



Chapter 7

Phenomenological analysis of results

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7.1 INTRODUCTION

The purpose of this chapter is to present the results of the phenomenological analysis of the interviews. Interviews with ten people are phenomenological analysed. The respondents had exposure to:

- ◆ The principles of traditional career planning;
- ◆ The principles of career planning (or lack thereof) within delayed structures; and
- ◆ The principles and methodology behind the *Opportunity Creation* model.

The results are presented verbatim and tables of essence provides the data under the following headings:

- ◆ The meaning units; and
- ◆ Analysis of the meaning units and explanation of the phenomena.

7.2 DESCRIPTION OF THE RESULTS

The following unprocessed data entails a verbatim replica of the interviews (answers on twenty questions) as well as the tables of essence highlighting the essence from the responses.

7.2.1 INTERVIEW: GRANT

Age : 36
Qualifications : MIEA and various sales and management courses
Division : Saambou Property Finance
Office : Tableview
Designation : Area Manager
Job grade : G
Length of service : 14 months

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

Answer: To me, the most important part of this whole program is the fact that it is a complete turnaround from what we... what most South African companies are used to. And I think especially a company like Saambou, which I believe has been structured very much, has had a very hierarchical structure being put in place. Its going to take a complete and utter revision of the way that people clear processes that have been placed, and I believe in it, especially in a conservative type psyche, and it is going to be a revision of everything that we got used to. It is exciting.

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

Answer: I believe at the end of the day, its going to have to come from top management, and top management is going to have to buy into the program, to make it successful. Its going to have to be driven very hard, and sold very hard, from a Human Resources source. They are going to have to explain the benefits of the system, and it is going to be a hard sale. I think for it to succeed, obviously, Top Management is going to

have to buy into the program, and it is a radical shift. I look forward to see the sales processes implemented and whether in fact people will get it right.

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

Answer: I think the Human Resources department initially is going to have to drive it very, very aggressively. And I think once it is in place and people understand the concept.... You know, if we end up with a flattened structure, every single employee has to accept the type of structure you are going to work in; everybody is going to have to be involved.

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

Answer: I think you are going to have resistance in the structures that are already in place. People are going to say: "But I have staff, I have line authority, why should I give it up?" So, I think the most resistance you are going to find is from the existing bosses within the group.

Question 5: How should this resistance be handled?

Answer: Delicately, diplomatically. I think there is going to be a sale process involved. I don't think for one minute, it is a process that can be bulldozed through the organization. I think resistance to change within an organization is apparent, even in the division that I am working in. I think to sell this throughout the whole spectrum of the organization is going to take time, diplomacy and a lot of good persuasive skills.

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

Answer: It is a very good question. I do believe you are going to have to take the entire staff. The same selling processes that you think that is going to have to be implemented through the higher echelon on this, is going to have to be taken through the entire staff compliment of Saambou, because it is such a radical departure from what everybody is used to. Everybody, I believe, needs to be educated in terms of the benefits that the OCP can give to him or her.

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

Answer: First, it will have to be sold into the top echelon and then with their support, I think then we have a very good chance of selling it down

But what method should we use to sell it down?

I think the first thing that needs to be done, again, is to necessarily sell it at top level. I think we would then need somebody who has a very high regard within the company, somebody like Mr. Myburgh - maybe to discuss it at a forum level, together with a Human Resources person who can explain it further. And then I think perhaps you need to I think it is such a huge departure, I think it would need to be brought to the people. I think Human Resources people should come up and actually sell it and explain it in depth and take a question and answer type situation into account. And I think there will be concerns by staff and I think those staff must then be individually be spoken to and explained to properly.

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

Answer: I think all the existing managers. It is important that they are fully aware of the process and what the process is actually going to mean to them. I think the first people that are affected, are the existing management and I think they need to be specifically made aware of it.

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

Answer: I think people who are seen to be the next generation of, if one can call it team leaders or leaders in the organization, need to be placed on the program first. I think one needs to start with the higher ranking people in content, if one can call it that, people who will ultimately be seen as taking the bigger responsibilities of the company.

Question 10: Who should be next to be placed?

Answer: Then I think you move down the rankings. I see this as management succession planning, but not always having to be the boss as such, more a team leading type of situation. And I think there is always going to be situations where somebody is going to be more responsible than others are. So, start with them, but then work it through. I think if you can sell it to those people who are going to be the middle to senior management of Saambou. It will be so much easier, once the successes are seen there, to filter it down through the company.

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

Answer: If I understand consumer value, I would be very proud if I was put on an opportunity creation program to be able to wear some thing like this - like

a little badge. I think it will give a lot of people something to aspire to, it means that you have been identified as having the ability, and it would be a nice idea.

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

Answer: I heard a different opinion last night, but I do believe the "top-down" approach is necessary. I still believe it needs to be sold at the top first, before it is going to happen

But does that necessarily mean starting at the top and working it through each and every employee?

No, I am not necessarily saying that Mr. Myburgh needs to be put on top of the Opportunity Creation Program. What I am saying, is that I do not see it starting on the shop floor level.

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

Answer: If I understand your question correctly, my only concern with the way the company has specialized and been restructured, is that, if a person is in Property Finance, how does he then get trained in an Investment office. You know, some of us have been employed with specific roles within a specific amber of expertise, and somebody like myself would be particularly annoyed to have to move out of my expertise. So, I see that as a possible resistance to the program. And the way I have heard, it seems to me you would be moving into various different departments or divisions within Saambou to improve your skills, because it is not always an upwards move and I can see possible resistance in such a situation.

OK, and what would you recommend?

Look, my recommendation would possibly be: should a person be comfortable in the Property Finance division, which is extremely specialized, maybe instead of moving him into a banking system, what about moving him to do some credit or something to that effect?

To be allowed to work from different divisions and/or training programs?

To do some product development or something like that, as opposed to simply being moved as a marketing manager, or a Property Finance marketing manager, into the Investment department in the bank.

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

Answer: I think as quickly as possible. Personally, I think it can only do the company good. I know it has been successful elsewhere, and the flatter the structure, the more team leading and path finding, as opposed to "I'm the boss and you are my sub-ordinate", is the way we need to go.

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

Answer: At least once a year. I think if you're put on the program, one wants at least once a year to get some feedback, to find out:

- a. If you are doing the right thing?;
- b. What if you aren't? – you'll want to know about it; and
- c. What should you be doing?

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

Answer: Absolutely essential. I think we should do everything and use all the technology and every type of ability that we have, to make sure that we are selecting the right people and psychometric testing has never let me down before. I think it is important.

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

Answer: It is going to be interesting, because obviously not everybody is going to be in the readiness pool and I think that is where you may have a little bit of conflict and you might have a little bit of disappointment. In fact, we are going to have that. So, people within the readiness pool are going to be excited, but if people can accept the fact that if they are not in the readiness pool, they will need to do things to get there. And if they can accept it in that spirit, then you have a winner. But, if they get negative and they are not going to be prepared to do much to get themselves into the readiness pool, then you have a problem. I think that is where the quality of our people, you know, the character of our people, lies.

And once you are in the readiness pool?

I think you need to know that you are there, and you need to:

- a. Ensure that you stay there; and
- b. If something does happen and a post does come available, you then are in a position to take up the opportunity.

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

Answer: It is important. If there is an internal vacancy that is going to be filled internally, I honestly think that you should not advertise unnecessarily. Do not raise expectation amongst staff unnecessarily. If you have a readiness pool available or if you have a suitable candidate, is it really necessary to take people through the emotional trauma of seeing something and it is not really available, it has already been allocated? Then I think we are just wasting everybody's time.

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

Answer: With delicate care, because, as I say, a lot of people have been brought into the organization for a specific role. And to move us out of that role, without our happiness and willingness, will create problems. So yes, inter-division transfers need to be discussed in-depth with everybody, especially the person that is effected.

But can it happen?

Of course it can. In fact, a lot of people would like it to happen. I believe that right now, sixty to seventy percent of the management people in Property Finance, should not be there. I say that with all due respect to you, I believe they should be far better suited elsewhere, and I am sure that if they were honest with themselves, they will agree that they are not comfortable in that environment. So, sure it can happen and it should happen.

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

Answer: No, thank you.

Table 7.1: Table of essence: Grant's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	It is a new method creating a new thinking-pattern and culture.	It will be important to be aware of the extent of change management needed towards handling resistance and selling the new method to the employees of the organization.
2	Role players: <ul style="list-style-type: none"> ◆ Top Management ◆ Human Resources 	<p>The process will be as successful as the selling thereof to Top Management in order to obtain their "buy in" and commitment to enforcing the process.</p> <p>It is also important to notice that the Human Resources function within the organization plays an integral part in the sales and implementation process as well as in the maintenance of the program.</p>
3	Responsibility: <ul style="list-style-type: none"> ◆ Human Resources ◆ All employees 	Initially Human Resources will have to take ownership of the program by selling and implementing it, but later on, it will become the responsibility of each and every employee – which makes their "buy in" to the program even more essential for the success thereof.
4	The most resistance will come from current managers who will feel they are loosing status.	The current managers within the organization plays an important part in the program and therefore their "buy in" and commitment is essential and the sales process will have to include them so that they fully understand the program and its benefits and procedures. They will also have to be able to sell and explain it to their subordinates.
5	In order to minimize the resistance, time, diplomacy and persuasive skills will be necessary.	Because of the enormous change in traditional career planning brought about by the <i>Opportunity Creation Program (OCP)</i> , it will be necessary to implement it in a subtle, diplomatic way by selling the concept and its benefits to all involved parties.
6	Every one should know about the program and its benefits before implementation.	All employees must have access to the methods to be used for communicating the nature and benefits of the program, in order to reach all parties to the program.

Table 7.1 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
7	Awareness by using: <ul style="list-style-type: none"> ◆ Top Management ◆ A champion for the program ◆ Sessions with "question-and-answer" training. 	Different methods should be used to sell the program - in order to reach all employees. Top management's commitment is essential and each and every employee should have the chance to be told in person about the program and its benefits to him/her. A champion for the program can be identified – this will necessarily be a person with much influence in the organization.
8	All existing managers should be involved in the awareness process.	The existing managers will not only have to explain the program to their subordinates but also understand it in order to create their own "career path" within the organization.
9	Higher ranked people as well as potential leaders should be placed on the program first.	A top-down principle is not necessarily the right approach. Implementation should rather entail a first round of employees in the top rankings as well as those with potential of becoming leaders in the near future in the organization.
10	After the first round a top-down approach can be used.	By involving top management and then the potential leaders, success stories will become a reality. These stories can then be used to sell the program further through the organization by involving the rest of the employees by means of a top-down approach. This phase will probably be a voluntary involvement.
11	A little badge of the logo can be used.	In order to maintain awareness of the program, different methods can be used to continually remind employees of its existence, for example giving those on the program a little badge to where as evidence of them being part of the program.
12	Top-down is essential in selling the concept and in a certain sense also in implementing it.	When selling the program it will be essential to have all employees on management level and higher buying in on the program. This will ensure to a large extent the successful implementation thereof. Placing employees on the program via the top-down principle however, is not recommended.
13	Rotation should be done very carefully.	Moving people in order to develop their skills will create resistance if they do not agree to the move beforehand. Skill development should also be within the range of the employee's interests and special competencies.

Table 7.1 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
14	Implementation should be done as quickly as possible.	The delayed structure has already been implemented and employees' morale regarding specifically their careers, are seemingly low. Therefore it will be necessary to implement the OCP as soon as possible in order to allow everyone to know where he/she is going to in the organization.
15	Follow-ups should be at least once a year.	With the vision being set for the next two years it will be essential to frequently follow-up on progress and maybe even changes in vision. Feedback from the employee him-/herself as well as Human Resources and the manager is needed on a regular basis.
16	Psychometrics should form part of the program.	Any information regarding the individual placed onto the program should be used in order to follow a holistic approach to his/her career planning. Psychometrics is here used to understand the personality traits of the individual – an important piece of information to establish correct utilization in the organization.
17	The quality of the people will ensure whether the readiness pool will have its rightful place.	Employees placed on the program should know: <ul style="list-style-type: none"> ◆ What they must do to be placed in the readiness pool; ◆ When they are placed in the readiness pool; and ◆ When a vacancy/opportunity arises whether they were considered or not and why.
18	Internal advertisements for vacancies are important.	<u>All</u> vacancies should first of all be advertised internally, except maybe when there are suitable candidates in the readiness pool – in order not to create unnecessary expectations.
19	Inter-division transfers should be discussed in depth with effected employees.	Inter-division transfers should be allowed in order to utilize employees according to their capabilities, skills and interests. This will not only benefit the employee but also the organization.
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7.2.2 INTERVIEW: IRMA

Age : 24
Qualifications : St 10
Division : Investments
Office : Alkantrant
Designation : Client Service Manager
Job grade : M-Band
Length of service : 4 Years

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

Answer: First of all I see it as a creation of motivation and opportunity for employees in a company with a delayed organizational structure. That is the most important thing. It is about analysis of a person's personality, his qualifications and then his career aspects of what he can and want to do in future. He has to have clear and specified career goals.

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

Answer: I think it is the individual, the work, and the organization.

The work, meaning what specifically?

The work that has to be done and the people who have to do the work. It depends on the organizational structure – on what has to be done.

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

Answer: I think the Human Resources Department should, because it is their brainchild and they have the skills, manpower and required knowledge for the successful implementation, so they have the background to do it successfully. Primarily they should, but each and every person should take responsibility for himself or herself as well, to make it successful. It depends on everyone.

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

Answer: Employees may react negatively because it is a natural tendency with people. It's something new, people are afraid of change, and the unknown, and they may be uninformed about the motivation behind the whole action. I think that will be a natural thing that kicks in – reality.

Question 5: How should this resistance be handled?

Answer: Employees should be properly informed, and they should be guided towards what may be expected. The whole implementation should be introduced with enthusiasm and eagerness. The people who introduce it to the employees should be very enthusiastic about this.

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

Answer: I think proper research regarding each individual should be done. It's a massive task to do this, but I think it is important to make the people feel understood.

Research regarding what specifically?

Research on what employees want....what they expect. And then, detailed planning and organization should be done. Everything should be in place before they introduce it to the employees. That is a problem that occurs when proper research is not done.

Do you have any suggestions of things that should be specifically in place?

Yes, I think the legal aspects around this and then the whole system about what employees can expect from this. Its difficult as we don't know how it is going to be done in Saambou. I don't know how you plan to go about this, so it is difficult to say, but I think the employees' qualifications and background is very important in this, and their career expectations.

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

Answer: I think first of all, they have to explain the whole process, and the implications should be in writing to each employee. It makes it easier when it is in writing, then they can know what it is exactly about. This should explain the whole intention, and the different phases that can be expected. People like to know what is going to happen. Each individual must know exactly what the goals are and why it is implemented, and then how it will effect him or her. Then I think further enthusiastic discussions on maybe Saambou Forum, and News Flashes should be broadcasted. They should say: "This is where we are now, this is what we have achieved, and the next step is this and this".

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

Answer: I think the Managers, Team Leaders and definitely Human Resources

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

Answer: Members of Management, because they have to lead their teams. If they don't know what is going to happen....it is difficult start at the bottom. I think the top-down principle will work very well with that. They can then explain to their employees what will happen.

Question 10: Who should be next to be placed?

Answer: I think the Functional people.

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

Answer: I think it depicts motivation and career opportunities. The whole logo looks very motivational.

How can we use it and where can we use it?

In correspondence, maybe, in the introduction. Just show the people the logo and they will know what it is about. They can identify the logo with the whole OCP.

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

Answer: Yes, it is. It is always better to have management properly informed so

that they can guide their teams and give them information. People always go to their managers, so it is better for them to know first.

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

Answer: Training should be done immediately after it's been introduced. It is very important and necessary in any organization. I think that is what the whole OCP is about. This is applicable to training in general.

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

Answer: It should be implemented at a steady rate, not in drips and drags. Once we start the program it has to go on.

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

Answer: I think six monthly will be a good frequency.

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

Answer: It goes hand in hand with Opportunity Creation, and it is an integral part of career planning, so it has to be done, you cannot go without it.

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

Answer: I think it is important, we haven't done it in the past. I think it is a very

good idea.....it is very important, but it has to be done then. If I can talk of personal experience, I think that is very applicable.

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

Answer: It is very important. It gives employees the opportunity to see what is going on in Saambou, who is moving around in positions. It gives them opportunity to go for a certain position, and make themselves aware, so people get aware of their existence.

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

Answer: Yes, it should be allowed, but it is very difficult at the moment. It is quite a difficult situation. If you are in one division, it is practically impossible to go over to another division, because you do not have the proper training. It is like a tunnel vision, you specialize in your section and you don't know what is going on. Thus, proper training is very important here. First of all, you have to be trained to do the job, to move to another division.

Can, or should you, be allowed to be trained in other divisions?

Yes.

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

Answer: No, thank you

Table 7.2: Table of essence: Irma's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	It creates motivation and opportunities for employees by establishing clear and specific career goals.	The <i>OCP</i> should be seen as a motivating system for employees to set clear and specific career goals for themselves, develop themselves towards that goal and eventually be exposed to the opportunities to actually achieve those goals.
2	The role players are: <ul style="list-style-type: none"> ◆ the individual; ◆ the type of work; and ◆ the organization. 	Both employee and employer have important roles to play within the <i>OCP</i> . The type of work the individual is doing at present will influence the development actions needed in future in terms of training, exposure, etc. The organization's fundamental business will also determine what knowledge and skills are needed and therefore will determine what opportunities can be made available.
3	Human Resources should primarily be responsible for the <i>OCP</i> , in conjunction with every employee.	The skills needed to facilitate and co-ordinate the <i>OCP</i> lie within the Human Resources Department of the organization, but it boils down to every employee taking on responsibility/ownership of his/her own career goals, development plans and progress.
4	The main resistance will be as a result of fear for the unknown.	People have a natural tendency to fear unknown grounds – even in their everyday work environment. Communication on the reasons for the <i>OCP</i> , as well as the process and its influence on every employee's situation, is therefore important. Knowledge can counter fear. Regular updates and refreshers can be used as well to keep the communication channels alive and open.
5	Providing information with enthusiasm and eagerness is very important to counter resistance.	The people conveying the message of the <i>OCP</i> and what it means and entails should really <u>sell</u> it to everyone. Selling something new successfully means to believe so much in what you're talking about that you are able to influence others on believing it too. It is therefore important to use people ("sellers") who are trustworthy, well known within the organization and who is seen as credible.
6	All expectations should be investigated beforehand as well as employees' background and the working of every possible system that can be linked to the <i>OCP</i> .	Before the <i>OCP</i> can be implemented it is important to ensure that every system linked to the process is in place (properly). It is also important to understand the employees' expectations regarding a system like this and to address these expectations during the selling process. The organization and especially its Human Resources will have to ensure that all their systems are in compliance to the <i>OCP</i> guidelines and basic principles.

Table 7.2 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
7	Different communication mediums should be used, from a very personal to a national strategy.	The organization should make the <i>OCP</i> known to everyone in its employ to ensure insight and buy-in. It will therefore have to use all possible means to communicate the process and systems as well as the influence on every employee. Personal communications together with a more national approach will seemingly be sufficient.
8	To be involved are: <ul style="list-style-type: none"> ◆ the line managers; ◆ team leaders; and ◆ Human Resources. 	It is important to involve (in the awareness process) those employees that will be in a position of having to sell the <i>OCP</i> to their subordinates and be able to support and encourage those being part of the program. Their buy-in is therefore crucial.
9	Managers should be placed first.	The role of the managers within the <i>OCP</i> should not be underestimated. If they do not understand and support the process, it will be a waste of time, money and effort. They have to lead and support members of their teams. They will have to experience the <i>OCP</i> to be able to efficiently support their team members and should therefore be placed first of all.
10	Employees in functional positions should be placed secondly.	After management has gone through the process, the rest of the work force should be given the opportunity to become part of the program as well.
11	The <i>OCP</i> -logo depicts motivation and career opportunities.	The achievement concept of the logo has motivational value and it can be used on correspondence that has relation to career issues. The identity it creates with regards to the <i>OCP</i> will enhance the awareness of the program.
12	The top-down principle is applicable.	Management will be properly informed if they had experienced the <i>OCP</i> and it's working themselves. They will therefore be in a better position to guide and advise their team members on their career decisions and actions.
13	Training should be done immediately after implementation.	The necessary training programs and procedures should be in place by the time the <i>OCP</i> is implemented, so that every employee on the program will have immediate access to training in order to address the identified development areas.

Table 7.2 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
14	The tempo of implementation should be steady and continuous.	The OCP should not be implemented too fast or too slow. The natural time principle should be upheld, in order to ensure less resistance. The faster the change normally is, the higher the resistance will be. For successful implementation it is therefore important to realize what rate will be acceptable to the employees.
15	Follow-ups should take place every six months.	The follow-up interviews and progress evaluations should be done frequently and should become part of a natural process in the organization where everybody knows a certain month is "OCP review month". This will set unofficial target dates for development, progress and reality testing.
16	Psychometric testing should form part of the OCP.	In order to determine development areas it is important to have not only an evaluation of the skills and competencies of the employee, but also of his/her personality traits. This will complete the picture so that the right training and exposure can be identified.
17	The readiness pool should be implemented and kept alive.	If the readiness pool is implemented and starts to feature with regards to succession planning, it will be important to keep it alive and efficient in order to establish faith in the program.
18	Internal advertisements give information on what is going on in the organization in terms of career opportunities.	The role of the internal advertisements is not only that of making employees aware of career opportunities within the organization, but also to inform them on what is going on with regards to people moving within the organization.
19	Inter-division transfers and training should be allowed.	If inter-divisional transfers are allowed, then the training practices should also allow employees from different division being trained by another division. The qualifying factor here will have to be the individual's identified career goal – if it means going over to another division at some stage, then he/she should be allowed to be trained in that applicable division.
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7.2.3 INTERVIEW: LYNETTE

Age : 31
Qualifications : Std 10 - B.A Law - AIISA
Division : National Insurers
Office : Saambou Park
Designation : Claims Manager
Job grade : G
Length of service : 2 Years, 7 Months

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

Answer: The beauty of the OCP is basically that you give the opportunity to the individual to identify in which direction his career will be going, and I think that is wonderful. I think it is very important to understand that it is a major change in direction, and especially for a company like Saambou. It is important to understand that there is a lot of work to be done. On the other hand you can sell it by stressing the strengths of the system and that is that you put so much power into the hands of the individual, which is very important. It is up to you. I have been saying that for years that it should be up to me to decide what I want to do with my career. Then, if you can create a system where people can see what you want and where you plan to go, and do something with that and help you to get to where you want to be, that is wonderful.

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

Answer: First of all you need to understand and make sure that you get the support of the individuals working for the company. It is very important.

Without their commitment you won't get anywhere. It is important to sell the system to them and make them understand exactly what you want and where you are going. Secondly, if you do not get management's commitment, you are going to have a problem. Because, from what I can see where it is going to, in the end, mean more involvement in the Human Resources aspects of management from your managers within the business unit, which means that they are going to have to be committed towards making this work. The most important role player I think will be our Human Resources personnel, to make sure that everybody understand, that everybody is committed. Because of the fact that it is going to be such a major shift from everything that we have been doing for the last twenty or thirty years, I think it is very important to make sure that the Human Resources people can support your individuals, your staff and then definitely your management.

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

Answer: I think Top and Middle Management. People in the Human Resources department are basically the source of the new system, and that is wonderful. Somebody outside the Human Resources department must take on responsibility in the end, but....you should take this to make sure that you get your staff to say that my career and my job creation or opportunity creation is my responsibility first of all. If management does not support this plan or new idea, and they are not made responsible to make it work, it won't work.

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

Answer: Definitely from the management team. It is going to mean more work for them, from what I can see. Further you must understand that people first

of all do not like change, and secondly they do not like to do something new when they do not have the training and they do not really know what they are doing. You can work that out by making sure that your management understands exactly what this is all about. I do not think that from the staff you will have a lot of problems, because this is what a lot of people have been waiting for a long period of time. Basically, whoever is going to make this work..... In the long run, 10 years from now, it is not going to be such a problem. The issue is to get it started. Definitely, you can expect your management team, and I am not talking about Top Management, the middle managers, to say to you: "OK, this is great, but who is going to do all this work?" Because they have to do the interviews, and to give guidance, and that is the only problem I can foresee.

Question 5: How should this resistance be handled?

Answer: Basically by giving them proper training. Training is to give them the information that they need, to give them the understanding of exactly what they must do and how they must do it. Also what they can expect from their staff. To be prepared means that you feel stronger and more positive, and ready to tackle the bull by the horns.

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

Answer: The most important aspect is to have some kind of training or orientation session to make sure that everybody in the company understand exactly how it is going to work. Make sure that you have visible Human Resources, your staff, to support the system. You are going to have either a lot of paper work or have a very good system to support this plan. If you do not have that in place, I do not think that you can even start thinking about doing it. From what I can see, is that we are going to have to keep

a lot of records about our people, we need to understand what qualifications they have, what they like, what they do not like, their test results. Also, definitely, where they want to go, where you see where they are now and what you have to do to get them there. So there is a lot of either paper work or data that you have to capture onto the system.

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

Answer: In general in every possible way, but definitely by having small meetings, by getting people together, and saying to them that this is what we are going to do, these are the advantages and the problems that we foresee and how we are going to tackle that. Definitely give them something to read. People tend to forget, so if they have something - just a few main points to remember, for example..... If you can sell it to them in a meeting and then give them the advantages and what needs to be done now, remember, think about the interview, think about what we are going to ask from you, and guidelines. People do not always understand what we mean with, for example, self-development. People do not always understand what it means. Basically like read, take a few magazines, and read about what you are doing and then do some studies or training courses, just to make them think about the whole issue.

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

Answer: The people that we would view as the Specialists, and that would be the people in Human Resources, I think. And then definitely management. I would suggest that you sell to you management staff first, get them involved and committed, and then a sort of a combined issue. If you can get the support of your managers to work with your Human Resources - and I am a hundred percent sure that the people would depend on your people in Human Resources to be able to give them guidance and to tell

them exactly what is expected and what is going to happen.

You talked about sessions where we could actually train the people or let them know about the OCP. Who should attend those sessions?

You can do it by having for example, two sessions. The one is a general sessions where you can say OK, where a person like you can for example come in and say: Here is the management team, here is our people, and now we are going to talk about this new thing, and then introduce it to them. Then from there, I would think, that you are going to have to hand it over to the managers anyway, because in the long run I think your managers will be very much involved, so your working sessions will have to be led by your managers.

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

Answer: I would say your middle management. I think the ideal is to put on everybody, like a big boom type of thing, to get their commitment. You don't want something like this to start up wonderfully and then it dies because it took too long to implement. So I don't think you will get anywhere without the commitment of management, therefore you need to start there, but definitely do not leave it too long before you start with everybody.

Question 10: Who should be next to be placed?

Answer: Everybody.

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

Answer: I think it is beautiful. It is something that you put there for people to look at and say: "It is not just an idea that somebody has thought of, it is something that we can see, that we can touch, and it is going to influence our lives". I like the idea of it, the picture that it gives me. Basically, you set yourself a goal, you get there and you get the reward and that is very nice.

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

Answer: Yes, but you must be careful not to focus for too long a period on your Top Management or management. It is important to get everything in place, sell it, get your systems and people who is going to help you to implement it – then do it. Start with your Top Management, their commitment is very important, then your managers as well, because, as I have said before, it is going to mean more work for them.

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

Answer: The training practices are good, I do not think you are going to have a problem. What I am scared of is that we lean too much towards the individual, initially. I think it is very important to make sure that we use the training to really make everybody understand and that is basically for your existing personnel as well as for new people coming in.

After the program has been implemented, how should the training practices then operate, how should it work?

I think we need more focus on the technical training in specific areas. For example in our company, at National Insurance, we definitely do not have

enough technical training, so we need more of that. Management tends to, because everybody is so busy, you tend to say well, it is not that important, it can wait until later. For example, we had some telephone skills training the other day, and it was a great effort to get everybody on that training course. It is actually so sad, because one of the main problems that we've got is that we talk to our clients mainly on the telephone, so it is very important for them to have that kind of training. I need people to go on time and desk management. Maybe what we need, is from top management or from your Human Resources department, to put a little bit more focus on the importance of that, and to make your managers aware of how important it is. In the seven years that I spent at another company before I came over here, the first year I did more training courses than what my people is being exposed to here, and it is not Human Resources or the Training Departments' fault, it is management.

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

Answer: It is difficult to say, because there are a lot of people in this company. The important thing to do is to make sure that everybody understands what it is all about, and you get everybody committed. The bulk of the time that you spend, should be spend on that, because that is your basis, and if that is strong, you won't have a problem. Don't give people too much time to think about it, and to think of excuses for it not to work. I think as soon as you have your basis and have done your homework, just do it.

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

Answer: You should meet with your staff on a monthly basis, at least. Especially for the first year or two, and especially for the people that has been working for Saambou for a number of years. You are going to have to

work on them, sell it to them. But definitely make sure that, after implementation, on a monthly basis at least, that your people are still happy with the progress that they are making and that they are still committed, because if they are not, it is not going to work.

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

Answer: It is positive. The reason why I think so is because we think that we know ourselves, but it is always possible that there are some weaknesses or strengths that you are not really aware of that you can either work on, or depend more on it. It is very important to give honest feedback to the individual.

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

Answer: I like the idea. You are going to have to be very careful about it. Questions that comes to mind are, to whom is it up to, to make sure that a person gets into that pool and how is it going to influence other people. From what I understand, you are saying: "This person is ready to get into the pool, and then make it known". First of all, you can create expectations from that individual, and you can make other people negative. Thus, everything is going to have to be very open and transparent, so that nobody can say: "We don't quite understand why that person is there". The basic rules and the requirements, you call it "the qualifications needed to get into the pool", if that is clear from the outset, then nobody can point a finger at anybody. And then to make sure that people understand that once you get into that pool, it doesn't mean that you are going to be promoted or put into a position within a month's time. It is almost like receiving a certificate to give to somebody and to say:

"We have identified you, and we appreciate what you are doing and see what you are doing. You have created an opportunity for yourself now, in the sense of making yourself capable". Then make it known to other people, and then the next step is for management or the other role-players to identify a place where they can put that individual in.

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

Answer: It is very important. Right now we have a problem with internal advertisements. People need to understand how important it is, and I am talking about our staff. We send it around in the office, and it will stay on somebody's desk for weeks, and then by the time that you get it, it is too late. Maybe circulate it, but there must be another way of making it known as well so that everyone can have quick access to it. Without it....it is always possible that we have this wonderful system where we have identified people and their capabilities, and the direction that we think that they can go in. But I as an individual may see an advertisement and think "My direction was that, but this is not that far off, so maybe I should try this as well". The crux of the issue is basically that we say we put your opportunity creation in the hands of the individual, we work to develop ourselves and if we don't see where the opportunities are, then it is useless.

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

Answer: First of all, make sure that the advertisements reach everybody, otherwise we won't know that there is a position in another department that you can apply for. Make sure that whatever positions that person applies for; he will be able to fill that position. The problem that I have at this stage is that we get the individual to develop himself and choose the direction of his career and everything, and then identify opportunities and

so on. But you need to make sure that people keep their focus on the department where they are now, and make sure that they look after their own careers, so there is going to be a little bit of a focus shift as well. People need to focus on what they are doing, to do that good, but also to think of other jobs and other positions and other things that they can do. The question that I have on my mind is, if I now decide that I want to go and work in the Bank and I know that maybe someday there is going to be an opportunity there, how do I get the knowledge that I need to do that without losing my focus here. Because we have this flatter structure now, so you need to look wider. That's a little bit of a problem for me and needs to be thought through.

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

Answer: No, thank you.

Table 7.3: Table of essence: Lynette's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	The <i>OCP</i> gives opportunity to the individual to identify a career goal. The power is in the individual's hands.	It is important that the individual gets the opportunity to identify (and make it known) what he wants and where he wants to go to. The strength of the <i>OCP</i> lies especially in this aspect and the program must in the end be able to help them to achieve their goals.
2	The role players include: <ul style="list-style-type: none"> ◆ All the employees; ◆ Management; and ◆ Human Resources. 	Everyone in the company have to be committed to the <i>OCP</i> in order for it to work. Management will have to accept that Human Resources management will become more and more important. Communication is essential to ensure that every employee understands the process and what it means.
3	Top and middle management are going to have to take responsibility and ownership.	Management's buy-in and commitment are undeniably important for the <i>OCP</i> to work. Employees' careers and opportunities depend on their managers' support.

Table 7.3 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
4	The resistance may result from the change and extra work the OCP brings about.	Change brought about by the OCP must be understood and managed. Transparency and fairness are essential to eliminate the resistance. Managers should be trained in the process and assisted with their tasks.
5	Resistance can be handled by training everyone involved.	Management as owner of the OCP, will have to sell the process to their teams and therefore needs to be well trained and prepared before asking them to do the job.
6	The support systems have to be in place before implementation.	Record keeping on employees will have to be accurate and complete.
7	Awareness should be created in every possible way.	Eye-to-eye sessions can be used to sell and train.
8	Human resources and management should be involved in the awareness process.	The OCP can not be seen as Human Resources' responsibility and therefore it should be a joined responsibility between management and Human Resources. Buy-in by all is thus very important. Management can even assist with the communication and implementation of the OCP.
9	Middle management should be first to be placed on the program.	Management, as a key role-player in the OCP ought to know what the OCP can mean to any individual and should be placed first of all in order to experience the process and its benefits.
10	Everybody should be given a chance to take part in the OCP.	For the OCP to grow and become part of the organization's culture, it is important that everybody must be able to access the program.
11	The OCP logo can be seen as a reward for efforts and achievement.	The OCP logo can be seen as a symbol of opportunities and achievement and can be used on any communication, whether it is training, promotions, transfers, progress, performance appraisal or any other action that have something to do with their careers.
12	Top-down is necessary for commitment from Top Management as well as your middle management.	Because of their involvement and important role in the OCP, management should go through the whole process and experience it themselves in order to understand it and to be able to sell it to their teams.

Table 7.3 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
13	Technical training is very important within the OCP.	The importance of technical skills and abilities is emphasized – especially if an organization wants to "create" skilled and "ready" people. Focus should therefore be placed on the technical training – especially on functional level.
14	The time frame within which the OCP is implemented should be short.	As soon as all the processes and information are in place, the OCP should be implemented over the shortest period possible. It should, however, be kept alive and active afterwards.
15	Follow-ups should take place on a monthly basis.	Management, being in face-to-face contact with their team members on a daily basis, has a huge responsibility towards the progress of their team members. Follow-up interviews with regards to the OCP should be on a regular basis and should not be left as an annual event.
16	Psychometrics should be included in the process.	In order to create self-knowledge and self-awareness, employees should be given a chance to explore their own being – know about their strengths as well as their weaknesses.
17	Openness and transparency are important to the success of the readiness pool – a system to acknowledge efforts.	The readiness pool should not be seen by employees as the quick gateway to the top, but as a vehicle to improve and develop their skills and encouragement to keep doing so. Transparency on the readiness pool is important to limit wrong expectations and perceptions by either those taken up into the pool or those not taken up.
18	<u>Every</u> employee should have quick access to internal advertisements – a window of opportunities.	The delivery system of the internal advertisements should be created in such a manner that it reaches <u>every</u> employee in a short period of time. Technology like an Intranet should be considered. This is a communication system for opportunities to be made known and therefore an important part of the OCP.
19	The balance between an individual's focus on his/her current position and the future position is very important.	Inter-divisional transfers should be allowed, but it is important that employees realize that their first priority is still to do their current job as good as they are supposed to. Access to other divisions' training and opportunities should, however, be given to everybody.
20	-	-

7.2.4 INTERVIEW: LIZA

Age : 26
Qualifications : Std 10
Division : Property Finance
Office : Saambou Park
Designation : Human Resources Officer
Job grade : J-Band
Length of service : 4 Years 6 months

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

Answer: To get opportunities and Personal growth and experience to people. It is good for the individual as well as for the organization. Both of them must be committed to this program. Both of them can benefit. The individuals, if they work at this program, they can go as far as to get a promotion. The organization will benefit people with a lot of knowledge and capabilities.

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

Answer: The individual self, his manager and, I think, Human Resources too.

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

Answer: The individual.

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

Answer: There might be a problem with the time – it will be very time consuming. It will take a very long period of time. The availability of positions – there can be a lot of people in the pool and only a certain amount of positions. They may feel there will be discrimination. Woman may think they will give advantages to men. Affirmative Action can also create a problem, because if we are pushed into Affirmative Action, we would rather go and get somebody outside the Bank than inside.

Question 5: How should this resistance be handled?

Answer: The organization, the Managers and Human Resources people must show commitment. They must give support to and encourage the individual. They must explain exactly how this program works. They must limit unrealistic expectations to the minimum. As soon as they see that somebody has unrealistic expectations they must tell them. If there is a problem they must solve it as quickly as possible. Problems arising from discrimination, etc. The organization must recognize and acknowledge and maybe reward individuals that show potential and that performs.

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

Answer: Each position must have a job specification on what is required for that position. Systems must be in place, like how to manage the Pool, managing the Internal training, and maybe how to manage the individual. The method how this program is going to be handled must be explained. HR and managers must consult with individuals to see if there is potential and then work out a program from there on to follow.

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

Answer: I think they must use Forum and general circulars. The information must be available from Human Resources so that if somebody wants to find out more about something, he/she should be able to phone the Human Resources person and then the information must be available.

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

Answer: Everybody, and especially middle management.

Why the middle managers?

That is the broader spectrum. I do not think the people in Top Management and higher are going to use it.

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

Answer: The individual that holds the potential and is willing to work towards a better future must be first. You must start at the top, the top position and then downwards. Afterwards the people who may be less willing.

Question 10: Who should be next to be placed?

Answer: The people who are less willing. We must remember that there are individuals that do not have the need to perform or to be promoted to a next level. What they do at present is fine for them; they don't want to become a manager. The organization also needs people like that for the normal day-to-day positions. It must not be held against them that they don't have the need to be promoted.

How should we handle those people? Do you have a suggestion?

I think they must also be encouraged to do what they are doing at the moment and they must do it well. We must give them our support and maybe we can have consultation with them once in a while to find out whether they have perhaps changed their minds.

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

Answer: For me personally nothing. I just remember it from what I've heard. I do not see it as motivating me. It can be used on internal memos and maybe on personal letters like letters on promotions, transfers, etc., so that people can see it and new people can be aware of it.

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

Answer: I really don't think so; maybe I did not understand it well. I think we must start at the bottom, the manager must know what everything is all about before he can start with his people. Maybe I want to go into another division and my manager does not even know what is happening in that division, so it doesn't really matter where they start.

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

Answer: The individual must take it on his own for in-house and external training.

How?

If it is internal training that he hears about, he must make sure that he gets on that course himself. His manager is not supposed to nominate

him, he must motivate why he has to go. The manager, together with Human Resources, must see whether there are any programs that they can help with. Maybe there is something internally that he only needs experience in and then he can be rotated to get that experience.

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

Answer: As soon as possible, but everything should first be in place.

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

Answer: Once a year and maybe together with the annual performance appraisals – as one whole concept.

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

Answer: I really don't have a problem, I think it is quite good. It must, however, be culture-fair.

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

Answer: As soon as an individual has the necessary experience and training he must be placed in the pool, and when a vacancy exist and is available, HR must go to the pool and find someone useful there.

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

Answer: It is going to play a much smaller role, because the information will already be on our system, and you don't have to advertise for someone because you can just search on the system and find people and then make use of them.

And if there is no one in the pool?

Then you can go and advertise.

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

Answer: I think it is still going to be handled as at present. We are supposed to give people opportunity to do what they like and what they want to do. I think people must understand and help each other.

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

Answer: No, thank you.

Table 7.4: Table of essence: Liza's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	It creates opportunities for growth and experience to the benefit of both the organization and the individual.	Opportunities ought to be focused and should contribute to development and growth of individuals. If both the organization's and the individual's needs can be addressed, benefits can be obtained from knowledgeable and capable employees.
2	The individual, the line manager and Human Resources are role players.	Teamwork is needed between the individual, his/her line manager and Human Resources to ensure success.

Table 7.4 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
3	The individual is responsible.	Self-management and an orientation towards self-development are crucial for the success of this program.
4	Resistance may include: <ul style="list-style-type: none"> ◆ It is time consuming; ◆ There are limited vacancies; and ◆ Affirmative action. 	The Employment Equity Act should be taken into account and the process should be kept as short and effective as possible.
5	Support and encouragement are important for handling resistance.	Support entails explaining how the program works, clarifying unrealistic expectations, helping with solving problems, etc. Performance and/or progress should be incentivised in order to encourage people.
6	Job specifications, systems (readiness pool, internal training, etc.) and communication on the program should all be in place.	Even before communicating the program it is important to have the following in place: <ul style="list-style-type: none"> ◆ Job specifications for <u>all</u> positions (for the purpose of reality checking); ◆ The systems and procedures with regards to the readiness pool and internal training.
7	The OCP should be communicated via Forum (business broadcasts) and general circulars.	As many mediums as possible should be utilized to reach all the employees: <ul style="list-style-type: none"> ◆ TV broadcasts such as the Forum; ◆ General circulars; ◆ The organization's newsletter, etc.
8	Everybody should be involved in the awareness process.	If more employees are involved in the awareness process, the chances for buy-in from the majority is much higher.
9	Individuals with potential should first of all be placed on the program.	Everyone should be given the opportunity to be part of the program, but those with potential should be used as examples of what the program can mean for someone.
10	Individuals with less potential for promotion should be given a chance afterwards.	Not everyone can become a manager and those that are satisfied with their positions as is, can be given a chance to become part of the program and should not be excluded.

Table 7.4 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
11	The <i>OCP</i> logo does not contribute much more than awareness.	The <i>OCP</i> logo should be used on letters of promotion, transfers, re-engineering, training sessions, vacancies, etc. so that employees can be kept aware of the opportunities that might come their way.
12	The "top-down" principle is not applicable.	The issue of inter-divisional exposure and transfers make it difficult to use the "top-down" principle. But <u>every</u> manager (including Top Management) should be well informed on the organization and the <i>OCP</i> .
13	Training becomes the individual's responsibility – in-house and external training.	The individual must be provided with information on all training that takes place within the organization – for them to be able to nominate themselves. Rotation programs can also be used.
14	Implementation should be quick, but after everything is in place.	Before the <i>OCP</i> can be implemented <u>everything</u> needed to ensure success, should be in place. The <i>OCP</i> should be implemented with a "bang" and over a short period of time.
15	Follow-ups should be once a year.	The <i>OCP</i> candidates should be followed up on at least once a year and can be combined with performance appraisal's development plans.
16	Psychometrics should be used.	Culture fair psychometric instruments should be used for the purpose of self-knowledge and deficiency analysis.
17	The readiness pool should be used for succession planning.	Human Resources and line managers should utilize the readiness pool in order to find suitable qualified candidates for a vacant position.
18	Internal advertisements' role will be smaller.	The role/use of internal advertisements should be reviewed in terms of effectiveness and compatibility within the <i>OCP</i> process.
19	Inter-division transfers should be allowed.	Transfers between divisions are also opportunities for broader development and knowledge and should be allowed and supported/encouraged.
20	-	-

7.2.5 INTERVIEW: MARINDA

Age : 38
Qualifications : Std 10
Division : Client Customer Care – Loans
Office : Perseus Park - Lynnwood
Designation : Area Manager: Client Care Loans
Job grade : G-Band
Length of service : ± 20 Years

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

Answer: The most important aspect is that people with potential can be identified, otherwise the program will be seen as a game that will not realize. Potential is definitely important to me. The development should be of such a nature that, when one's name is added to the pool he/she can be appointed in an office and will be able to do the job. It should not be too much book knowledge, but more practical, physical knowledge so that the individual can do the job in practice.

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

Answer: The employee, his/her direct manager and Human Resources, in that order.

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

Answer: From my point of view, the manager.

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

Answer: Time – maybe more so from the manager’s side and where the individual will have to prepare himself or herself for the goal of the organization. The other party can benefit seeing that it is his/her career planning, but the manager may feel why should he/she work on someone else's career. Seen as a whole, it is to the benefit of the organization but it can happen that a manger is just too busy and do not have time to manage this program as it should be done. The manager also has to invest just as much time in the work at the office. The employee will have to realize that this is something that has to be driven in his/her private time, more so than at the office, in order for it to be successful.

Question 5: How should this resistance be handled?

Answer: The manager will have to be prepared to manage his/her time in order to adapt to the candidate he/she has to assist with this program.

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

Answer: All the role players must know exactly how the program will work and which benefits it entails for both himself/herself and the organization.

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

Answer: On Forum, but definitely also with a personal letter, not only to identified employees, but to the whole workforce. I found that many employees read the letters sent with his/her pay slip more than they do read the

General Circulars. I think it is very important. Continuous information on someone's progress and success stories should also be circulated through the organization. This will motivate people because something will definitely happen. If nothing happens, it will create a problem.

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

Answer: I personally think Mr. Myburgh – right from the top.

Why do you think that?

The employees value what he says. Others can be seen as just another training session. What he conveys has more weight than the message from any one else would. Take the example of the e-mail: why did he have to give the message to get off the e-mail. The whole Bank experiences this.

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

Answer: I think the team leaders, as they are the next people to be identified for managerial positions. If someone in a team leader's position can not be earmarked for a managerial position, then he/she can't really be a team leader and that problem should be addressed. Otherwise we will be playing around with one another. I had to place someone in a specific position the other day just to keep him happy, but he can't really take the responsibilities for that job, so we'll have to start there.....

Question 10: Who should be next to be placed?

Answer: Your best performer but also a performer from doing his/her own

development. You'll find many good workers that can handle volumes work, but he/she only does what is asked or expected. Then you'll also find the employee that looks at work from a broader perspective and this will result in self-development. Something might not be his/her job to do but they will look how it's done and that is the person with potential, from my point of view.

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

Answer: At this stage I think nothing because it is unknown to the people. After being made known it can give a lot of acknowledgement. I don't know at what stage it will be used. I'll say it should be used from the start, because you will have to get the employee motivated from day one. Therefore the logo should be on all communications to him/her. It should give you a green light on your career.

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

Answer: Yes it is. It is once again necessary so that the manager can identify the people he thinks adheres to the requirements for the program. You can involve him this way. If it is not going to be according to the top-down principle, they will not be involved.

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

Answer: We can't create positions for the people taken up into the pool. If there are no vacancies this person will have to frequently submit a thesis on something he's busy with or on how he sees a certain issue within the position he fills. It can also be something off the desk of his current manager, a problem that he should come up with suggestions for. This is

to keep him in touch the whole time, otherwise when he is taken out of the pool, he won't have anything to really contribute to the office. I think he should be given real problems and come forward with possible solutions. It will help the manager as well, in the sense that he will be more motivated to make this program work because he can use this person to help him think, at least.

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

Answer: Not too fast and it should not result in something every Dick, Tom and Harry will be allowed to follow. You must really identify the right people. I am not afraid to tell someone in my office "Listen, according to me you don't have the potential to become a manager, but you are an excellent worker and for that I'll reward you". We should not lie to our people and think they have it if they don't. You'll know better, but you can identify someone with managerial skills much easier than others and certain people will always be just workers, no matter what. He is an excellent worker, but he can not take up a managerial position. The moment that we include these people in the program, it will decrease the impact of the program and your real managers won't feature in this picture. It must entail prestige to be on the program. It may bring negativity amongst other employees, but I feel it is better to be honest to the person from the start than creating expectations with someone who do not have the potential. I think it is a huge problem with many people, especially with performance appraisal. They can't say to someone "Listen, you are an excellent worker, but I don't see you as a manager".

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

Answer: At least six monthly.....at the most one year, or else we could maybe run out of people in the pool.

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

Answer: I have never been a supporter of it. The reason for that being I've experienced it a couple of times in practice that the person could have had a bad day and it influences his test results. You would then find that his profile said he will be able to do the job, but he doesn't fit the picture. So, I'd rather be someone who stands for.....it is necessary, it may be done, but it should not be the only focus. I think if you take a look at my own psychometric test, you'll see something different and I think one should keep that in mind. It can be part of the program but should never be the main focus area. I think people can progress to a position with training and development, although it might not always seem the case immediately.

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

Answer: I think the employee in the pool should be exposed to different types of things. What worries me though is the linkage between internal advertisements and the pool. At this point in time I'm telling you that the internal advertisements in Saambou are a joke and the clerks in the Bank are starting to talk about it. We'll have to take care that the employees in the pool do not get the same idea. Let me give you an example. It might be a very easy position to identify with. A Credit Manager, he did not speak to me about it but I saw what was happening, is busy with his B Com and I believe he is doing very well, he works very hard and they appoint a Business Assessor from the outside. Just think how this is affecting him. I think he experiences it very negatively after every thing he's done. What opportunities are there for him then? Although we have this program these things happen. Why couldn't he be considered as well, although he doesn't have all the knowledge or his B Com degree

yet? Why does this happen? And I think there are, no I've heard it on the floor, people who see the advertisements as a joke, because the person has already been identified. The person I want in the job is already identified and I just want to go through the motions – arrange for the advertisement to be placed and see who reacts on it. This can be very dangerous for the *OCP*. I can just imagine what that person will think when you come to him with this program – he will experience it negatively and we ought to be careful for that.

So, are you saying that people should look at the people in the readiness pool that are on their way to the readiness pool, or those that are already there, before you can have a look at external applications.

Yes, it won't help saying this, but the person I'm bringing in from the outside.....does not have the same experience and does not shape inside the organization. So, I feel give this internal person a chance, but do it on a preliminary basis. Tell him he will fill a certain position for a certain period of time. It may take six months, but at least he got an opportunity for some exposure. Otherwise there are no reasons for the *OCP*. The Bank must realize we are taking a risk, because we are going to employ this person but we still don't know whether he's going to deliver the results. If you tell me you have a position for me, but you are not sure as to yet what the job entails and I see my way fit and accept, and I know it is only temporary – then it is my decision whether I should go or not. Then, I think, you will motivate that person.

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

Answer: (Answer included in previous question.)

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

Answer: Very carefully. A person should ensure that when you transfer people between the different divisions, the person you transfer is the right person with the right experience. Currently in practice, the people move to the nicest place to work in and this could create a problem for the manager – he'll find himself in a position where you can't get the work done because of not having enough people to help you. So, what I'd like to say is that the person without the needed knowledge and experience should not be considered for the position. For example, I advertised for a registration clerk and because the office is not open for business on a Saturday, I do get a lot of applications from cashiers within the Personal Financial Services Division. If I were the Area Manager Investments, I would have complained about the fact that Marinda needs my staff, because they do not have the skills she needs.

Just say, for instance at Investments there is a very clever young man with a lot of potential to really progress, then you can bring him in. He doesn't even have to have all the experience, but to really progress in the Banking environment, like taking my position for example – I can't just know what a bond is all about. So, in those cases you will have to admit that it is for the sake of this person's career and that is why we have to do it. But then, you know, a manager likes a certain young man in Investments, so he brings him into the team with the attitude that he will teach him. I believe this should not be allowed because it puts pressure on the divisions, unnecessarily.

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

Answer: I truly hope it can be successfully implemented within Saambou. It is a much-needed program. The flat structure worries the people. It is important that we shall not put people on this program that do not have

the potential. Only in special cases can it be allowed, when say for instance the individual says he wants to try.

Table 7.5: Table of essence: Marinda's description.

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
1	The identification of potential and development according to that are important in order to ensure capability.	It is important to only put people on the program that has the potential to become something more than they already are. The development should also be focussed on the practical "doing" of the job and not only book-knowledge.
2	The role players are: <ul style="list-style-type: none"> ◆ the employee; ◆ his/her direct manager; and ◆ Human Resources. 	<p>The managers can not be excluded from the role-playing and neither can Human Resources. Line management has a responsibility towards their team members to develop and better themselves. They should therefore support and guide their teams.</p> <p>Human Resources also has a huge role in the <i>OCP</i> – in the sense that they are to drive and facilitate the program, especially with regards to identifying development areas and actions according to that.</p>
3	Line managers are responsible for the program.	The <i>OCP</i> can not be made Human Resources' responsibility. Line management will have to take it and use it to their own benefit. This is in any case a program developed to identify successors for MANAGEMENT – to continue with the job and the hard work that someone else has already put into something.
4	Resistance may entail: <ul style="list-style-type: none"> ◆ management having to put in extra time and effort into someone else's career; ◆ employees having to use private time to develop themselves. 	<p>The resistance may include that management will be upset because they have to use their "work-time" for assisting someone else in his/her career. So, if they do not see the benefit of the program they are not going to invest the necessary time and effort into it.</p> <p>The employees on the other hand may still be in the mind set that the organization has to provide the development but also the time to do that development in. This will not always be the case. Commitment and understanding amongst employees are therefore crucial.</p>

Table 7.5 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
5	The managers will have to manage their time to have time to assist their team members in the OCP.	In order to eliminate the resistance the line managers' buy-in and support for the OCP becomes very important. Yes, it will ask more time of them, but if they know what it can mean for them, they can invest that time. Time management becomes important, because now it can't be only work-related issues that management takes care of, but also the people-related issues.
6	Employees should know exactly how the OCP works and how they can benefit from it before it is implemented.	Communication on the program is essential. Therefore even before it is officially implemented, the processes, procedures, etc. as well as the benefits for all should be made known – during the selling process. If people know and understand a product their buy-in will increase as well as their usage of that product.
7	Awareness can be created by using as many as possible different mediums like: <ul style="list-style-type: none"> ◆ Forum broadcasts; ◆ personalized letters; and ◆ success stories. 	In order to ensure everybody in the organization knows and understands the concept of the OCP, it will be encouraged to use every possible mean to get that knowledge to the employees. Business broadcasts can be used, but also personal letters to individuals – making it more of a direct issue between every employee and the organization. In order to proof to the employees the benefits of the program, especially in the beginning, the success stories of those on the program that was promoted or transferred, or something in this regard, has to be made known within the organization.
8	The Managing Director, will have to form part of the awareness process because of the value and weight of his messages.	The Top Management, especially the Managing Director, should support the awareness process. If he/she is seen as being influential and credible it will add value and weight to the message. It will also show their support for the program, which in turn will enhance the buy-in lower down the hierarchy.
9	The team leaders should be placed first of all.	The team leaders/supervisors are the people directly in line for promotion to managerial level. Their commitment and potential are therefore important. If they do not fit the profile of a manager within the organization it will do the organization no good to put them on the program. This will force the organization to evaluate its second "line of command" in depth in terms of potential, capabilities and strength.

Table 7.5 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
10	Next to be placed on the program will be the performers in other positions than team leaders. As long as their commitment to their job and self-development is as such that they will definitely benefit from the program.	The lowest levels will have to be allowed access to the program – which is where the strength of the workforce lies and should be built on. The individual performers on these levels should be allowed on the program only if they, again, have the potential to further their careers, but also have the commitment to work at that willingly.
11	The OCP logo should be made known and used on all communications.	Unknown is unloved. The identity of the OCP and its logo goes hand in hand and therefore the logo should be used from day one. Even during the selling process the logo should strongly feature. After implementation it should be used on all communications with regards to career issues. The logo can assist in keeping the OCP alive and under the attention of all employees. It should be available to line managers and Human Resources to use when addressing career issues.
12	The top-down principle should be used to involve management and make them knowledgeable on the program.	It is important that management understands and supports the OCP – they have to sell it to their team members and support them in using it. To involve them in the process by letting them experience it, can only be beneficial to both the organization and those on the program.
13	Training should entail practical exercises, especially for those already taken up into the pool.	The individuals already taken up into the pool will have to be encouraged until suitable placements can be found. Positions can not be created in order to accommodate them. The best is to give them real problems from the work place, or the position identified as his/her goal position. They should then go and find answers and possible solutions for those problems. Management can definitely benefit from extra hands and it provides an opportunity to see if the candidate is really "ready" for the next position.
14	The OCP should be implemented at a steady rate by only allowing the employees with real potential to get onto the program.	In order for the program to succeed the organization will have to make a harsh decision – everyone or only those with potential. The latter will create prestige to be on the program and it benefits the organization in that only the best will be added to the readiness pool and eventually appointed in managerial position.

Table 7.5 (continued)

No	"Meaning units"	Analysis of "Meaning units" and explanation of phenomena
15	Follow-ups should be six monthly.	Follow-ups should take place regularly in order to ensure people being added to the pool regularly and to ensure frequent support and advise to employees on the <i>OCP</i> .
16	Psychometrics can be part of the process, but should not be the main focus.	To include psychometric tests can complete the information needed to make a good evaluation of someone's strengths and development areas. The manipulation of it, together with the influence of an "off" day should be taken into account, though.
17	Those in the readiness pool should be exposed to real work situations involved in their goal positions in order to ensure that they can do the job once appointed.	The employees already taken up into the readiness pool should be given opportunities as well in order for them to develop even more. The moment that they are placed in their identified goal positions, they will then be capable of doing most of the tasks as they had exposure to it whilst in the readiness pool.
18	Internal advertisements will be seen as a joke if it is not properly used.	Internal advertisements should be used in such a manner that it will be to the advantage of the <i>OCP</i> and not be seen as a joke. The usage in accordance with the readiness pool should be investigated, so that employees know that when an internal advertisement is sent out that position has not already been filled. External appointments should be done after the current employees have been given a fair chance.
19	Inter-divisional transfers can only take place with people who already have the experience or has extreme potential to be successful in the other division.	If someone is transferred from one division to another, being it both specialized divisions, the new manager must understand that that person should be able to do the job or have the potential to learn it in a short period of time. This should not be done only because employees do not like the other division or can't get along with their current colleagues.
20	The <i>OCP</i> is needed to stop the worries on the flat structure.	The benefits of both the delayed structures and the <i>OCP</i> within that context should be spelled out clearly to everyone. This can allow employees to focus on their jobs and not sit around wondering what is going to happen with them within the organization.