Answer: I think it is a process by which an individual's situation is analyzed, where his career goals are specified and the different resources used to achieve these goals. That's my main view of what the OCP is.

Question 2: Who, in your opinion, are the most important role players within the program?

Answer: I think myself, the individual. Because it is up to me - how I am going to play the role within the organization. If I don't want to participate I will stay wherever I am. And if I want to participate I will see myself in five years' time, maybe two ladders that I did climb.

Question 3: Who should take on responsibility/ownership for the program?

Answer: I think the management must take responsibility for the program because.....to ensure a successful implementation and maintenance process. They can steer the staff, the personnel who want to take part in it. Which way - are you on the right track or not? And I think they must take responsibility. Maybe not full responsibility but leave a little bit over to the staff members. But direct them - either wrong, if they are wrong, on the right track and if they are right tell them: "Fine, you are on the right track".

Question 4: What kind of resistance do you foresee with regards to the implementation of the OCP?

Answer: I think that people are in fear of a change, but before acceptance could set in. Negative, "I don't want to take part in it", "Why are we changing?", positively, negatively..... And I think it all depends how the management is taking it.....positively..... You know they are the grapevine, they must sort of.....the sun shines through them. And you will see the thunders and everything.....it is coming from them or not. I think that if a change..... if they are not committed to a change, why must the staff be committed? And they must convince the people why the change will be taking place.

Question 5: How should this resistance be handled?

Answer: I think you must first of all tell....prepare the staff there is a change coming and why the change is coming. Communicate all the time with the people. It is not going to be a bad.... ja, for some it will be a bad change because some of the people don't want to change. They are serious about the type of work they are doing. Tell them: "It's up to you, you can make the changes or you can break the changes". They must be open-minded - and that's the most important thing.

Question 6: What do you think should be in place before the OCP can be implemented?

Answer: Before implementation it is extremely important to ensure that all role-players are well informed on the methodology and the role they have to play within the program. It's all about communication all the time. And I think they must be free to communicate with the people. Say for instance you are giving the instruction, they must feel free to come and talk to you. What do you mean by this? Why must I do this? Because they are uncertain about it. Let them feel your door is open. Because some of them may communicate with someone that is lower than you are and that person must tell them to go to you, to go and talk to you because you will give them the right information. The thing is the people are scared. Why are they scared? Because they don't get that open feeling. They don't feel welcome to come and talk to someone. You think someone is inviting you to come and talk to them..... Mr. Myburgh said his door is open, but who will go into his office? Only a few because who am I to go into his office and tell him I have a problem and I want to talk to him? If somebody is giving an open invitation, they must do it with love, with sincerity,they must feel.....I must feel..... I got a feeling that Mr. Myburgh was serious about inviting me to his office. And why am I feeling that? Because I am seeing him, maybe three times a week in his

office. But the people in Middelburg..... how must they feel about it? You see, there is a distance. So, that distance must be broken down.

Question 7: How should staff members be made aware of the OCP?

Answer: By deed and by mouth. Begin by writing the goals of the jobs. Follow it up by written systems, procedures of implementation. Talk to them. Have a talk-session. Have a written session. Give them first of all a document with all the information in. And then you have a discussion on this in detail. Because there is a lot of things that will be falling apart through the line. And obviously you get people that are scared, they don't want to communicate with this, they want to communicate with that. But give it as deed by mouth. Do it by mouth, do it in writing, do it in sessions, whatever, but you have to..... Maybe some people want to read this. Some people don't want to read this, they want to hear it from you. How do you think, etc. It's all communication and using a combination of different methods.

Question 8: Who must be involved in this awareness process?

Answer: Everyone must be part of it. Somebody else can have a different view about this and it is good to hear it. So I think make an open invitation - everybody can take part - all the employees, from the Top Management to the very lowest person.

Question 9: Who should be first to be placed on the program and why?

Answer: I think..... see what the potential of all the candidates is and then you start with that. These people have stronger potential than those do. But you have to accommodate all of them.

Question 10: Who should be next to be placed?

Answer: I would say those candidates who have the greatest impact on the organization should go first. Secondly then the rest who wants to take part in the process - give them a chance on a voluntary basis. Give them a chance to see for themselves. Don't you decide they won't make it. Let them first try and then come and say they don't think they're going to make it. It's not an embarrassment. Maybe I misjudged myself, maybe I think I can take part in it, maybe you think I can't. Maybe I think I can't and you think I can. So, I think it is for the employee himself to decide. Start in the beginning where the potential is and then secondly start with those who are committed. Because it's up to you, for your career. So, who are you to tell me I won't make it? And convince those who you think have potential. If they don't do it voluntarily, go and talk to them and ask them why not. Because otherwise they feel again you make this opportunity for them..... I feel maybe I can and you don't want me to take part in it. There is a lot of sensitivity into it.

Question 11: What is the consumer value of the OCP logo in your opinion?

Answer: I feel it is a shared responsibility of a career that is organized between the organization and the individual. For me the logo portrays achievement. It is an achievement and this is my result.

Where can we use it?

I think don't only use it when you have an exam. I feel use it when somebody has achieved something good. Give them credit if they deserved it. The people want credit. Maybe this will support and encourage me to do better to get more of them. Give people, even those in the postal room, acknowledgement of the good work they do.

Question 12: Is the "top-down" principle applicable in this regard or not? Why?

Answer: I think it is applicable. We should start with the Group Chief Executive and from there down throughout the organization. Why I feel like this is so that the staff can see he is committed to do that. They will feel more committed to do it themselves. He is not too busy, he is not too big... if he can be interviewed, I can be interviewed.

Question 13: How do you view the training practices within the program?

Answer: If they conduct it so to identify the problem area and address the skills that are lacking. Don't just implement it for the sake of implementing it. It should not be a shotgun approach.

Question 14: At what rate should this program be implemented?

Answer: Don't make it a slow tempo, because then interest can be lost. A medium tempo should be used. The tempo should encourage people to stay interested in the program, to let them look forward to achieving something. Remember you have your work, you have this to take part in and you have your social life. I want to enjoy my social life. I want to come to the office with a song in my heart everyday to do my work and then put something extra into this.

Question 15: How regularly should follow-ups take place?

Answer: I think twice a year. Because the company do business in an environment changing all the time. So what you did the last three to four months might have changed so you have to adapt again. So, we have to follow that up two to three times a year.

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

Answer: I am positive about it only if the applicable tests are used. But I think it is a good idea, because sometimes you can pick up something that I was not aware of and maybe in the interview something didn't come up and you can pick it up in my test.

Question 17: How do you view the application of the readiness pool?

Answer: I think it is a good idea. But you must explain to the individuals who are the other competitors when a position needs to be filled, so that they can be aware of how tough the competition is and not take it personally and think: "OK, this is the third one I missed out on. Why am I missing out? My, look at who's the top managers who was also in line for that post." I feel this must be very honest thing. The list can be sixteen people and if I want to know who they are it must be revealed to me.

Question 18: How do you view the role of internal advertisements?

Answer: If I look at the internal advertisements now, I feel a little bit uncomfortable. You must go to your manager and tell him you are going to apply for the position. I think the work relationship is going to get hurt. I've got a wonderful work-relationship with my boss. Now all of a sudden I'm telling him I'm going to apply for this job. Why? He's not going to ask me why. He's going to be hurt. I think if you do apply for the job and you are in the final run, tell him: "Listen, this is coming up" and why I am applying for this. Because if I fall out and don't get the job, now all of a sudden there is a thing between you and your boss that you are looking for greener fields. He is not going to ask you why because you are actually telling

him you are quitting.....you are looking for something else. And I'm just here for the time being until I get something better. If the manager..... if I must go and tell him, he must be more co-operative by..... Say your working five or six years for this man. You're getting bored with the same work all the time. In five year's time you want to go a little bit further. You want to enrich yourself, you want to see if you can do that. And your boss is not going to accept that, because you're telling him his not good enough, you don't want to do the job anymore and want to move on. And the relationship built up in five year's time is gone in two days and it is an awful atmosphere. I think we should look different at that.

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

Answer: If another division approaches me to come and work for them, they can do so and it is up to me, the individual, to take the opportunity or not. It must happen, though. If they think I will fit into another job and they approach me, it's fine. Because it is still for the same company. Why must I be restricted to Communication and Public Relations? If I didn't see it and wasn't aware of the position and the other division think I'm suitable, give it a try. Let's talk about it. If a suitable candidate has been identified, don't even go for the internal advertisement.

What about: we also have an obligation to notify individuals of what opportunities are available within the company. Don't you think by not doing so, by not advertising certain positions, you could actually loose out on all the other candidates that could possibly fill that position?

But then he must go to the readiness pool. Go to the readiness pool and see whether there are suitable candidates. If there are none, then go for the internal advertisement. But at this stage everything is just advertised. I can't think of one case where somebody approached someone and said they will fit well with his department.

Question 20: Is there anything else you would like to add?

Answer: No thank you.

Table 7.10: Table of essence: Madeleine's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	The most important aspects are the identification of career goals and different resources to achieve them.	In order for the <i>OCP</i> to be bought into and to be successful the individual must feel that his/her identified career goal fits his/her profile and situation and that there are enough resources to fulfill that goal/vision eventually.
2	The most important role-player is the individual.	The employees within the organization will have to understand what their responsibilities in terms of their careers entail. They decide what opportunities to prepare for, which one to take up and what to do with it. If they don't understand and accept this concept, the implementation of the <i>OCP</i> will be futile.
3	Ownership lies with management especially, but also with the employees.	The main responsibility may lie with the management of the organization in terms of creating opportunities and allowing employees to work towards and hopefully achieve their career visions/goals. Employees' main responsibility is to make the best possible use of opportunities provided for them.
4	Resistance may entail: ♦ a fear for change; and ♦ a concern about Top Management's commitment to the program.	The buy-in from Top Management as well as all other managers within the organization is crucial for the success of the program. The employees count on the commitment of management and if its not there, they will fail to commit themselves as well. The concept of a fear of change must be dealt with even before the program is implemented.
5	The resistance can be handled through communication.	Knowledge provides power and if the employees know before the time what to expect and what it entails, resistance will be limited. Communication throughout the implementation phase is therefore very important (at all levels).

Table 7.10 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
6	<p>Things that should be in place before implementation are:</p> <ul style="list-style-type: none"> ◆ informing role-players of their roles and the methodology behind the <i>OCP</i>, and ◆ accessible communication. 	<p>Before the <i>OCP</i> can be implemented the communication on what it is and how it works and what everyone can and should do within the program, must be sorted out and effectively communicated. Every single employee should be able to access the information at any time of day. E-mail and intranet can be used in this regard. A true open-door approach will also help and if promised should be delivered. It is important that all employees know their managers are supporting them.</p>
7	<p>People should be made aware by using all possible communication methods - verbal and written.</p>	<p>In order to reach as many as possible employees different methods of communication should be used. A discussion session or a one-to-one session (where verbal communication is used), for example, may follow up written communication on the <i>OCP</i>. This will strengthen the message and ensure access to all.</p>
8	<p>Everyone should be involved in the awareness process.</p>	<p>Successful communication also means getting everybody's viewpoints and input on something. Therefore it is important to involve all employees within the organization to attend sessions where the <i>OCP</i> is explained and only then implemented.</p>
9	<p>First of all the employees with the most potential should be placed on the program.</p>	<p>The employees with the most potential can be used first of all. Their successes can be used as proof that the program works and to show other colleagues how it is done.</p>
10	<p>The second phase should include those doing it voluntarily.</p>	<p>The sensitivity with regards to people's careers should be taken into account when deciding who should be involved next. Everybody should be given a chance to decide whether he/she wants to access the program or not.</p>
11	<p>The <i>OCP</i> logo portrays achievement.</p>	<p>The logo can be used not only for identification purposes, but also to encourage people to do something good because they can be acknowledged for doing so.</p>
12	<p>The "top-down" approach is especially applicable in terms of showing commitment.</p>	<p>The Top Management's commitment to this program is essential. The employees follow Top Management's decisions and if they decided this should happen, their commitment will rub off on the next level, theirs on the next level, etc.</p>

Table 7.10 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
13	Training should be focused on addressing identified problem areas.	Employees should go through a process where they get to know and understand themselves and their career vision better. This is necessary to create reality and for them to realize their own development areas and strengths. Training should then not be done with a shotgun approach but focused according to which the identified development areas are specifically addressed.
14	The implementation rate should include keeping employees happy and relaxed; assisting people to stay focused and stay interested.	A medium term rate seems to be the answer as it is still possible to keep employees interested in their jobs as well as allowing them to stay focused on what the organization wants them to achieve, whilst working towards a career vision.
15	Follow-ups should take place between 2 and 3 times per annum.	The tempo at which follow-ups are arranged should take into account the distance between some of the resources and the operational side of the business.
16	Psychometrics can be used as long as it is fair, especially in terms of culture.	Psychometrics can reveal the hidden information of a certain person. This can be valuable information to identify strengths and development areas. Applicable tests should be used.
17	The readiness pool should be used and it should be done in an open and honest manner.	Openness and honesty towards especially people in the readiness pool are very important. They must know about all the opportunities within the organization. They should also be told who are in line with them in the race for a certain position. They have to know who is also a candidate to evaluate their chances.
18	Internal advertisements should only be used if no one has already been identified.	Internal advertisements are one way of communicating opportunities to all employees. If someone has been identified within or outside the readiness pool, these advertisements should go out but it should be stated that a suitable candidate has already been identified and appointed.
19	Inter-divisional transfers should be allowed, but with care and good judgement.	Divisions ought not to be driven so much as individual entities that it actually moves away from the main company. Inter-divisional transfers may be done, but the judgement of both the division's personnel should be without of a high standard.
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7.3 SUMMARY

The information gathered will be used in identifying methodology and a sort of checklist to make the *Opportunity Creation* model easier to implement, as well as more effective. The input given by line management will assist in addressing operational issues with regards to the program. The mere involvement of line management makes is a process developed by the line function for the line function - an aspect that will definitely improve the credibility of the process as well as the buy-in into it by other line managers.