

South Africa's independent human resource magazine

HUMAN *FUTURE*

10
Believe in it

MAY 2001 Vol. 1 No.3

Price: R25,90

**FINDING
THE TOP
PEOPLE**

**EXECUTIVE
INTELLIGENCE
OF THE FUTURE**








**PSYCHOLOGICAL
FITNESS**

HELPS PEOPLE COPE WITH RETRENCHMENT



Will YOU be RESPONSIBLE?

-  ... when IRP5's are rejected by SARS?
-  ... when SARS does an inspection because their tax calculations and the IRP5 tax amounts differ by more than 2%?
-  ... when pension and RA contributions exceed the statutory limits?
-  ... when RFI amounts are greater than taxable earnings?
-  ... when salary structuring is not in line with the current legislation?

 **MINIMIZE YOUR RISK!**

Over 10 000 Companies ...

- Use the VIP Payroll System.
- Trust VIP as the experts on Payroll Legislation.
- Are continually informed and educated by VIP.
- Have peace of mind because of VIP's support.

Phone VIP for more information:

HEAD OFFICE: (012) 998-6055
 (011) 807-0306 (021) 930-0300
 (031) 267-2914 (041) 586-4905



VIP PERSONNEL & PAYROLL SYSTEMS

A Member of the  Softline Limited Group

GLOBAL MASTERCLASS

4 **LOOKING FOR TALENT? GROW YOUR OWN** Dr William Byham on developing great talent from the inside of the organisation. **ALAN HOSKING**

GLOBAL REPORTBACK

7 **HOW MUCH DOES JOB LOSS REALLY AFFECT US?** A survey of 3000 workers from 18 countries. **DEREK MENGEL**

FEATURE **COVER STORY**

8 **PSYCHOLOGICAL FITNESS HELPS PEOPLE COPE WITH RETRENCHMENT** Managers can help employees cope better during retrenchment. **DR RENATE VOLPE**

HOT BUTTON

12 **LABOUR AND BUSINESS STILL NOT AGREED ON SURPLUS PENSION MONEY** There doesn't seem to be much progress. **CLAIRWYN VAN DER MERWE**

WORD OF MOUSE

14 **THE IMPACT OF THE PC ON THE HR FUNCTION** The shift from mainframe to desk top computers. **ROB BOTHMA**

ON THE MONEY

15 **SHARE SCHEME TRENDS IN EXECUTIVE RETENTION** Find out how to attract and retain top quality executives. **MARK BUSSIN**

FEATURE **REVIEWING ROLES**

16 **HR CITY STREET GUIDE PART TWO** The changing roles and responsibilities to meet the demands of global change. **IVAN LÄTTI**

LEGAL TALK

20 **WHAT TO DO ABOUT AGEING EMPLOYEES?** Answers to legal and labour questions. **BRIAN ALLEN**

22 **ADDRESSING THE SA SKILLS SHORTAGE** Hints for when you import skills into South Africa. **JULIAN POKROY**

FEATURE **MUSICAL CHAIRS**

24 **ENHANCE PRODUCTIVITY AND INCREASE LEARNING** Use brain ergonomics to humanise the workplace. **ANDRÉ VERMEULEN**

FEATURE **EXECUTIVE SEARCH**

30 **FINDING THE TOP PEOPLE** Planning an executive search? Improve your chances of success. **LYNNE FROST**

EXECUTIVE DEVELOPMENT

34 **EXECUTIVE INTELLIGENCE AND EMOTIONAL COMPETENCIES OF THE FUTURE** Business skills are no longer enough for leading companies successfully. **DR SUSAN WOLMARANS**

EMPLOYEE TRENDS

36 **LATEST TRENDS IN UNION NEGOTIATIONS** Some of the more pertinent trends for this year. **FRED SIMONCELLI**

38 **STRATEGIC MANAGEMENT OF HIV/AIDS** Some pointers for businesses grappling with this problem. **WAYNE MYSLIK**

FRONTIER STATE

40 **GIVE PRIVATE SECTOR AN INCENTIVE TO INVEST IN HUMAN CAPITAL** Entrepreneurs need an incentive to develop skills. **DANIE JOUBERT**

OUTSIDE THE BOX

42 **WAKE UP TO CREATIVITY** Creativity in an organisation can attract talented people. **NICOLA TYLER**

BRAIN FOOD

46 **ORGANISATIONAL SURVEYS AS A TOOL FOR CHANGE** The role and value of surveys. **ELLEN MARTINS AND PROF. NICO MARTINS**

50 **TRANSITION IN MANAGEMENT STYLE** Transformation in SA organisations Part Two. **SUSAN HILL, PROF. FRANK HORWITZ AND PROF. TERENCE JACKSON**

ORGANISATIONAL SURVEYS AS A TOOL FOR CHANGE

BY ELLEN MARTINS AND PROF. NICO MARTINS

the **PROCESS**

ORGANISATIONS DECIDE TO CONDUCT SURVEYS FOR A VARIETY OF REASONS, SOME BETTER THAN OTHERS. VERY OFTEN THE INITIAL MOTIVATION IS LITTLE MORE THAN A HUMAN RESOURCE MANAGER'S OR A SENIOR MANAGEMENT WHIM. Many organisations go for years on end with no interest in what their employees think about anything. Business strategies change, old markets contract, and new ones develop, directors come and go, working practices alter, new remuneration systems are introduced and the organisation never thinks to ask employees what they think about any of this.

WHY DO WE NEED TO SURVEY EMPLOYEES?

As human resource management becomes ever more critical, managers will need to know precisely:

- > why employees are not performing as effectively as they might;
- > what is likely to motivate the workforce as reward strategies become increasingly individualised and performance based; and
- > how change can most swiftly and painlessly be accomplished.

Some managers feel that by doing an employee survey, expectations and interest in subjects that managers have previously managed to ignore, might be raised. There is no doubt that employee consultation, however conducted, is often the tin-opener to a huge can of worms. Even if no major problems emerge, the process itself will set up certain expectations that demand management action. The whole exercise of surveying employees will be highly demanding and will probably bring some managers a few headaches before it begins to bring results and becomes a rewarding process.

This is not an argument for not doing employee surveys, but merely an argument for ensuring that it is done effectively, with the minimum of pain and maximum of results.

WHAT IS AN EMPLOYEE OPINION SURVEY?

An employee attitude or opinion survey can be described as a survey of employees' views, opinions, attitudes, behaviour, feelings, beliefs and perceptions of various aspects of the organisation in which they work. The terms "attitude" and "opinion" are sometimes used interchangeably. Strictly speaking the two types of surveys can be distinguished. A survey of attitudes is concerned with exploring employees' negative and positive feelings about a given topic. The traditional employee survey is often geared to identifying employee morale concerns.

An opinion survey may collect much more precise data about, for example, employees' preferences or past experiences and priorities.

In today's world, viewing employee surveys as a traditional assessment of morale is a very limited interpretation. Therefore most employee surveys examine both attitudes and opinions, using employees' opinions to provide guidance on possible future actions in a given organisation.

TYPES OF SURVEYS AND FUTURE TRENDS

The evolution of the world of surveys within organisations parallels the development of the fields of industrial and organisational psychology and human resource management. Broad trends and issues within society that affect the world of work are also reflected in the changing topics and uses of organisational surveys.

The 1990s, for instance, were characterised by surveys to provide a linkage to key strategies such as quality, customer satisfaction, and HR strategic focus.

According to Kraut (1996), future trends seem to indicate an increased focus on business strategy (e.g. strategy imple-

mentation and communication, competitive market intelligence surveys, effects of mergers and downsizing), measurement of bottom-line impact of HR and readiness for change.

Although surveys can be used to provide information on virtually any aspect of the organisation, the following is a brief outline of the more common uses of surveys:

> **Baseline surveys** provide a relatively precise measure of the state of employee attitudes or perceptions at the beginning of a major change initiative. The aim is to provide a benchmark for future evaluation, and to inform the development of the change process itself. Typical baseline surveys are a climate, communication or an organisational values audit.

> **Evaluation surveys** evaluate the effectiveness of change programmes, either at the interim or at the end of the change process. It may form part of a wider ranging review process, which might include an external consultancy review, an assessment of relevant performance measures, senior management interviews, and focus groups.

> **Culture surveys**

Many organisations now use culture surveys to help assess and define their organisational culture. The assumption is that culture is a key determinant of organisational performance, which may enhance or inhibit progress towards organisational goals. The assessment should give a clear indication of the appropriateness of an organisation's culture to their new commercial needs.

> **Quality and customer surveys**

These surveys focus on attitudes to quality and customer service (internally and/or externally). The intention is to identify the factors likely to enhance, or impede, quality improvement in the organisation. This in turn may address issues of employee motivation, perceived barriers to quality service and experiences of internal and external customer service.

WHY DO SURVEYS FAIL?

The reasons that audits fail include:

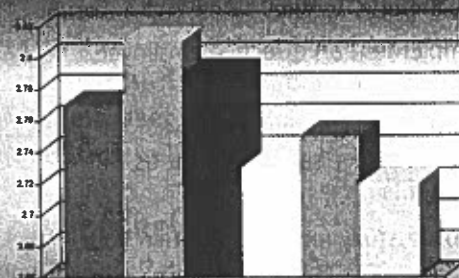
- > The organisation does not support business research in general and does not understand the value of research in yielding fact-based business decisions.
- > The organisation does not demonstrate that it values its employees and does not recognise that its strategy is implemented by the sum of individual employees' acts.
- > Leaders of the survey research program do not have a broad vision of how the research program fits into the organisation's business strategy.
- > Organisational development tools are not used in the implementation of the research. Successful research groups operate on a consulting model, modified for an internal market. They understand organisational change processes, how they work and also understand and use a range of influential techniques in the survey process.

Organisational Survey Tools for Strategic Change

We conduct surveys on the following:

- customer satisfaction
- employee attitudes
- employee satisfaction
- employment equity and diversity
- communication
- organisational culture and climate
- organisational change and transformation
- training needs analysis
- 360° audits

We also train you to develop and conduct your own survey



We will assist you to utilise the survey results to add value by means of:

- benchmarking
- recommending opportunities for improvement
- suggesting ways to improve efficiency
- separating facts from opinion
- increasing employee participation
- exploring opportunities for increasing profitability

We supply software packages that will allow you to continuously measure against criteria or benchmark your organisation. Our software allows you to do surveys by means of paper, disk or e-mail.



Organisational Diagnostics

Tel: (011) 432 2006

Fax: (011) 432 4768

E-mail: nicellen@iafrica.com

Web: www.orgdia.co.za

Managers who don't know what their employees think may not be able to manage effectively in the future.

> Inefficient project management, such as:

- insufficient prior planning;
- lack of communication;
- no professional involvement in planning the survey and compiling the questionnaire;
- no preparation and involvement of stakeholders;
- no sensitivity to confidentiality;
- incomplete feedback;
- no clear action plan for implementing recommendations and follow-through; and
- hidden agendas by management or HR.

> Making use of a measuring instrument (questionnaire) that is not based on a sound model. A model is like a roadmap that indicates what outcomes could be expected, helps to make the survey scientifically sound and enhances understanding of the results.

> Lack of explanation to staff why certain issues identified through the survey results cannot be addressed.

The above issues need to be very carefully addressed during the survey process to ensure a successful survey.

THE VALUE OF SURVEYS DURING CHANGE

The need for organisational change or realignment to be more flexible or better satisfy customers' needs is clearly evident in today's global marketplace. Such realignment, however, cannot occur successfully without a precise and detailed diagnosis of organisational factors, processes and systems that through the years have created barriers to change. **HR: ELLEN MARTINS IS A DIRECTOR OF ORGANISATIONAL DIAGNOSTICS AND PROF. NICO MARTINS IS PROFESSOR OF INDUSTRIAL PSYCHOLOGY AT UNISA AND HEAD OF UNISA'S CENTRE OF INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY. E-MAIL: nicellen@iafrtca.com**

A FOLLOW UP ARTICLE WILL FEATURE THE RESULTS OF SOUTH AFRICAN ORGANISATIONS THAT HAVE UTILISED ORGANISATIONAL SURVEYS AS A TOOL FOR CHANGE.

REFERENCES

BURKE, W.W., CORUZZI, C.A. & CHURCH, A.H. 1996. THE ORGANIZATIONAL SURVEY AS AN INTERVENTION FOR CHANGE. IN ORGANIZATIONAL SURVEYS: TOOLS FOR ASSESSMENT AND CHANGE, EDITOR: KRAUT, A.I. SAN FRANCISCO: JOSSEY-BASS.

MARTINS, N. & MARTINS, E.C. 1999. SURVEY FEEDBACK: FACILITATION TRAINING AND REPORT WRITING. JOHANNESBURG: [UNPUBLISHED]

ROGERS, R.W. & BYHAM, W.C. 1994. DIAGNOSING ORGANIZATION CULTURES FOR REALIGNMENT, IN DIAGNOSIS FOR ORGANISATIONAL CHANGE: METHODS AND MODELS, SERIES EDITOR: BRAY, D.W. NEW YORK: GUILFORD PRESS. (SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY: THE PROFESSIONAL PRACTICE SERIES).

SCHIEHMANN, W.A. 1996. DRIVING CHANGE THROUGH SURVEYS: ALIGNING EMPLOYEES, CUSTOMERS AND OTHER KEY STAKEHOLDERS, IN ORGANIZATIONAL SURVEYS: TOOLS FOR ASSESSMENT AND CHANGE, EDITOR: KRAUT, A.I. SAN FRANCISCO: JOSSEY-BASS.

WALTERS, M. 1996. EMPLOYEE ATTITUDE AND OPINION SURVEYS. LONDON: INSTITUTE OF PERSONNEL AND DEVELOPMENT.

FURNHAM, A. & GUNTER, B. 1993. CORPORATE ASSESSMENT: AUDITING A COMPANY'S PERSONALITY. LONDON: ROUTLEDGE.

GUEST, D. & CONWAY, N. 1999. HOW DISSATISFIED AND INSECURE ARE BRITISH WORKERS? A SURVEY OF SURVEYS. ISSUES IN PEOPLE MANAGEMENT. LONDON: INSTITUTE OF PERSONNEL AND DEVELOPMENT.

HIGGS, A.C. & ASHWORTH, S.D. 1996. ORGANIZATIONAL SURVEYS: TOOLS FOR ASSESSMENT AND RESEARCH, IN ORGANIZATIONAL SURVEYS: TOOLS FOR ASSESSMENT AND CHANGE, EDITOR: KRAUT, A.I. SAN FRANCISCO: JOSSEY-BASS.

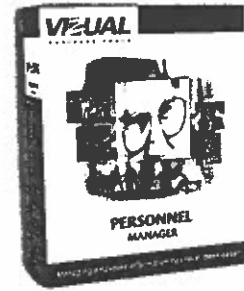
KRAUT, I.A. 1986. PLANNING AND CONDUCTING THE SURVEY: KEEPING STRATEGIC PURPOSE IN MIND, IN ORGANIZATIONAL SURVEYS: TOOLS FOR ASSESSMENT

THINK OUT OF THE BOX

THINK

VIZUAL

BUSINESS TOOLS



Personnel Manager

Single User Version R6 900
Multi User Version R20 600

Personnel Director

Unlimited employees (WAN)
from R52 800



Comprehensive time & attendance System
Small Business Professional Client Server
(Prices Exclude VAT)

For a full working version of Personnel Manager (Limited to 5 employees)
Fax your details to 031-765 3311
download from our website www.vizual.co.za
email us on sales@vizual.co.za
Phone us in Johannesburg 011 791 6247,
Cape Town 021 5562885 or
Head Office 031 765 3300