

South Africa's independent human resource magazine

# HR FUTURE

Believe in it

website: [www.osgard.co.za](http://www.osgard.co.za) or keyword: HR Future

MARCH 2002 Vol. 2 No.3

Price: R28.70

## PERFORMANCE SCORECARDS

Link broadbanding and  
skills development to your  
**BOTTOM LINE**

SHARED  
**SERVICES**  
HR value add  
service delivery

## RETENTION STRATEGIES

more than a  
flavour of the month





# contents

- GLOBAL MASTERCLASS**  
4 **INTERNATIONAL TRENDS IN PACIFIC RIM AND OTHER COUNTRIES** Chris Schutte compares SA labour legislation with that of other countries. **ALAN HOSKING**
- GLOBAL REPORTBACK**  
8 **INTERNATIONAL ROTATION** This technique can help to retain good talent. **DEAN DONOVAN**
- FEATURE: COVER STORY**  
10 **RETENTION STRATEGY** Treat this as more than a flavour of the month. **MIKE TEKE**
- HOT BUTTON**  
14 **UIF CHANGES** Implications for employees. **ROB COOPER**
- ON THE MONEY**  
16 **SALARY SURVEY** IT industry survey exposes two false perceptions. **WILLEM VERWEY**
- WORD OF MOUSE**  
18 **SELECTING YOUR HR SOLUTION** Getting the criteria right. **ROB BOTHMA**
- CASE STUDY**  
20 **TURNAROUND STRATEGY** How Kolosus used this as a platform for growth. **BRAAM KEYSER AND SEP SERFONTEIN**
- STRATEGIC BRIEFING**  
24 **FOCUSING A SKILLS DEVELOPMENT STRATEGY** The focus of your skills development strategy should be productivity and in-house social legitimacy.
- FROM THE FLOOR**  
27 **SHOPSTEWARD TRAINING** An excellent investment for unionised companies. **GEORGE NENE**
- FEATURE: SKILLS DEVELOPMENT**  
28 **BOTTOM LINE** Link broadbanding and skills development to it. **ROBYN WOLFSON AND MARK BUSSIN**
- FEATURE: CARD GAMES**  
30 **PERFORMANCE SCORECARDS** Sustain superior performance and value growth. **DANIE JOUBERT**
- LÉGAL TALK**  
34 **FOREIGN NATIONALS** Don't fall foul of the law. **JULIAN POKROY**
- FEATURE: TEAM TALK**  
36 **SOUTH AFRICAN TEAMS** Study reveals ten reasons for failure. **NIËL STEINMANN AND NICO MARTINS**
- FRONTIER STATE**  
40 **2012 VISION** Abundance for all. **DANIE JOUBERT**
- OUTSIDE THE BOX**  
42 **DESIGN THE FUTURE** The future lies in value creation. **NICOLA TYLER**
- BRAINFOOD**  
44 **KNOWLEDGE MANAGEMENT (PART TWO)** The imperative to manage knowledge. **NEETHLING WALTERS**
- 48 **INTELLECTUAL CAPITAL (PART TWO)** Its value and strategies for implementation. **MS VASIE NAIDOO**

# TAX YEAR-END TENSION?



Don't waste  
time, get the  
**VIP PAYROLL**  
solution now!



**VIP PERSONNEL &  
PAYROLL SYSTEMS**  
A Softline Company

GAUTENG (012) 420-7000; CTN (021) 930-0301  
DBN (031) 267-2914; PE (041) 586-4905  
BFN: (051) 444-5673; GABORONE: (09267) 35-3

# SOUTH AFRICAN TEAMS

study reveals ten reasons for failure

BY NIËL STEINMANN AND NICO MARTINS

**A TEAM IS A SMALL NUMBER OF PEOPLE WITH COMPLEMENTARY SKILLS WHO ARE COMMITTED TO A COMMON PURPOSE, PERFORMANCE GOALS AND AN APPROACH FOR WHICH THEY HOLD THEMSELVES MUTUALLY ACCOUNTABLE. A WORKGROUP BECOMES A TEAM WHEN:**

- > leadership becomes a shared activity;
- > accountability shifts from strictly individual to both individual and collective;
- > the group develops its own purpose or mission;
- > problem solving becomes a way of life, not a part-time activity; and
- > effectiveness is measured by the group's collective outcomes and products.

Building and maintaining successful teams is no simple task. Why do some of our teams achieve the highest level of performance? What could account for their success? Is it a strong work ethic, is it individual brilliance, or could success be attributed to chemistry? What

about leadership? As South Africans we are fond of investigating, appointing commissions of enquiry, or simply probing reasons why our work and even sports teams fail. Poor performance will somehow be followed by an investigation.

## A STUDY IN SOUTH AFRICAN COMPANIES

In a recent study we conducted to investigate the performance of natural work teams in corporate South Africa, the main focus was "to identify key problem areas that exist in South African teams". We also learned some valuable lessons from those that are successful!

The study looked at 150 South African organisations and more than fifty percent of those companies responded. The good news is that there seems to be an indication of a common set of problems facing teams. The bad news is that these factors are affecting the majority of work teams in South Africa.

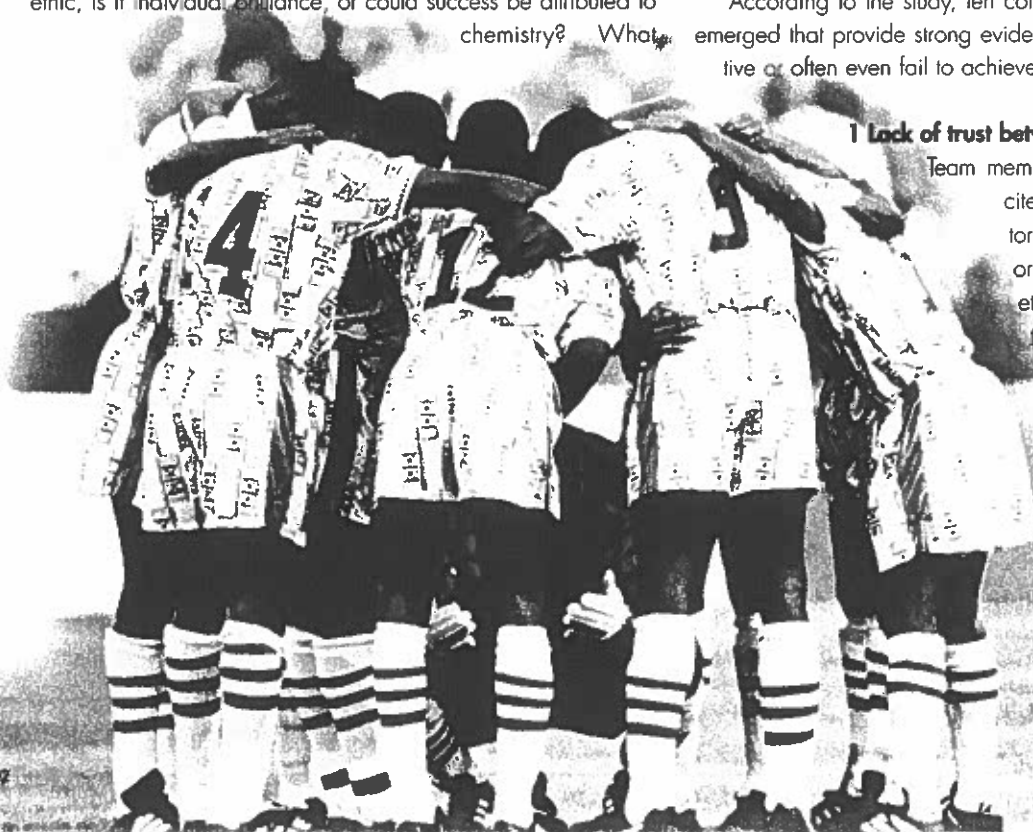
According to the study, ten common themes or factors have emerged that provide strong evidence why teams are not effective or often even fail to achieve their objectives (see table).

### 1 Lack of trust between team members

Team members and management were cited as the most important factor why teams are not effective or fail! We seem to be a society in search of trust. In parastatals, private business and interpersonal relationships we search for it.

Jack Welch, former CEO of General Electric sums up the challenge as follows:

"Trust is enormously powerful in a corporation. People won't do their



## REASONS WHY TEAMS ARE NOT EFFECTIVE

CONTRIBUTING FACTORS	RANKING	
Lack of trust	1	Most important factor
Weak task leadership	2	contributing to negative
Poor implementation/"no follow through"	3	team performance
No focus	4	
Poor interpersonal skills	5	
Lessons and mistakes not acknowledged	6	
Poor interpersonal chemistry	7	
False commitments from team members	8	Least important factor
Working in silos	9	contributing to negative
Lack of management support	10	team performance



best unless they believe they are treated fairly. The only way I know to create some kind of trust is by laying out your values and then walking the talk. You've got to do what you say you'll do consistently, over time."

Building trust seems to be the most elusive ideal for teams but creating it could be your greatest competitive advantage.

Pennington argues that a lack of trust is the number one leadership problem facing our country today. Leaders who fail to do what they say they will do, even in the most minor areas, reinforce the belief that no one can be trusted.

### 2 Weak task leadership

This refers to no strong leadership in the team, a lack of strong individuals with particular skills and knowledge/expertise taking responsibility in different situations to see things through.

While teams do have form leaders, it should be critical for teams to learn to shift leadership functions. The circumstances, need of the group as well as the skill of the members should determine responsibility for specific functions in the teams' success.

### 3 Poor implementation/follow through

Teams have wonderful ideas with people starting them off, but no one is prepared to see them through. No one takes ownership to drive things to the end.

### 4 No focus

The team tries to do too much at the same time.

### 5 Poor interpersonal skills

This includes poor communication and ineffective conflict handling.

### 6 Lessons and mistakes are not acknowledged

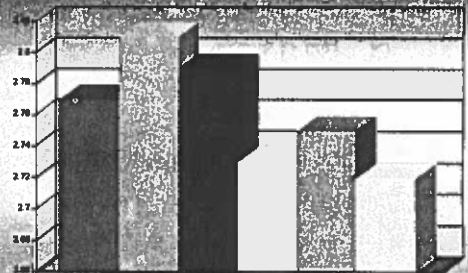
There is no continuous learning or culture of improvement. The team does not take time out to evaluate performance and determine what they can learn.

## 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](mailto:nicellen@iafrica.com)

Web: [www.orgdia.co.za](http://www.orgdia.co.za)



# VUKANI

wake up  
your employees

with modern, innovative approaches to  
individual and organisational development  
rooted in the wisdom of Africa.



In a conducive learning environment, in  
the African bush among a pride of lions,  
we will bring you:

- South African Solutions
- Analogies from nature that provide innovative training solutions
- Customised Programmes



## We offer the following workshops:

- VUKANI:** An ideal start to employment equity. Vukani equips individuals with skills to take ownership of their own growth & development.
- SYNERGY:** An innovative team-building and strategic planning process. Teams will learn the principles to achieve synergy.
- MENTORSHIP TRAINING:** A compelling approach to knowledge management and the building of mentorship capacity.
- THE LEADERSHIP CHALLENGE:** Discover and develop the practices of effective leaders in South African context.
- CHANGE MANAGEMENT:** Develop the core skills to survive in a dynamic environment.
- DIVERSITY MANAGEMENT:** Learn to harness the diversity of the South African workforce.

PEOPLE'S  
  
DYNAMIC  
DEVELOPMENT  
& BATHO-BATHO

For more information contact:

Niël Steinmann

Tel/Fax: (012) 991 1098 • 083 454 0875

e-mail: peoplesdd@mweb.co.za

website: <http://skybusiness.com/peoplesdevelopment>

## team talk



### GOOD READ

TITLE  
Trust

Releasing the energy to  
succeed

AUTHOR

Rita Cruise O'Brien

PUBLISHER

John Wiley & Sons Ltd.

PRICE

R560,00

AVAILABLE FROM

Knowledge Resources

(011) 880 8540

### 7 Poor interpersonal chemistry

There are often lone individuals, dominant self-appointed experts, and a lack of understanding of diversity and cultures.

### 8 False commitments from team members

Individuals do not display long term commitment. People shout their agreement, but when it comes to getting the job done, no-one is available.

### 9 Working in silos

Smaller teams within the team do their own thing, "reinventing the wheel".

### 10 Lack of management support

There is no proper support and backup, no funding, availability of technology and equipment.

Some key success factors of winning teams that emerged from the study include:

- > proper team member introduction into the team;
- > an emphasis on bonding, group cohesion and team spirit;
- > knowing and understanding what customers expect;
- > open and honest dialogue between team members; and
- > strong leadership within the team.

### IMPLICATIONS FOR SOUTH AFRICAN COMPANIES

The results indicate that trust, leadership and follow through are key reasons why teams are not effective. This study emphasises the importance of trust building processes in leader-follower relationships. The influence of a trusting relationship has an impact on the performance of teams, conflict, change, communication and diversity management.

### A checklist of things to do to achieve good teamwork

- ✓ Establish urgency and direction;
- ✓ Select members based on skill and skill potential, not personalities;
- ✓ Set performance-orientated tasks and goals;
- ✓ Set overlapping objectives for people who work together;
- ✓ Assess people's individual and group performance;
- ✓ Encourage people to build networks;
- ✓ Describe and think of the organisation as a system of interlocking teams united by a common purpose;
- ✓ Use training programmes to build relationships; and
- ✓ Use teambuilding and interactive skills training to supplement the above check points. **NR**

### REFERENCES

1. Armstrong, M. (1994). *Improving organisational effectiveness*. London. Michael Armstrong.
2. Kreiner, R. and Kinicki, A. (1995). *Organizational Behaviour*. Chicago. Irwin.
3. Pennington (<http://www.penningtongroup.com/articles/IntegDrivenLead.html>)

Niël Steinmann is the Director of People's Dynamic Development. E-mail: [peoplesdd@mweb.co.za](mailto:peoplesdd@mweb.co.za). Professor Nico Martins is the Head: Centre Industrial and Organisational Psychology at Unisa. E-mail: [martin@unisa.ac.za](mailto:martin@unisa.ac.za).