## APPENDIX F: Levels of Work

(Adapted from Nel, 2003)

### LEVELS OF WORK: LEVERAGING THE HIERARCHY

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>SCOPE OF WORK</th>
<th>TIMESPAN</th>
<th>PRESENCE</th>
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</thead>
</table>
| 7     | 1. Work with “fuzzy” information without distinct probabilities  
2. Cope with and integrate chaordic relationships  
3. Co-create the industry and global direction  
4. Influence global socio-economic philosophy | 20 years  
Fuzzy,  
Extended long-term | Global presence,  
Determine industry  
Design |
| 6     | 1. Anticipate global trends and identify probabilities  
2. Interpret the potential impact of global trends  
3. Use defined “fuzzy” information to formulate scenarios  
4. Define “big picture”, key strategic objectives | 10 years  
Long-term | Interact globally;  
Regional economic  
Presence and  
Competitiveness |
| 5     | 1. Interpret global trends and pre-empt national/regional trends  
2. Align the external and internal supply chain  
3. Inform the formulation of scenarios  
4. Translate strategy to be meaningful to operational entities  
5. Select a balanced scorecard of performance indicators | 5 years  
medium – long term | National focus; total  
Supply chain  
Integration; total  
Supply chain  
Competitiveness |
| 4     | 1. Translate information into meaningful operational targets  
2. Integrate and optimise the internal supply chain  
3. Comprehend and integrate internal stakeholder perspectives  
4. Establish balanced scorecards for divisional levels | 2 years  
Medium term | Organisation  
Internal supply chain  
Integration; focus  
On excellence |
| 3     | 1. Benchmark competitive performance measures  
2. Tangible, past-based information tracking  
3. Determine, create and track performance criteria  
4. Establish a balanced scorecard of operational measures | 1 year  
Short to Medium term | Localised focus;  
Nationally  
Competitive  
Performance;  
Departmental  
Excellence |
| 2     | 1. Identify variances from benchmarked norms/standards  
2. Apply basic statistical analysis to track performance variations  
3. Escalate irresolvable problems to higher levels | 3 months  
Short term | Functional,  
Specialised  
Excellence; sections;  
Project teams |
| 1     | 1. Access and respond to concrete performance information  
2. Drive immediate response times  
3. Use information to deliver in-built excellence  
4. Initiate resolution of operational problems | 1 day  
immediate | Micro unit  
Excellence;  
Operational teams;  
Individuals |
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