

DISSERTATION

**A critical evaluation of first line managers' perceptions of
organisational change at Sanlam**

by

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Declaration

I, Leon Abraham Noemdo, hereby declare that this research project is my own original work, and all sources have been accurately reported and acknowledged, and that this research project has not previously, in its entirety or in part, been submitted at any institution of higher learning in order to obtain an academic qualification. The opinions contained herein are my own and not necessarily those of the Cape Peninsula University of Technology.

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Abstract

A quantitative research study was conducted in order to obtain insight and knowledge of the perceptions of management with regard to changes taking place within the Financial Services Sector (FSS). The call centre at Sanlam Head Office in Bellville was used as a case study, and focus was primarily with first line managers at the call centre. The motivation for the study stemmed from the researcher's experience within the FSS coupled with introduction of legislation for financial service providers. The ultimate objective of the study is to provide generic guidelines of how managers should respond to change on various and different levels and to equip managers with tools to apply during change phases and cycles within the organization.

The literature review covers areas that relates to how managers responded to change in areas of leadership, culture, structure and legislation. Changes in these four areas were researched from different authors that specialize in organizational development, leadership development, organizational change and legislation. These ideas and perspectives from a range of South African and international writers gave the researcher an opportunity to conceptualize change, in general, and to provide a clearer understanding of generic competencies that are required to deal with it. Some models of how to deal with resistance to change and key success factors in dealing with it, are discussed.

The researcher elected to work with managers at the Sanlam call centre, since they experience and are directly exposed to implementation of change at grassroots level.

Results of the research confirm that dealing with change is a challenging experience for managers. A participatory management approach will result in less resistance from employees. The investigation also recommends that deciding on a vision with all key role players is not a once-off occurrence, but should be revisited, realigned and adjusted as the need arises within the organization. Furthermore, the results confirm that soft skill training and development such as conflict and diversity management should be implemented during the diversity and the changing face of the workplace.

The main objective and recommendation is that managers should relook and revisit their management styles, involve all role players during decision making processes, and value and appreciate employee's inputs and ideas.

CHAPTER ONE: INTRODUCTION

1.1 Background of the research

Sanlam is a financial services group that was established in 1918 and its Head Office is situated in Bellville, in the Western Cape. Sanlam is one of the largest financial services groups in South Africa with business interests in Africa, Europe and India. The company demutualised in 1998 and listed on the Johannesburg Stock Exchange (JSE). Sanlam's Head Office is responsible for various functions such as, strategic planning, guidance, risk management, group human resources and corporate social investment. The Sanlam Group also consists of four business clusters, which include:

- Retail cluster – Sanlam personal finance and Sanlam developing markets;
- Short term insurance cluster – Santam;
- Institutional cluster – Sanlam investment management (SIM), Sanlam capital markets and Sanlam employee benefits; and
- Corporate – Sanlam independent financial services.

There have been several transformation strategies in the various Sanlam structures since inception. Today's workforce has been transformed in all kinds of ways in terms of age mix; (people retire earlier); gender composition (more females are now in management); racial composition and background (more Blacks are now in middle management); cultural background; education (employees now have higher education levels; but also different beliefs and values); and physically (more people with physical disabilities can now be found in the workplace). These changes will have an impact on organizational environments and will require management to lead properly and be sensitive to the diverse group of people that they manage; as well as to the employee's needs. Robbins (1998:626) confirms the "changing nature of the workforce"; and emphasizes the fact that organisations should adjust their approaches and, management style or run a risk of becoming obsolete. Managers who are not in touch, competent, and sensitive to these continual changes may negatively influence their relationship with their employees. Hence it is imperative that the leadership of a company should change or transform in order to adapt to its changing environment.

Sanlam has undergone transformation where one such development is a shift to Black Economic Empowerment (BEE), ownership and control. The Sanlam Annual Report (2006:71) refers to Ubuntu-Botha Investments (Pty) Ltd and the Vukile transaction (R439 million), which were concluded by Sanlam Properties. These transactions placed ownership and control in the hands of previously disadvantaged individuals, while this initiative is a first for one of South Africa's oldest, biggest and more conservative multi-nationals. It is clear that Sanlam recognises the importance of BEE and benefits of a sustainable empowerment strategy that goes beyond ownership deals at group level. Introduction of a significant BEE equity shareholder in the form of Vukile emphasises Sanlam's firm commitment to meaningful transformation and broad based black empowerment within the Property Sector. The above mentioned deal is an indication of Sanlam's commitment to involve Blacks in decision making roles, and not only to balance their books with regard to scorecard targets for government purposes concerning Financial Services Charter (FSC).

The group is also involved in community-based activities and programmes. These Corporate Social Investments equates to 1% of its net operating profit. On 31 December 2005 the assets under management amounted to R353 billion and they employed 9 500 office staff and about 1 400 advisors, excluding independent intermediaries. During the same year Sanlam purchased African Life Assurance Company, as well as a controlling stake in Channel Life.

Sanlam's Vision is

“The leader in wealth creation and the protection of it”.

The objective is not only to create wealth for clients but to protect it as well.

Sanlams Values are as follows:

- To lead with courage;
- Serve with pride;
- Care because of respect for others; and
- Act with integrity and accountability.

Corporate Social Investment (CSI)

Sanlam's social responsibility programme and its transformation strategy reflect that Sanlam is a truly South African company.

Their primary focus areas are:

- Education;
- Hiv/Aids;
- Economic development; and
- Social development.

The goal of the Financial Services Charter (FSC) of obtaining 0.5% of operating profit is currently on 1% of its net operating profit for spending on CSI.

In 2004 the company spent R26 million on CSI projects, which is a reflection of its commitment to the people of South Africa.

The CSI strategy is based on three core values namely:

- Integrity;
- Respect; and
- Accountability.

Employment equity philosophy

The company believes that each employee has a right to dignity, respect, and should be given an opportunity to realize their full potential. The chairperson, as well as the board of directors is committed to these goals and to implementation of change and employment equity.

Sanlam's goals regarding employment equity initiatives are to:

- Strategically position the company in a shifting macro environment.
- Support the vision of creating a working environment that is conducive to attract, train and retain skilled people from all sectors of society.
- Have an organizational culture that values diversity and respects the dignity and worth of each individual.
- Establish a diverse workforce to meet Sanlam's business objectives.
- Broaden the company's skills base.

- Give effect to the SA Constitution, the Employment Equity Act and Promotion of the Equality Act.

The company commits itself to “create a truly SA company free from all forms of unfair discrimination, with equal opportunities for all, where diversity is optimized to enhance productivity”.

Sanlam’s employment opportunities and their staff composition are reflections of the above.

During the above mentioned Ubuntu-Botha transaction, (2006) the CEO of Sanlam Johan van Zyl reiterated and confirmed the following:

- The transaction is based on business and social imperatives;
- Access new markets and business opportunities;
- Broad - based empowerment;
- Contribute to the development of SA;
- Position Sanlam as the leading empowered financial services group;
- Active role in Sanlam’s leadership and future development and participate in changing the financial services landscape;
- Board representation at Sanlam Group and subsidiary level; and
- Development trust aimed at advancing community upliftment, BEE and CSI initiatives.

Patrice Motsepe, chairperson, of Ubuntu-Botha echoed the words of Johan Van Zyl by saying that they “are a partner in the creation of sustainable value for all stakeholders”.

With its 10% share in Sanlam, this transaction was one of the most far reaching black empowerment transactions to date. The share price of Sanlam also increased after this transaction. “Ubuntu and Botha are the Nguni and Sotho words, respectively, which loosely translated means “I am, because you are” This means that one is inextricably part of his community and, hence, has a responsibility to that community. Sanlam is committed to assist their in-house and field staff with training, development, and up skilling programmes in order to provide an excellent and effective service to all consumers and to empower internal and external staff to remain competitive in the market.

Sanlam acknowledges that it is imperative that the leadership of a company should change or transform in order to adapt to its changing environment.

Transformation, in any form requires some element of change. Charles Darwin, the originator of the Evolution Theory stated the following: “it is not the strongest of the species that survive, or the most intelligent, but the one most responsive to change”. This means that in the animal world creatures must adjust their approaches, or ways of doing certain actions, or they will eventually die. “Only companies, whose managers’ mindsets and attitudes are geared towards a more receptive approach to meet new demands and trends, will survive in the continual changing business world” (McWilliam, 2006:70). Change in life is inevitable; sometimes it is temporary, instant or permanent, while at other times it takes a little longer. However people will choose to resist, embrace, ignore or change their attitude towards change in this regard. People in different situations, who face various scenarios will react and respond differently to change. One should be open and receptive to situations and circumstances in order to survive, stay alive and grow. It is indeed so in order to stay ahead in life, while in a continual changing world one should to be receptive to continually changing circumstances and environments, whether in the community or at work. Companies that have an ability to change and adapt quickly to changing environments will definitely support Darwin’s theory, and will give such companies a competitive advantage above and amongst their competitors. It will give them the edge in a continually changing environment. An attitude of accepting change, which is a continual process, will require companies, managers and leaders to continually challenge their comfort zones, and sometimes prompt them to readjust their approaches to situations.

Heraclitus (513 BC) made a statement about change: “*All is change nothing is permanent*”. Heraclitus’ statement underpins the fact that, by nature being living organisms will develop, grow and change continuously. The landscape people do not remain the same, and is always stagnant or static. Change will take place inevitably and is sometimes beyond one’s control. If it is beyond one’s control it sometimes presents itself in the form of authority figures, legislation and other external factors hence, it is difficult to control or have power over it. If it is out of one’s control, one should accept it. While at times without conditions and respond to it by realigning one’s ways, should it not be in line with the prescriptive conditions.

Jaffe (1999:2) defines change as a word which is used by organizations and individuals that refers to external shifts used in environmental changes. The trigger or stimuli that cause organizations to change will also differ from company to company, and from situation to situation. The manner in which people respond and react to different changes will also vary and differ from organisation to organisation and from manager to manager, depending on the values, cultures, norms, patterns and beliefs of individuals.

Change impacts every area, arena and aspect of life for example, personally in the case of marriage, divorce, and the birth of children, but also politically when new political parties come into power or upon establishment of new political parties. Other areas where change can occur is also spiritual, new age movements such as charismatic versus traditional expressions of worship, freedom of religion and its expression as well as in the work environment where changes in technology occur in respect of computerization and internet access. Change also occurs in the legislative arena, namely employment equity, affirmative action, charters in various sectors of the economy, government, and more specifically, introduction of the FSC in 2002 with new goals, objectives, targets and scorecards for companies and organizations. These charters are prescriptive with regard to specific changes that should take place in organizations within certain time frames and specific targets. These scorecards compel companies to adhere to a list of specific guidelines, which should be followed in order to become compliant with the Financial Services Sector (FSS). These charters are external factors and stimuli, but influence and impact an organisation's actions and behaviours internally.

Bagraim, Potgieter, Viedge, and Werner (2007:374) confirms and refers to what they calls internal forces of change, while he also explains that South Africa is also exposed to other external forces of change, for example, Chinese export in the textile industry. Being part of the global economy, the influence of the textile industry is only one external influence apart from the fact that South Africa competes against other countries on the International arena since 1994 and the lifting of sanctions. However, internal challenges of change should first be handled and addressed. The research focuses on some of the problems and challenges regarding change that take place within an organisation. The research focuses primarily on

people or human element reactions and perceptions in relation to prescriptive legislative issues.

Management is encouraged and challenged to facilitate any change and transformation process by involving employees in reaching the company's goals and objectives. A participatory management approach, which involves employees, is part of the solution (Harvey, 2001:4). Jaffe and Scott (1999:5) refers to this as third level employee involvement, whereby change leaders and team members should develop a commitment to learn new skills and find ways of working together to make change work. A change leader can either be a nominated or appointed internal employee or an external consultant who is usually more objective and neutral in his/her response and advice to any changes and challenges in the company. A combination of an internal change champion that is mentored by an external change consultant is also an effective strategy to handle and manage change. A conservative and traditional top down management approach, where the ideas and opinions of employees' are disregarded and ignored, will impede growth of any company. A participatory management approach, conversely, where employees' suggestions and recommendations are valued, considered, and implemented, will certainly enhance and impact cooperation and the climate within a company. An advantage of appreciating internal human capital will result in motivation and understanding of beliefs and values of the organisation and will increase motivation and facilitation of change processes. Employees will add more value to a change process if they realise that their ideas and opinions are valued and recognised.

1.2 PROBLEM STATEMENT

Organizations, institutions, and companies change because of their nature. People develop and are challenged owing to internal and external factors, which influence an organization. Responses to these changes will determine where and how organisations will ultimately be in future. Responses to these factors, categories, and areas can be receptive, which will result in growth, or alternatively, an attitude of resistance that can cause stagnation in the development of ourselves, communities or companies and institutions. The reaction will determine continuous growth or gradual decline and, ultimately the death of companies.

Whether in peoples' personal lives, in the community, or at work, there is no instant solution or answer that provides easy steps to resolve any challenge during a change process. It is a fact that some changes will take place in one form or another, over a short or long period, instantly, gradually, consistently or continuously. How one reacts to these changes will ultimately impact results either negatively or positively. The journey of "change or transformation" in any organization is inevitable. Management can make it the most exciting journey or the most frustrating and troublesome for the company. A key is how to pre-empt, handle, direct, manage and continuously realign and adjust a change process. Any decision that is made should be viewed as a choice at a specific time during specific circumstances, while change can differ and be altered in future. No choice or decision should be cast in stone, but changing circumstances should be taken into consideration. Different phases, cycles and stages in the business world require different and creative approaches to these changes.

However, change that takes place in any environment comprises certain generic elements, which will assist all role players during the process in order to implement, monitor and evaluate the process better. In a corporate environment, depending on the structure of the organization, there are several role players who are involved in this process. In a corporate environment the management function is critical, since it plays a pivotal role in executing an organization's goals and objectives during any change process. Hence, the management's reactions to change can lead to stagnation or the creative development and growth of a company. The manager and, more specifically, the middle and first line manager, is a critical link between decision makers (generals) and grassroots level employees (foot soldiers) who should execute the decisions, which means they are responsible for executing changes at a grassroots level.

Maxwell (2006: 249-270), in his book *The 360° leader* states "being caught in the middle as a manager", is important so that leaders believe in the *vision* of the company in order to motivate employees and encourage them to reach the organizations' goals. If managers do not believe in the path or direction that the company takes, they cannot motivate, lead, and direct effectively and efficiently. It is so much easier to motivate people towards a common goal and vision if all of them believe in it. Leaders should know exactly where they are going

to and should have a clear idea of how to get their there. The vision of the company should also be in line with its related industry or should be realigned with external role players within the sector in order to remain in sync with the industry.

The FSC, which was introduced in South Africa in August 2002, requires companies to implement and institute various goals and objectives such as human resource development, training, products, ownership, and so on, specifically with regard to management. It is against this background that the present research seeks to determine managers' perceptions in relation to different changes that take place in the Financial Service Industry, and particularly the Insurance Field, by evaluating their leadership during processes of change and how this influences organizational culture and structure of the companies. Companies have been at an important juncture owing to changes in legislation and it was important to revisit and review their vision with employees to verify that the journey was in line with companies and, in a broader context, with the vision and ethos of the legislation and the country's new dispensation.

Organisations must change due to its nature of being a living organism. Any organization that does not change will become extinct or obsolete after a while. Companies should stay abreast and on the cutting edge of technological, structural and any other developments, which require them to remain competitive and relevant in a continuously changing environment. If not, they are replaced with new ones.

Jaffe and Scott (1999:4) refer to some key stakeholders during a change process:

- 1st level leadership;
- 2nd level change team (Middle Management); and
- 3rd level employee involvement (Human Resource Component).

Change will take place despite peoples resistance or rigidity in their attitudes inevitable. The challenge is on effective management of it when it occurs. Part of the success is also to be proactive, pre-empt and anticipate some changes in order to empower managers to deal with the occurring change. Equipping employees with necessary tools, direction and guidance during a change journey becomes important. With changing legislative issues it is important

for companies within the FSS to be clear concerning their visions, goals and objectives and ensure that it is in line with the sector`s, or else to realign it accordingly.

According to Conger in Kane (2005:21-29) the importance of introducing small changes initially and to build momentum and obtain buy-in from employees, was once again emphasised. The goal and objectives is to provide subordinates with a sense of ownership so that they can become agents of change within their own right, their own departments and, ultimately, within the company. The idea is to introduce small changes and to create an atmosphere of “building together as a team” whilst creating a climate of change. It is important and critical for success to obtain cooperation of all employees. If the manager/leader does not take the employees along with him/her from the start it may be impossible or difficult for them to assist and let them believe in the goals that one wants to reach. Continuous and regular contact, interaction and feedback to employees from management also become critical and important. Celebrating small “wins” and victories with employees creates excitement and a positive atmosphere and energy in the organisation. It is important for management not to “run” from employees during change processes, but to take employees by the hand and walk along with them on this challenging, adventurous and exciting journey. Should this not happen, management may lose the cooperation and commitment from employees to reach the common vision and goals of the company.

Management is encouraged and challenged to facilitate any change and transformation process by involving employees in reaching the goals and objectives of the company. A participatory management approach, which involves employees, is part of the solution (Harvey, 2001:4). Jaffe (1999:5) refers to this as third level employee involvement whereby the change leaders and team members should develop a commitment to learn new skills and to find ways of working together to make the change work. A conservative and traditional top down management approach where employees’ ideas and opinions are disregarded and ignored instead of the participatory management where employees’ suggestions are valued, considered, and implemented, will certainly enhance and impact cooperation and commitment in a company. The management approach will influence the ultimate outcome of changes that are implemented positively or negatively.

Kanter's (1992:9) paradigm also states that change involves two different phenomena, namely change with a small letter 'c' - referring to small quantitative steps that are more temporal, superficial and uncertain and change with a capital letter 'C' - referring to organizational change, which is more significant and permanent in nature with regard to the character and culture change of the company. One of the challenges that organizations face is that every organization has its own unique culture, that is, the way they operate and engage in certain activities within the company. Harvey and Brown (1999:69) define corporate culture as 'a system of shared values and beliefs that interact with an organisation's people, structure and system to produce behavioural norms'. In other words, "the way things are done around here". This internal corporate culture influences and impacts a company either positively or negatively, which will either enhance growth and development of a company during a change process or will hamper and stifle the change process.

In discussing and researching the topic of change it is also necessary to explain the concept of 'reengineering' in the business environment. Re-engineering a company means getting rid of old procedures and introducing new ones. It involves revisiting basics by looking at old traditional methods and finding creative and better ways and methods of reaching one's goals and objectives (Carr & Johansson, 1995:11). This area focuses more on the organizational structure of the company. The transformation process usually impacts, influences and changes systems, procedures and other technological aspects of companies and organizations. A range of internal and external elements contribute either positively or negatively to operating of a business or institution.

Re-engineering, when it is introduced properly, will result in a success story for the company but with no or little communication and collaboration, it can lead to failure. Carr and Johansson (1995:25) compiled a list of best practices as a guide to the re-engineering process:

- Recognize and articulate an "extremely compelling " need to change;
- Start with and maintain executive-level support;
- Understand the company's readiness to change; and
- Communicate effectively to create buy-in.

Change, whether small or big, completely or partially is important for the development of any company. Jaffe (1999:8) states that change impacts the entire organization or a large part of it and identified some levels where changes occur as technological, procedural, and operational, among others. When these changes occur in an organization they should have the capacity to handle it. Success is determined by the manner in which it is implemented and the ability of management to deal with it. All changes that take place at any organization or institution should be managed, driven, led or facilitated by someone. The role of the manager becomes vital to obtain these goals and objectives. However, Trompenaars (2004:171) asserts that management is challenged by fundamental restructuring and renewal and lack necessary knowledge, skill and expertise to implement, monitor and continuously sustain new approaches and changes within companies. According to Harvey and Brown (2001:68), managers should not only be able to recognize these changes, but also possess necessary skills and competence to implement, monitor and evaluate change. Having the skill is also not a once-off occurrence, but a continuous process of up-skilling and refreshing of managers' capabilities and competencies. Managers should become permanent and constant students of change, because it takes place internally and externally of their organisation. Ultimately managers become champions of change within their departments, divisions and companies in which they operate.

It is important for managers to anticipate changes in order to be better prepared for it, which will enable them to lead their people more effectively. McWilliam (2006:70) makes the following statement in The Management quarterly magazine: "many managers make the mistake of focusing on what is going wrong and not enough emphasis is made on planning for the future". Companies should be proactive in their approaches and plan effectively. He concludes by saying that "the ability to adapt and change ensures organisations' longevity".

Kotter (1996:4,5) states that change or transformation in organizations or companies, is usually accompanied by feelings of pain, anguish, defensive, results and morale decreasing. Change also increases feelings of anxiety and suspicion, excitement and enthusiasm. One of the reasons for this is that people generally do not like change; they prefer to remain in their 'comfort zones'. They prefer to do the usual familiar activities and functions. Moving from the

known and being faced and exposed to the “unknown”, is a challenging experience for people.

The manner in which these transformation challenges are managed and controlled will ultimately determine the growth, stagnation or development of organizations. Some processes of change can be implemented with little disruptions; while other more institutional and procedural changes might take a longer period and can result in more resistance and opposition from employees.

Companies experience different phases in its transformation process, as well as different stages of change. Harvey (2001:16) refers to some of these stages as:

- Stage one: Anticipating a need for change;
- Stage two: Developing a consultant-client relationship;
- Stage three: The diagnostic stage;
- Stage four: Action plans, strategies and techniques;
- Stage Five: Self renewal, monitoring and stabilizing; and
- Stage Six: Continuous implement process.

Every stage or phase in the change cycle of a company will require different tools and competencies from management and employees in order to reach its goals and objectives. Continuous change, coupled with continuous adjustments to strategies is important to make the change process a reality for the company. Continual change is a way of life (Harvey, 2001:18). Management should be creative and receptive to these changes by having an attitude of openness and being lifelong students to changing environments.

In the Financial Service Sector, the manner in which first line and middle management perceives or responds within the organization will influence the manner in which they lead or manage their subordinates to accept change. Given the economic and strategic importance of the service which this sector renders to society, this research seeks to investigate the veracity of these perceptions by examining levels of organizational change, which were undertaken in this regard at an insurance company. It is anticipated that the findings of this research will inform and possibly influence policy with respect to organizational changes and diversity management in this sector of the economy. The type of change that was researched includes

management's response to structural, technological, administrative, cultural and legislative challenges, while type of leadership that is provided, was also critically evaluated.

1.3 Research Purpose

The purpose of the research is to:

- Evaluate perceptions of first line management to the change process at Sanlam's call centre at Head Office in Bellville, Cape Town; and
- Evaluate how change influenced the following categories: leadership, structure, culture and legislation within the organisation.

1.4 Significance of Research

- The research endeavour to evaluate the perceptions of first line managers during the change process at Sanlam;
- Furthermore, these findings will be shared with other organisations to ensure that learnings be incorporated in their organisations;
- Finally the aim is to provide management with generic management competencies and tools to lead and navigate change effectively to the benefit and advantage of their organisations

1.5 Research Methodology and Design

Population

The population of this research comprised of 45 first line managers at Sanlam. From this, a sampling frame was drawn and a sample was selected. The composition and constitution of what first line management means in the context of this research was clarified before the sample was drawn. The research is in the form of a case study of Sanlam, which is an insurance company in Bellville, Cape Town.

1.6 Sample

The actual sample size represented 53.3% of the 45 first line managers at Sanlam's call centre at its Head Office in Bellville, Cape Town. The percentage ensured that the sample was representative of this group. As means to ensure this, a stratified sampling technique was employed whereby every element and categorical feature of the managers was represented in the sample.

1.7 Data collection instruments and techniques

The researcher employed the following technique of data collection:

- Questionnaires – these form one of two principle techniques for data collection in this research. The questionnaires were e-mailed to respondents and were followed up via reminder mails from the researcher.
- Documentary studies – reports and information were identified through a rigorous documentary study, which was undertaken by the researcher.

1.8 Types of change

Lawler and Worley (2006:8) refer to three types of change, which are outlined below.

- Strategic adjustments – day to day changes bring new clients, improvements in products and services and comply with regulatory requirements;
- Strategic reorientation – alters existing or introduces new strategies; and
- Transformational change – not just new strategy but transformation of new business model.

Sanlam experienced a combination of the three types of changes owing to the fact that they adhere to requirements of the Financial Services Charter with regard to regulatory requirements. They have a strategy to adjust new approaches, which focusses on a wider clientele base, whilst providing a variety of financial services and not only conventional and traditional insurance products. More affordable products and introduction of the call centre concept are evidence of this. Sanlam's, 2006 report reflects transformation and changes that took place with regard to different areas which are prescribed and required by the Charter for example, employment equity, Black Economic Empowerment, Broad Based Black Economic

Empowerment, ownership and control, while all issues are addressed and assessed in the Financial Services.

This research argues that it is difficult to apply only one type of change during any transformation process; rather it is effective to use a combination of the three mentioned above because it is interlinked and intertwined. Daily changes, adjustments and improvements at companies result in a change in strategy and although the business model might not change completely certain elements may need to be adjusted and realigned. Once again any change, which is implemented, should be flexible and management should realize that it is temporary, for a specific time span during a specific cycle of the business and under certain circumstances.

1.9 Resistance to change

Resistance to change, whether at one’s place of employment or in life in general, is a natural phenomenon, and it is important to address and manage it. Mullins (1999:824-825) and Robbins (2001:545-548), cited in Bagraim (2003:259) describe that resistance to change does not only come from individuals at an organisation but also from management within the organisation, as indicated in the table below. If employee concerns are ignored during any change process it will impact and hamper the growth of the company in the long term.

Individual resistance	Managerial resistance	Organisational resistance
Fear of the unknown Potential job loss Peer influence Personality/low self-efficacy Inconvenience Distrust of management	Fear of the unknown Loss of authority Loss of status Exposure of previous inadequate approaches Change in territorial ownership Added responsibility related to change process	Time and effort Deep-rooted organisational culture Bureaucracy Maintaining stability Past agreements with suppliers, trade unions and customers Previous investments in buildings, technology and equipment

Source: Bagraim (2003:390)

Importance of participation of all role players is once again emphasised. Any change process that does not involve all parties initially, during and after the change process will experience continuous resistance, which can take the form of verbal, non verbal, active protests, and sometimes subtle ways of passive resistance. Continuous communication and interaction is important to keep employees informed and up-to-date with what transpires in the organisation, whether they agree or disagree.

Graetz (2002:239) states that power and control plays a vital role in understanding peoples' resistance to change. The manner and way in which managers react or use their power will determine the level of resistance. People generally react and refuse if the "known" is challenged or they are requested to make changes in their work environment without consultation or proper explanation. At times this resistance may be active and out in the open and, in other cases; it may be more subtle when employees do not give support to new ideas or systems. Abuse of management's power will negatively impact cooperation from employees. Employees are usually set in their ways, patterns and routines within a company. If their "comfort zones" are threatened a natural response is to resist. In order to overcome this resistance to change, a correct approach might be appropriate to resolve resistance to any changes.

A participatory management approach instead of a top-down management approach will assist in overcoming employee resistance to change. A system where employees "buy into" the new idea instead of merely implementing any idea or system will assist in the smooth running of the company. An open, interactive process, which informs people will assist in the transformation process, moving from the "old" to the "new". However, there are also other factors that assist management to handle change more effectively and successfully.

1.10 Success factors for change

The answer according to Lawler III and Worley (2006:21) is built to change logic (b2change). They argue the fact that with a change management (cm) approach the present condition of the company should be replaced or altered with a future state, whereas with a b2change logic (b2c) approach organizations are continuously and consistently in a process of change, which is sometimes fast and in other instances slower. The research supports this approach

because companies' strategies and practices have not remained the same over decades, but through research and development they continuously seek new ideas and approaches. A cm approach is more static and permanent as apposed to a b2c approach. The latter approach is when all employees realise that any adjustment or change is temporal and a different approach might be needed as circumstances and conditions require the company to keep its competitive advantage. A successful entrepreneur who used a b2c approach is the owner of Virgin Active, Richard Branson. Here its employees are rewarded and encouraged to "think out of the box" and are encouraged to be creative in applying and implementing new ideas. His world wide success in a variety of companies offers a suite of services, such as cellphones, airways, recording, and so on, which is evidence of this.

The b2c approach also seeks continuous competitive and temporal advantages. They continuously build on employees' competencies and capabilities. A typical example mentioned is 3M whose innovative success story cannot easily be duplicated, and was vested in the skill and experience of a few people.

The B2 Change Model

Lawler III and Worley's (2006:27) Model comprises:

Environmental scenarios and three primary organizational processes namely strategizing, creating value and design. The above three processes revolve around identity, which consists of a company's core values, behaviour and beliefs.

- Continuosly sustain the change processes in the form of guidelines and models.
- Highlight the key characteristics of Middle Management of Great Companies.
- Isolate the factors necessary for the effective implementation of organizational change processes.

1.11 Definitions, terms and concepts that are used in the research

- **Perceptions:** act of perceiving or receiving knowledge of external things by the senses that act or process the mind, which makes known an external object, the faculty by which we hold communication with the external world.
- **Manage:** to have under control and direction, to guide, administer, under command.
- **Management:** act of managing, manner of treating or directing, or carrying on.

- **Organisation:** act or process of organizing, act of arranging the part of a complex whole in a suitable manner for use or service, suitable disposition of parts for the performance of vital functions.
- **Leader:** one who leads, conduct, guides and directs.
- **Transformation:** an entire change in form, appearance, nature and disposition.
- **Change:** to alter, to make different, move from one state to another.

Definitions were extracted from:

Reader`s Digest Family Word Finder (2006) and the Dictionary for Southern Africa (1997).

- **Power:** ability to get an individual or group to behave in a way they otherwise would not, or the ability of individuals to achieve desired outcome. Greatz (2002:239).
- **Resistance:** any structural, systemic or human barriers that impede both deliberately introduced and externally pressured change. Greatz (2002:239).
- **Employment equity:** encompasses both the elimination of discrimination, as well as the establishment of specific measures to accelerate advancement of designated groups, which is affirmative action. Employment Equity Act 1998.
- **BEE** – Black Economic Empowerment is an integrated and coherent socio-economic process that directly contributes to the economic transformation of South Africa and brings about significant increases in the number of Black people that manage, own and control the country`s economy, as well as significant decreases in income inequalities.
- **Broad-base Black Economic Empowerment (BBBEE)** refers to the economic empowerment of all black people including women, workers, youth, people who have disabilities and people who live in rural areas through diverse but integrated socio economic strategies, which include, but are not limited to:
 - a. Increased number of Black people that manage, own and control businesses;
 - b. Facilitating ownership of businesses by communities, workers, co-operatives and other collective enterprises;
 - c. Human resource and skills development;
 - d. Achieving equitable representation in all occupational categories and levels in the workforce;
 - e. Preferential procurement; and
 - f. Investment in enterprises that are owned or managed by black people.

Lester and Mabane (2004:22).

Coaching

Coaching according to Rogers is a relationship between a coach and a protégé whereby the coach transfer knowledge and experience in order to develop and empower the protégé in his current job or occupation. Rogers (2004:7- 9)

Mentoring

“Greek myth of the king who asked Mentor, an older, wiser man, to look after his son during the king`s absence”. (Rogers, 2004:23). Hence, mentoring can be regarded as factors, which are stated below.

It can be someone of the same organization or a person external to the organization.

- For effective and sustainable mentoring, the relationship between mentor (senior more experienced person) and mentee (less experienced employee) should be good.
- There should be a relationship of trust, respect, and cooperation between the two parties in order to ensure transfer of skills, competencies and experiences over a period of time.

These factors underpin the fact that no effective change in any organization can be implemented and sustained without involving all key role players, namely management, employees, and taking into consideration internal and external forces of change.

1.12 Summary

The role of the manager in any change process is critical owing to its leadership role and the type of leadership that is executed. When one leads people during a process of change one challenges their daily habits, values, loyalties and behavioural patterns. Their only reward on offer is possible outcomes in the future and reaching the company's vision. One's leadership style will also depend on the circumstances and the group of people that one leads. It is important for leaders to have characteristics to teach, and lead but also to be taught. Conger cited in Kane (2005:27) emphasises the fact that leaders at all levels should utilize a more flexible style of leadership. Some of the competencies and capabilities that are necessary include networking, constructive persuasion and negotiation, consultation and coalition building.

Benzia (2001) and co-authors of the Lateral Leadership White Paper highlight the following:

- Before you can change the organization you (leadership and management) must change yourself.
- Seek to have diversity in projects and build teams that are fairly representative of the organization.
- Coach your people continuously.
- The importance of a participative management approach where communication, engagement and dialogue are always part of the processes.

In Chapter Two the researcher explores the role of leadership during the change process and also focuses on the how structural, cultural and legislative changes have influenced Sanlam.

Chapter 2: LITERATURE REVIEW

2.1 Introduction

According to Mouton (2001:86-87), before embarking on any research it is important to conduct a literature review to prevent any duplication of previous research. A literature review will broaden the insight and understanding of the research topic, and will also provide one with opportunities to draw parallels, evaluate contradictions and critically evaluate the papers, journals and books on the specific research topic.

A literature review was conducted to obtain a frame of reference and was utilized as a basis or foundation to draw comparisons, confirm and verify statements and other comments and remarks in this specific field of study. The literature review included books, journals and magazines in order to obtain an understanding and insight of the research topic.

The literature is organized and categorized according the following themes, topics or categories:

1. **Role of leadership in the change process**
 - Type of leadership and competencies required during any change process.
2. **Organizational culture**
 - Effect of the organisation`s culture on the change process.
3. **Organizational structure**
 - Relationship between the organisational structure and how it influences effective change.
4. **Legislative imperatives and changes in the Financial Services Sector (FSS)**
 - Financial Services Charter (FSC) – how it impacted change at Sanlam;
 - Targets and scorecards – what specific changes took place in the insurance industry;
 - Employment equity and affirmative action – specific goals that were achieved; and
 - Annual reports – reviews of changes focussing on the Financial Services Charter and comparing it with goals and objectives that have been achieved and experienced by Sanlam.

The research introduces the important role of leadership in any change process in order to obtain support and cooperation from employees to reach goals and objectives, as well as an understanding of the company's vision.

2.2. Role of leadership during the change process

The role of leaders in their capacity as managers is critically important in any change process. Setting the tone, giving guidance, assistance and advice is pivotal to assist in the change process. An incorrect approach by leaders can cause resistance from employees. According to Kotter (1996:24), "the leader defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles."

Bagram (2003:378) states that "the leader articulates the vision of the organisation and inspires followers to adopt the vision as their own". Collins (2001:47, 88), asserts that leaders "sets a vision, where to drive the bus and develops a road map for driving the bus". This type of leader sets a vision for employees, develops a plan and strategy to reach it, and takes people along to reach it. Creating a vision and working together as a team in order to reach it, is of utmost importance in leading and managing people successfully.

Kotter (1996:68), as well as Bagram (2003:183,269,278), agree that if employees design and develop a vision collaboratively and in cooperation with management, reaching goals will be more effective and easier. This research supports this argument that if employees and people have a common goal to reach a destination or, in this case, a vision, the level of cooperation and dedication would be much higher than a group that has its own agendas and priorities. It would be important from the start to ensure that employees accept the vision.

Although Collins (2001:61) agrees that vision is important, he adds another dimension to leadership when he argues that if one does not have the right people in one's company, one will not reach one's goal.

His solution is to replace them with the right people. Collins (2001:63) is of the opinion that managers will not be able to achieve their goal or reach their vision with the wrong people. However, Collins' (2001:63) argument, namely replacing the wrong employees with the right

ones in order to reach the goals, is not always practical and possible in an organisation. Within the existing labour environment it is not so easy merely to replace one employee with another simply because he/she is not fit for the job. Managers can relocate or redeploy employees to a different unit, department or another division of the company. It would be important to show each and every employee how their role influences the success of the organisation and the importance of their role in realising the vision of the organisation. Sometimes it might be necessary to relocate an employee to a different unit or department to utilise their competencies more effectively in order to reach and realize organisations vision. In doing this the leader, during this change process (re-appointing or re-assigning employees), becomes a change agent by introducing changes at the organisation and motivating employees to reach the company's vision. Once again the level of commitment from employees will be higher because their interest in reaching the company's goals was not ignored and they are doing what they enjoy the most, namely using their competencies optimally in a work environment that is suited to their skill specifically.

It is important that employees accepts and envelop leadership. People should be prepared, encouraged and motivated to participate, in any change process. In order for any change process to be successful, the role of the leader in managing and facilitating workers effectively, is imperative. The continual interaction between all parties namely employer and employee with regard to the vision and continual involvement of them during decision making, is important for the company's growth and employees' development, whilst encouraging employees to give their full cooperation.

Senior executives in Fortune 500 companies stated during a survey that fewer than half of the changes in their organizations were successful, while resistance was the main cause of failure (Maurer, 1999:6).

This is a typical example of leading without having people understand, and buying-into the idea of change, or being part and involved in decisions and the process of change. An approach such as this is a recipe for disaster and will prevent companies from being successful with implementing change. It is important to involve all parties in the change process. "Involvement breeds familiarity and ownership" Maginn (2007:67).

Giuliani (2002:389) asserts that during the 9/11 attacks on the Twin Towers in New York in 2001; it was important to involve key role players in decision making processes and not to take all the credit for the success stories. He continuously emphasized the important role that all the people in the city played to turn the tragedy into triumph for everybody in New York. Everybody should understand the vision; they should be part and parcel of important discussions, deliberations and decisions. He continuously met with all relevant parties, kept them informed, receiving progress at grassroots level, interacting with all role players and made continual adjustments and alterations to strategies, which involved all relevant key role players.

Regular daily meetings and contact with all parties at grassroots level during Operation Clean up after 9/11 is witness to the success of reaching a goal or vision which involves all parties such as traffic, police, fire, private sector, and public sector. Involving all parties entails having meaningful discussion with them and appreciating their views and opinions.

Other characteristics that he underpins include importance of preparation for a task and to organize effectively around a purpose (have a common vision or a goal). The involvement of key role players in understanding, believing and supporting the common goal is a recipe for success. A recipe for failure in an organisation is management or a selected few people who decide *what should be the vision* for the organisation, explain it to staff without discussion, involving them in the process, and then implementing and introducing the new ideas and changes unilaterally.

One type of leadership that assists in a smoother transition when implementing any Ideas is lateral leadership. Sloane (2003:6) states that the importance of lateral leadership is owing to the continuous changing environment. The lateral leader “focuses on developing the skills of the team in innovation, creativity, risk taking and entrepreneurial endeavour”. He realizes that he is part of the team and places training and development of his team as a high priority. Sloane (2003:12-13) draws a comparison between conventional and lateral leadership. In the case of conventional leadership, results are important and leaders primarily lead, direct instruct, and treat staff as subordinates. With this conventional type of leadership there is little

interaction with regard to involving employees in the decision making process. A lateral leader, on the other hand, leads from alongside, treats staff as colleagues, empowers them to do certain functions, rewards creativity and ingenuity and has fun.

This type of leadership where staff has fun and where creativity is rewarded, is typical of the Virgin Active staff of Sir Richard Branson. The opinion and ideas of employees are valued and are continuously requested during the change process. This process of involvement is important to obtain continual cooperation from all employees.

Fisher and Sharp (1998:21) confirms that to instruct or tell people what to do is less effective than to work as a team or as colleagues in solving challenges. When leaders collaborate with employees, it is more constructive and their cooperation will also be better if leaders involve them in problem solving and seek new ideas. The level of dedication and commitment is certainly higher when ideas and input from employees are recognised, valued, respected, entertained and introduced.

Fisher's (1998:79) has 4 quadrants as a framework for systematic thinking and encourages and invites people to talk and participate by asking standard questions in companies. This participatory approach helps to increase teamwork and encourage employees to participate in all processes.

<p>1. Data</p> <p>Real World</p> <p>The problem</p> <p>The facts/information</p>	<p>3. Direction (Future)</p> <p>General approaches and strategies</p> <p>Generate options</p> <p>Evaluate them</p> <p>Decide tentatively</p>
<p>2. Diagnosis (Past)</p> <p>Theory</p> <p>Analysis of causes of the situation</p>	<p>4. Do next</p> <p>Action plan – specific</p> <p>Who? What? Where? When?</p> <p>Generate options</p> <p>Evaluate them</p> <p>Decide tentatively</p>

The above four categories will assist a leader to get people thinking and talking about problems and how to resolve problematic situations and challenges. It is a logical and effective process to utilize the human resource component in an organization and to generate creative thinking ideas.

The lateral leader realizes the importance of the vision for his team. In order to do this it is imperative to include the following:

- Mission - how to achieve the vision;
- Values - what we stand for;
- Culture - style of the organization; and
- Purpose - fundamental reason for existence.

“Leadership and transformation will create the sustainable and profitable businesses of the future”, states Kotter who has spent 25 years observing the way organisations work. Kotter (2003:4) highlights the 8 critical steps, which will bring about successful large scale change:

- Increase urgency;
- Build the guiding team;
- Get the vision right;
- Communicate the buy-in;
- Empower action;
- Create short term wins;
- Do not give up; and
- Make change stick.

The fact that everybody should share, design and develop the vision collaboratively is argued and supported by various authors. Better cooperation and support from employees will follow more easily, naturally and not be forced. It is also important to realise that even the vision might change and cannot and should not remain static. Changing circumstances, to the organisation, whether internally or externally, can alter the vision decided on years before within the organisation. Whenever changes take place the importance of involving all role players is critical. Communicating the buy-in is an aspect and dimension that is highlighted and emphasized by various writers. Leaders/managers will only obtain buy-in if employees

are with them, not only from inception or start of the change process, but journey throughout the process as well.

Kotter (2003:6) emphasises that the success of any change programme is not the responsibility of a chosen few (only top/senior management), but a collective effort of all parties at all levels. In any change process the role of leadership is important to guide, direct, manage and lead properly. Getting the vision right and involving all key role players continuously are supported and emphasised by these different authors.

The researcher agrees and supports this thought, but disagrees with the fact that all role players should be involved in all decision processes. This approach is definitely more time consuming and is a longer process between making decisions and the eventual execution of it eventually. In certain circumstances management should be given authority and power to decide on certain issues to save time. The power to decide will empower people and give them greater responsibility. People should be part and parcel of developing and designing a vision and a goal and it will certainly impact on their level of commitment and dedication towards reaching these goals and completing the projects. These activities will result in higher levels of job satisfaction as well.

Howell and AVALIO (1993:28), supports the idea that the leader, in this instance the transformational leader, stimulates and encourages followers to “transcend their own self-interest for a higher collective purpose, mission, or *vision*”.

This idea is repeated by Kirkpatrick and Locke (1996:891) which states that “leaders promote organisational change by articulating a clear vision and creating strong bond with followers that leads to acceptance of the vision”. Developing and designing a vision with people is critical to have a successful change programme. The fact of involving participants, a clear guide and getting buy-in from all role players is critical to reach the ultimate goal. By not involving people during the change process can result in stronger resistance and failure.

A guide or model that includes some of the elements for successful leadership is the Public Servants Middle Management Competency Framework (MMCF). This framework was developed through multiple discussions and workshops by public servants, subject matter experts and other role players. The rationale for designing the MMCF is to evaluate and assess the generic competencies for occupations with supervisory and management tasks, intrinsic to their position within the public service. The motivation for the partial inclusion of these generic competencies in conjunction with the associated competencies in Section two of the questionnaire, are owing to the fact that managers or supervisors should have basic qualities and characteristics to lead, manage or supervise people. These generic and associated competencies appraise managers' responses in the following areas namely organisational, professional, results, and people competencies.

In recent years another element and dimension was added to the role of leadership during the change process. In order to assist the manager during the challenges and changes the role of a mentor or coach has been included and has become important.

2.3 The role of mentoring and coaching during the change process

In any change process the role of mentoring and coaching to assist during the changes is important to ensure that the change which is implemented will be sustained and maintained over the long term. It is important for management to mentor and coach employees because it equips employees with different tools and expertise to apply during the change process. The manager must be equipped with different skills during the changes because various challenges and changes in the business might require different competencies to cope effectively. Mentoring and coaching is imperative during any change process either by an outside consultant or this process can be done by leaders internally, who becomes agents of change. Employees sometimes need objective and independent people to assist them during the change process and help them to understand any new developments.

According to O'Neil (2000:5). "The essence of executive coaching is helping leaders to get unstuck from their dilemmas and assist them to transfer their learning into results for the organization". "Fundamental to coaching is for the client to have "new eyes", a new perspective, or point of view, from which new actions are possible". (JMJ Associates: undated

workbook). This companies coaching model is results oriented, developmental in nature and integrally informed.

“Coaching is a process of assisting in the transfer of skill or competence to another person. It involves guiding someone through a set of experiences with the aim of improving or developing performance” Mediation and Training Practice Workbook (2004:21).

There is certainly proof that coaching can improve the performance of managers and leaders and can assist and support management in various and different challenges that are experienced during the change phases and cycles in an organization. Coaching employees provides assistance and enable coache`s to view the changes and challenges from different perspectives and to be more objective.

“Greek myth of the king who asked Mentor, an older, wiser man, to look after his son during the king`s absence” (Roger, 2004:23). It can be someone within the same organization or a person outside the organization. For effective and sustainable mentoring, the relationship between the mentor (senior more experienced person) and mentee (less experienced employee) should be good and have a strong foundation, which encompasses these values. There should be a relationship of trust, respect, and cooperation between the two parties in order to transfer some of the skills, competencies and experiences over a period of time.

According to Merlevede and Birdoux (2003:XV), mentors “focus on personal development”. A mentor prepares a person to do a job (before a person actually needs to perform the job) or retains a high-potential employee. Mentorship may be long term, career-orientated, and not specifically focused. Mentorship is a process of transmitting knowledge, skills and life experiences from one party to another for the purpose of empowering, growing and developing the other for greater efficiency and effectiveness.

The importance of coaching (short term) and mentoring (long term) for leadership and management are imperative to explain, implement and sustain, as part of different changes in an organization. JMJ and Associates, an international consulting firm, uses the Perception Action Results (PAR) model when coaching a client. This model explains that perceptions

(result of one's experiences, background, beliefs, and values) determine how one will react to various situations and circumstances, which will ultimately lead to specific results.

However, if one can change or transform one's perceptions, giving ourselves "new eyes", it can lead to new approaches that can result in better outcomes for all parties involved. Behavioral patterns are usually a result of years of conditioning and repetition of doing and responding in the same way. The PAR model challenges and assists employees to shift from their comfort zones and approach a situation differently in order to obtain better results for the company. By considering a problem or situation from a different perspective, will afford it an opportunity to get a different or better result. During phases of change it is imperative for participants to be able to view situations from different perspectives.

Mediation and Transformation Practice, in the their Mentoring and Coaching Workbook (2004:10), highlights the following four base model of the mentoring process:

- Context base – does the mentor know the limits and scope of his/her role?
- Development base – does the mentor have personal experience of the developmental situation?
- Interpersonal base – is there consideration for the values, strengths, motives of each of the individuals involved? and
- Objectives that are measures based on particular positions, dialogue, communication and feedback between mentee and mentor.

During any change process it is important that coaching and mentoring are provided to management to improve the leadership process in the long term. The leader/manager will be able to transfer the baton or torch of change and management more effectively to an assistant/deputy who has had an effective mentorship programme, which could influence the culture of the company.

During any change process, apart from leadership, another element that is important is organisational culture. Any organisation has its own patterns and routines that develop over a period of time. These values and ways of doing things can impact the organisation positively

or negatively. If these patterns are challenged owing to changes it is not always easily accepted, and “culture shocks” (changes) can result in resistance from employees.

2.4 Relationship between organisational culture and effective change

Effective change can only take place in an organisation effectively if there is a culture and environment of acceptance, openness, trust and cooperation. Drennan (1992:1) states that “culture equals how things are done around here”. Culture in an organization would encompass attitudes, values, beliefs, routines, and what happens in practice on a daily basis.

Miner, cited in Mullins (1999:803), states that “culture is the collection of traditions, values, policies, beliefs, and attitudes that constitute pervasive context for everything we do and think in an organization” he also quotes Atkinsons that states “culture is the way work is performed; what is acceptable and not acceptable” and what behaviour and actions are encouraged and discouraged”.

Johnson (1999:58) defines organizational culture as “deeper level of basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define in a basic taken-for-granted fashion an organization`s view of itself and its environment”.

Kreitner (1998:60) states that “the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments”. Kreitner (1998:60) emphasises and confirm Mullins’ (1999:802) statement that the behaviour and actions of the worker is influenced by the organizational culture. A second character trait of organizational culture, which is also confirmed by Kreitner (1998:61) on a more salient dimension are the “values shared by the employees”.

Johan van Zyl, Sanlam’s group chief executive, Sandaba (2009:1) states transformation in the Sanlam’ context “includes changing the culture of he Group from exclusivity to diversity and establishing a staff component representative of the clients they serve” According to E. van Straaten, head of Sanlam’s Group Human Resources, Sandaba (2009:2) “organisational culture generally refers to the way thing are done in a particular company. It refers to the combination of strategies, policies, procedures, values, attitudes and behaviours that reflect

the experience staff members have of employment in a particular organisation". Corporate culture can either divide or unite people, therefore, all roleplayers and parties that are involved in the company should be involved and recognized in understanding, identifying, changing, or transforming the organisation's culture. Definitions and statements underpin and emphasise that organizational culture is the way people operate, act, behave, respond and complete tasks and functions in a company. This organisational behaviour becomes "second nature for them". Dauphinais (1999:183) states that "culture is the coding of values and deeply held beliefs that mould an organisations decisions, patterns, guide its actions, and drive individual behaviour".

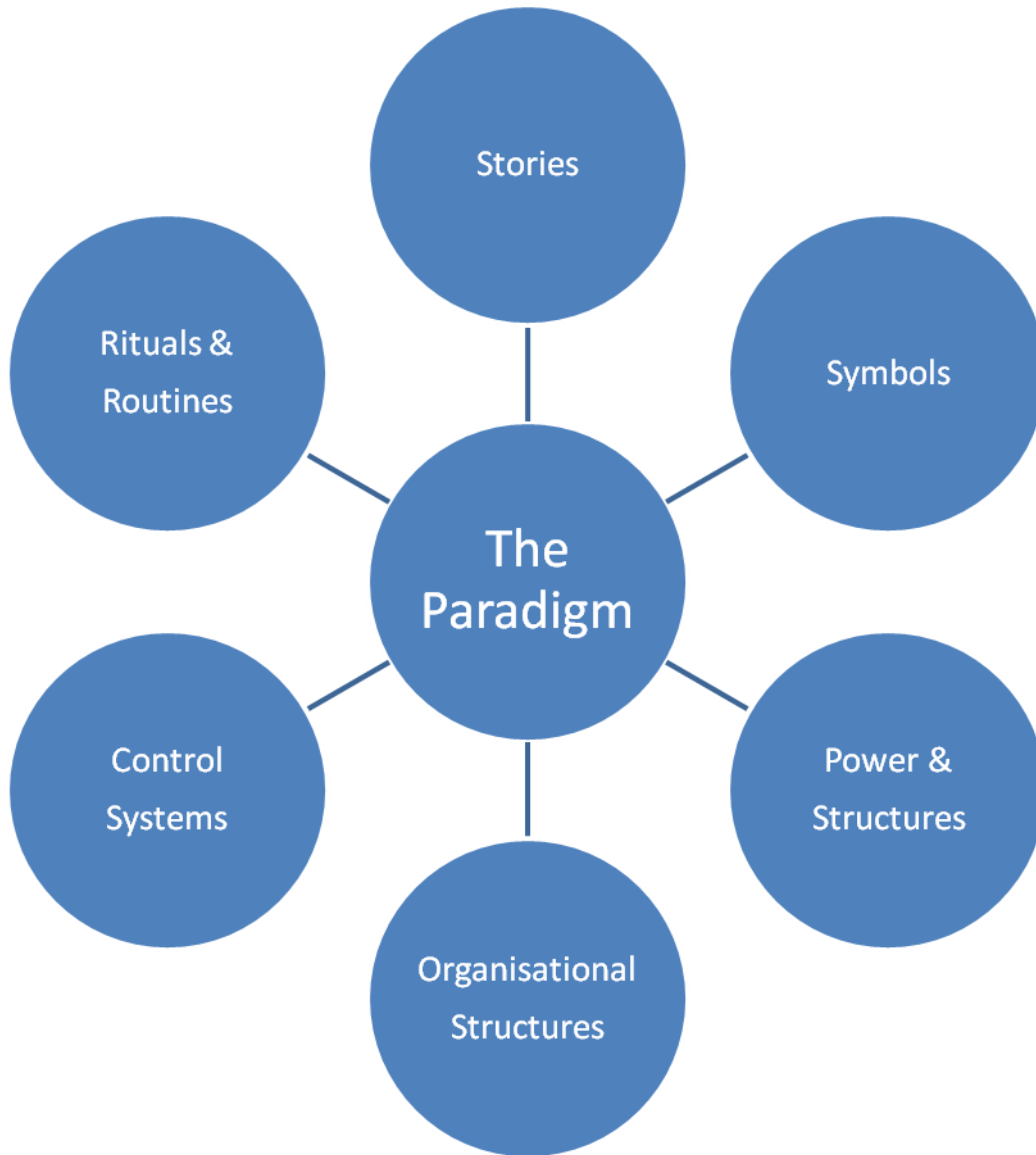
Once again it is highlighted that companys' (people) behavioural patterns is a result of the culture of a company. Dauphinais (1999:184) points out what he calls the following "principal shapers of corporate culture":

- Leadership ;
- Performance measures;
- People practices;
- Structure;
- Competitive context ;
- Time;
- Transparency ;
- Resistance ; and
- Change measurement.

It is difficult and almost impossible to pinpoint one aspect that impacts the culture of a company because it is a combination of factors that influences the culture of a company. One "principal shaper" might be more relevant and more important at one company than at another. The type of leadership, for example, might also influence the culture of a company either negatively or positively.

Johnson's (1999:75) cultural web illustrated below includes some aspects and elements of organisations that results in forming corporate culture. Some of these artefacts include stories, rituals and routines.

Cultural Web of Johnson



Mullins uses Johnson's cultural web (1999:75) to evaluate organisational culture

Johnson's cultural web includes the following:

- Routines – behaviour of members towards each other and other people;
- Rituals – formal and informal processes;
- Stories – events and personalities in the past with regard to successes and failures;
- Power structures - in terms of seniority or functions;
- Control systems – measuring, monitoring and reward systems;
- Organization structure – formal and informal structure and control;
- Symbols – terminologies, uniforms and retinues; and

- Paradigm – is the set of assumptions held relatively in common and taken for granted in an organization, which will reflect the common perception by the public that health and social services is a good thing that should be provided by the National Government when using Johnson`s cultural web. He refers to some useful questions to ask when evaluating the culture of a company. (Johnson, 1999:233), which are outlined below.

Stories

- What core beliefs do stories reflect;
- Who are the heroes and villains;
- Do the stories relate to strengths, weaknesses, success or failures;
- What are the key routines and rituals?
- Which would look odd if changed?
- What behaviour does the routine encourage? and
- How easy are rituals/routines to change?

Organisational structure

- How organic are the structures?
- How flat/hierarchical are the structures?
- How formal/informal are the structures? and
- Do structures encourage collaboration or competition?

Control system

- What is the most closely monitored control?
- Is emphasis on reward or punishment? and
- Is control related to history or current strategies?

Power structures

- What are the core beliefs of the leadership?
- How strongly held are these beliefs (idealist or pragmatists)?
- How is power distributed in the organization? and
- Where are the main blockages to change?

Symbols

- What language and jargon are used?
- How internal or accessible is it?
- What aspect of strategy is highlighted in publicity?
- What status symbols are there?and
- Are there particular symbols, which denote the organization?

Overall

- What is the dominant culture (defender, prospector and analyzer)? and
- How is easy is this to change?

Harvey (2001:439) quotes Terence Deal and Allan Kennedy, and states that there are only five reasons for large scale cultural changes:

- Strong values of the company that does not fit the changing environment;
- A competitive industry that changes quickly;
- If the company is mediocre or worse;
- When the company is about to join the ranks of the very largest; and
- If the company is small but the growth is quick.

Companies that are challenged with the above problems will either have to adapt to the changing environment or utilize and implement other tools and methods to function more effectively. Changing the culture of any organization should first have to be evaluated before implementation. It is important for managers to develop, innovate, and evaluate the needs and history of the company in order to establish, maintain or change a culture within an organization.

Companies should assess or evaluate current conditions or climate of the organisation and use this information to make adjustments or realign if necessary. The question that should be asked is what is the prevailing culture at the organisation? Is it people, power, task, and so on because the culture will ultimately influence how employees respond to change? It is not only

the culture that impacts the process of change at a company but also the organisational structure that can either hamper or assist the process of change at an organisation. The size, format, ability to make decisions and speed to implement changes depend on the structure of the organisation.

2.5. Role and relationship of organisational structure during the change process

Companies sometimes forget that resistance from within should also be addressed during the change process. The organisational structure can either assist management during the change process if it is a flat or high organisational structure with a minority of people making decisions and informing the lower levels of the organogram, which will influence the change process negatively. According to Perkin (1990:1) is encouraged to put more people in touch with vital information and flatten the organisational structure. Whenever new systems are introduced, it is important to involve and inform employees and implement a process. The level of resistance is considerably lower if people understand the reason and process of the changes that will take place in the organisation.

Any change taking place in the organisation will influence the structure of the organisation. Therefore it is important for management to be able to get a helicopter or arial view of any changes before implementation. Having a bird's eye view of the organisations' systems and procedures to assist management to direct, guide, lead and manage more effectively and efficiently. The purpose and objective of any structure of an organization is to provide a system, and according to Kroon (1990:253), "keep its components together and give stability and substance to the company".

The human resource component is one of the most important elements in any organization. The manner and way in which they are organized is critical for the company. Johnson (1999:462) describes some structural types that are used by companies:

- Simple structure – organization is managed by personal control of an individual.
- Functional structure – based on primary activities such as production, finance, marketing and personnel;
- Multidivisional structure - divided into units or divisions on the basis of products, services, geographical areas or the process of the enterprise;

- Holding company structure – consist of shareholding with a variety of separate business operations and corporate centre exercise simple control;
- Matrix structure – combination of structures take the form of product and geographical or functional divisions operating in tandem; and
- Virtual organizations – no formal structure or physical proximity of people but by partnership, collaboration and networking.

The structure of the company, which was researched is holding company structure but may also include elements of the matrix structure. Sanlam has its holding company with functional operating divisions, which have its own authority and power. This type of company structure has an advantage that the decision making processes are quicker and more autonomy is given to managers. Mullins (1999:520) states that “structure is the pattern of relationships among positions in the organization and among members of the organization. Structure makes possible the application of the process of management and creates a framework of order and command through which the activities of the organization can be planned, organized, directed and controlled”.

Structure is critical and imperative so that an organization can reach its goals and objectives effectively and complete its functions efficiently. Structure provides employees with a map or guide on how to attain the end result speedily. The size and importance of the organization or the task or project will also determine the complexity of the structure. It is important to review and adjust the structure continuously as needs change and the company develop.

Mullins (1999:523) quotes Blake who refers to the three levels in the hierarchical level, namely: the technical level, the managerial and the community level. For any organization to operate and function effectively, interaction, communication, and cooperation between the different levels is imperative.

Harvey (2001:397) states that “reengineering as the name implies, focuses on the design of work activities or processes: how the task is accomplished”. The objective is to continuously and critically evaluate, make adjustment and improve in order to increase and improve the ultimate results.

Gilgeous (1997:339) quotes the following definition from Hammer and Champy:

“the fundamental rethinking and redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service and speed”.He also quotes Talwar’s definition for Business Process Re-Engineering (BPR):“changing mindsets, attitudes, and behaviour to allow the fundamental rethinking and redesign of business activities, structures and working relationships in order to maximize value added and achieve radical and sustainable improvements in all aspects of business performance”.Gilgeous (1997:340).

From the above and other definitions, some trends, themes or similarities can be drawn:

- Evaluating the present system(s);
- Measures against which performance should be assessed;
- Should the initiatives/changes produce radical results of just improvements? and
- Disagreements whether it is a project, process or philosophy.

According to Gilgeous (1997:356) Obolensky states that BPR is one of a number of change programmes that is not in isolation. His change management grid would be a helpful tool to utilize and apply and incorporate other change programmes, namely. total quality management, culture change, employee-empowered change programs, and so on. in order to gain the positive potential future outcomes.

High performance system (HPS) a term used by Peter Vaill (1982:26) highlight need for the organizations of the 21st century to innovate and renew continuously. He mentions eight characteristics of HPS that can be noted if a company’s experiences change, namely:

- They are clear on the broad purpose and on near term objectives;
- Commitment and motivation to these purposes is usually high;
- Teams are focused on the task;
- Leadership is strong and clear;
- Innovation takes place easily;
- Clear boundaries;
- Produces their own standards; and
- Cohesive units.

Most of the changes introduced are a result of the Financial Services Charter, which requires companies by law to implement certain targets by specific dates and with specific guidelines. These specific targets with regard to the Employment Equity, and Black Economic Empowerment are important for all organisations that employ people who provide a financial service and provide financial advice in South Africa.

2.6. Legislative imperatives of change in the Financial Sector Charter

In August 2002, at the NEDLAC Financial Sector Summit, the financial sector committed itself to development of the Black Economic Empowerment (BEE) Charter. Representatives made some of the following commitments:

- Redress the inequalities of racially based salaries;
- Provide accessible financial services to a greater segment of the community;
- To increase the salary bands of junior, middle and senior management with the consumer price index annually from January 2004;
- To increase the low levels of Black participation, especially of Black women, in meaningful ownership, control, management and high-level skilled positions in the sector;
- To develop a savings culture in South African society;
- Continuous investment in skills development and training of existing and new Black professionals and managers;
- Development of black strategic and operational leadership;
- Diverse organizational cultures must be promoted to cater for a wide range of clients and to reflect the principle of inclusivity;
- Representation of Black women and people who have disabilities as employees, managers, suppliers, and owners of equity must be increased;
- In addition to the obligation of the financial sector in terms of Employment Equity and Skills Development legislation, each financial institution must have a minimum of 30% Black people at middle management by 2008
- Based on an estimated ration of 5% for 2002, each financial institution will have a minimum of 10% Black women at middle management level by 2008;

- Implementation of a mentorship programme to assist in the development of Black people;
- Cultural diversity and gender sensitivity programmes to promote a vibrant and diverse institutional culture;
- Introducing training programmes in line with NQF requirements in the Financial Services Sector;
- Provide opportunities for Black small and medium enterprises with regard to preferred procurement services to them;
- Provide consumer education programmes to enable them to make more informed decisions about their finances and lifestyles;
- Each financial institution will have a minimum target of 25% Black ownership measured at the holding company level by 2010;
- Maximum of 15% indirect ownership of Black people at group or subsidiary level;
- 33% of Black people on the board of directors by 2008;
- Minimum of 11% Black women on the board of directors by 2008;
- Minimum of 25% Black people at executive level by 2008;
- Target of 0.5% per annum of post operating profits to corporate social investment (CSI) by 2014; and
- The CSI projects may include education, skills development, clean-up projects, food garden initiatives, job creation projects, arts and culture, support of community clinics and sport development programmes.

It would be responsibility of financial institutions to report to the Charter Council by 31 March 2005 and each year thereafter. Besides the general review and reports, the following areas have been specifically identified:

- Targets for Black women; and
- Employment equity targets for 2014 and 11 at board and executive level.

A summary of the Statement of the Financial Sector Charter Council of 2005 (<http://www.fscharter.co.za>) is outlined below.

Key findings of the review are:

- 85% of corporations in this sector are committed to transformation and monitoring of this process;
- The target for financing of Black SMEs are on target;
- 16% direct Black ownership target for 2008 is 25%;
- Financial sector spent 36% of its total combined procurement bill with Black or BEE credited suppliers; and
- Slow progress of investment in specific areas, namely transformational infrastructure in underdeveloped areas.

The review concludes that the financial sector performance was reasonable in comparison with targets set by the Charter and should reach goals and objectives by 2008.

The Financial Mail Special Edition (2007:12) reports that the Financial Service Sector, despite transforming itself, is also likely to be adjusted to bring it in line with broad-based black economic empowerment codes. According to Godongwana, principal officer of the Financial Sector Charter Council (2007:55), Black directors comprised 30% of the industry and the target for 2008 is 33%. The 4% target of Black women directors had also been exceeded. This sector sets its own targets and there is a strong possibility that the targets will be adjusted and reviewed upwardly by 2008. Some critique against this Charter is the fact that the community and labour did not play an active and participatory role in its drafting. If these parties are not involved in the development and design it usually causes resistance when change takes place.

The Financial Mail (2007:23, 24) reports on The Top Empowerment Companies (TEC). This survey ranked the broad-based black economic empowerment results of individual companies in 2006 by using the broad-based BEE scorecard. An overview of the scorecard is attached, as well as TEC tables (2006 top empowerment companies) with some relevant results taken from the Financial Mail 30 March 2007. The basis of the survey is a result of the Department of Trade and Industry's (DTI) broad-based BEE codes of Good Practice. The first phase of the codes focused on ownership and management of the scorecard. The focus of the second phase was more on employment, equity, skills development, preferential procurement, enterprise development and corporate social investment (socio-economic development).

In the TEC survey of 2006 preferential procurement was scored out of 15, employment equity, skills development and enterprise development each with a 15-point weighting, while management control carries 10 points and socio-economic development 5 points, respectively. It is important to note that the TEC 2007 survey is based on disclosed information and does not constitute a list of broad-based BEE scores. The scores are not a result of an independent verification process by an accredited verification company. However, the TEC 2007 survey provides a good idea of information that was disclosed relating to broad-base BEE. It is interesting to note that Metropolitan Holdings, a traditionally White company, is listed in 9th position, Old Mutual 15th, scoring 62% of the BEE score and Sanlam 19th scoring 60% of the BEE score.

Other interesting facts amongst others revealed in the report state that employment equity has not reversed White male preference and dominance. Black ownership on the JSE is about 4% of the bourse market, but when the flow-through principle, is applied the percentage and picture changes dramatically.

Other facts and statistics were also revealed in the TEC survey which was published in March 2007. Real transformation regarding management entails board participation and representation of Black people at executive management level. Management weighting is out of a total of 15, while Metropolitan scored 8.63%; Old Mutual 4.04%; and Sanlam 4.51%. On a board level Metropolitan scored 40.6%; Sanlam 35%; and Old Mutual 28.2%, and with regard to top (Black) executives, Metropolitan scored 37.5%, while Sanlam and Old Mutual's scores were not available.

With regard to Employment Equity, certain facts were highlighted by the survey: The Empowerdex figures show that senior positions are still mostly held by Whites and transformation begins gradually at junior and middle management level. Metropolitan ranked second with a BEE score of 11.58 out of 15 and Old Mutual scored 7.15 and Sanlam 3.96. The detailed specific breakdown with regard to employment equity and management percentages is as follows: Metropolitan senior management 35%; middle management 55.3%; and junior management 80%. The employment equity commission, led by Jimmy

Manyi, is of the opinion that transformation takes place at a slow pace at companies and this could partially be a reason for the decrease of 18% in 2006 of employment equity reports submitted to the commission (Financial Mail – 30 March 2007).

Jimmy Manyi reiterated the fact that transformation in the corporate sector should increase and should be accelerated dramatically. The slow process of change and low representation of Black management was the main reason for cancellation of the Employment Equity Awards, which were scheduled for August 2007. Mutual and Federal, a subsidiary of Old Mutual received the highest ranking and BEE score. An area that most companies should increase is the skills development of physically challenged staff, and more particularly Black disabled staff.

Statistics of the Empowerdex March 2007 survey revealed a few initial conclusions, which are outlined below..

- Companies are hesitant to reveal information to the public with regard to the Financial Charter and the BEE scorecards.
- No effective control from government to monitor the reports that should be submitted.
- Highlighting of big empowerment deals in media that have little effect on ordinary persons but benefits a few selected individuals continuously.
- Top management is not really transformed at this stage.
- Few /selective skills development programmes for people with disabilities.
- Corporate social development percentages are low in comparison with targets of the scorecard.

2.7 Summary

Godongwana, (2007:4) the Financial Services Charter principal officer, provides the following information with regard to the 2nd annual transformation review:

- Ahead of target - 2008 Black board directors – 37%;
- Executive levels Black men 26% and women 8% ahead of target;
- Black senior management 18.72% target for 2008 25% (behind target);
- Black junior management 42.85% target for 2008 50 (behind target);
- Black women managers are the most transformed;
- Under performance on skills development ;
- Underperformance on learnership targets;
- Exceeds the empowerment financing; and
- Exceeding corporate social investments (Business Times 1 October 2007).

Employment Equity Commissioner, Jimmy Manyi, motivates that “employment equity should be speed up in corporate South Africa” (Cape Argus 6, September 2007). However, he missed out on an important aspect, since EE is not only about reaching legislative targets and ticking off the employment of Black managers, but also to make sure that any appointee is equipped and competent in his/her position. A structured process that includes the mentoring, as well as monitoring of new managers, will be imperative to assist in growing and maintaining the skills pool of new employees. De Havilland, Deputy Director of the FW de Klerk Foundation, supports and argues that proper policies and systems should be introduced to evaluate and monitor the EE process (Cape Argus 8 May 2007). If this does not happen with incumbents, targets will be reached and positions filled without competency skills.

These statistics are an indication that although some institutions are on target with its transformation process and scorecards, it is difficult to clearly determine the change that took place at some companies in the Financial Services Sector. The importance of companies to increase targets relating to skills development and learnership programmes is more important than any other target as this moment.

Equipping South Africa's workforce and making them competent and valued, and not merely to promote them to reach legislative targets, is critical for growth and development of individuals, as well as the sector as a whole. It is important to note that mentoring and coaching for managers is highlighted and assistance for new incumbents to become competent, fully equipped and empowered managers, and not be a mere scorecard statistic, which was achieved following legislative imperatives. The following chapter focuses on types of research which were conducted to complete the dissertation, and includes data collection methods, sampling size and challenges that were faced by the researcher.

CHAPTER THREE: RESEARCH PLAN AND DESIGN

3.1 Introduction

A quantitative research approach was employed for the purpose of this study owing to the fact that the researcher conducted a survey with a group of first line managers (FLMs) at an insurance company, namely Sanlam. This research approach provided the researcher with an opportunity to understand a range of behavioural patterns by which people naturally respond. Mouton (2001:152) refers to it as organisational surveys; public opinion polls an attitudinal surveys. The questions comprise structured, and unstructured or open ended ones, which were electronic presented in questionnaires, which focussed on how they react to certain scenarios in the workplace.

The analysis took the form of statistical graphics namely tables, graphs and pie charts to present it more effectively to readers. This kind of research is “more correctly associated with the tradition of variable analysis” Scutte, (2005:4). The questionnaire comprised three sections, which each had sub sections. Only one question in section three was an open ended question, which gave respondents an opportunity to elaborate and make recommendations.

The FLMs’ responses to change and how their reactions and responses fit into the bigger picture of Sanlam’s response to change and ultimately, how these changes are in line or in contradiction with the legislative framework of the Financial Services Industry in South Africa.

3.2 Data cleaning and presentation

The data was categorized along similar themes and patterns, which are presented in a rational and logical manner to the readers. The researcher read, analyzed, evaluated the data as means to obtain an understanding, and grasp key and important factors in the study. During this process the researcher became aware of certain themes and patterns that could be helpful in making recommendations, drawing comparisons and assisting in presenting the concluding remarks.

3.3 Research Methodology

3.3.1 Population and Sample

“A sample survey may be defined as a study involving a subset (or sample) of individuals selected from a large population” Levy (1994:4) It is a small percentage or amount of what something most probably could be or is like. Bloor (2006:153) describes sampling as the link between the study population and its generalization to the wider population. This takes place with individuals, institutions or communities. There are a variety of study techniques and methods which can comprise random, non probability or probability or specifically systematic selected cases.

Sampling, according Brink, Van der Walt and Van Rensburg (2006:124) means “part or fraction of a whole, or a subset of a larger set.” Basic classes in sampling techniques include probability and non-probability sampling. The differences between the two are as follows: probability is a design that accepts the fact that every element in the universe does have a possibility greater than zero to be included in the selected sample, namely random sample.

Non-probability sampling is a sample design that accepts the possibility that every element in the universe does not have a possibility to be included in the selected sample, namely a purposeful sample. With this kind of sampling there is the possibility that some people of the group is being targeted might not be included in the sample. Although questionnaires were distributed to about 45 first line managers not all of them responded and completed the questionnaire. Schutte (2005:2)

An advantage of doing sampling is that it is more cost effective and takes less time. To conduct a survey amongst a percentage of managers doing the same job in order to determine a trend or pattern instead of interviewing all of them, is also an advantage. To conduct a survey or research of all the line managers will be impracticable, impossible or unnecessary. Henn (2006:126) states that when sampling people it is important to classify them further with regard to age, gender, class, ethnicity, occupation, and so on. It is also important to take note and remember that

should it be a representative sample, which is representative only of the specified group or unit that is sampled, and not of all managers at all institutions or insurance companies. Responses and results will be different if the profile and demographics of the group changes.

A group of branch managers, middle managers, and departmental managers in comparison with FLM responses, reaction, viewpoints and opinions in the sample will be different based on their position and status within the company. The accessible population from which the researcher drew the sample first line managers (FLM's) the Call Centre at Sanlam Head Office in Bellville, Cape Town.

It is important to keep questions concise, clear and specific in order to help respondents to answer correctly without causing confusion with answers. The time constraint both for the researcher and the respondent is critical. Another important factor for the researcher is also the cost factor and time involved.

3.3.2 Quantitative research

A quantitative research study is aimed at testing theories, statistical analysis, and demonstrating relationships between variables. The researcher's investigate the opinions, attitudes and perceptions of people because of a specific situation or scenario. Methods that are mostly used by researchers include surveys and experiments, and a "clearly stated hypothesis is usually stated beforehand". (Garber, 1996:283)

The fact that with quantitative research hypothesis and variables are important is confirmed by Neuman (1997:317,318) who explains and emphasises this by saying that variables are an important element and a key factor in this kind of research. For example, of the variables would be the fact that the research is done amongst first line managers with different years of experience and different qualifications at an insurance company, where respondents were male and female.

3.3.3 Validity

Validity is the answer to the question whether the instrument that is used measures what it is supposed to measure. The correct instrument and procedure should be used to get the correct result.

Reliability

With reliability it is also critical and important to make and ensure that the instrument that was used is reliable and safe and that the result of the data is a true reflection of what the goals and objectives are of the research. In terms of reliability the researcher should be certain that the results will be the same under the same conditions by someone else and at a different time.

3.3.4 Sample size and representativity

A question asked by researchers continually and regularly is how big the sample should be? The qualitative research usually uses smaller samples in comparison with quantitative research. The statistical significance of the qualitative research is important. The researcher should collect sufficient data to make a meaningful conclusion about the problem statement.

The “representativeness” of a sample involves the following:

- Level of “randomness;”
- Sample size; and
- Distribution Schutte (2005:2).

“The size of the sample also determines the number of digits that will be used from the random table, namely if the population from which the sample is drawn will be 50 or 70 there are only two digits and, therefore, only two digits from a random table will be used to draw the sample” De Vos (2001:194)

3.4 Research Procedure

The research procedure and technique is dependant on the type of research, which is conducted. It is important that the information or data, which is collected, is valid and reliable. The correct instrument should be used to obtain the desired information to make it valid.

3.4.1 Research Instrument

A questionnaire is a research instrument that contains a series of questions for the purpose of gathering data from a specific group of respondents. "Questionnaires are used primarily in survey research" Babbie (2007:246). An advantage of questionnaires for the researcher is effectiveness and people can complete it in their own time, while it is easy to compile the data individually. If the questions are not clear or structured correctly, respondents might have difficulty in answering questions effectively and correctly. Structured questionnaires were e-mailed to participants who completed it individually and e-mailed it back to the researcher.

Questionnaires should be completed by participants who include a sample of a population, group or division of a company. This will provide some idea to the researcher regarding attitudes, beliefs and values. Respondents should be honest, clear and accurate in their responses. The type of questions can be open-ended, close-ended, structured or unstructured, but it will ultimately determine outcomes and results of the research. The sample survey is a preferred method of research to gather a small amount of information from a large group. There are definitely advantages and disadvantages regarding the type of research, which is conducted by the researcher.

For this particular research, a section focussing on competencies of managers in the Middle Management Competency Framework was used. The motivation for utilizing this section was to obtain a focussed and specific response from respondents in ranking the importance of generic management competencies. It will render the research more reliable and valid to obtain responses relating to specific competencies.

3.4.2 Reliability and validity

"Reliability is when research produces the same results when replicated. Validity is the extent to which the research produces an accurate version of the world" Bloor and Wood (2006:147). During this process the researcher determines how valid and true the information is, which was collected and collated. It is important that the information collected is authentic and original work of the researcher. The researcher should get

enough information about the topic to make it reliable. “Reliability, therefore, necessitates (1) successive measurement made with the (2) same instrument under the same conditions, must give the (3) same results”. Scutte (2005:2). It is important to use the right instrument to obtain results and information.

3.4.3 Data collection procedure

The procedure is the method, which refers to how the data is collected. The researcher used the survey procedure because the topic lies within the arena of the field of social sciences. First line managers’ perceptions, reactions and opinions with regard to changes in the work environment were surveyed. The research study is presented in the form of a quantitative study. The tool that that was used was a questionnaire, which comprised combination of structured and unstructured questions.

Collection of the researcher’s data can be done electronically or manually. Respondents can e-mail the information or one on one interview with the sample group can also be held. Primary methods of interviewing include participation, observation and interviewing. Denscombe (2008:154) states that questionnaires are best to use to allow time for delays with regards to responses and where respondents reveal and express their feelings, attitudes and perceptions.

3.5 Data Analysis Procedure

Once the overall strategy, sample, data gathering and collection have been determined, the researcher should decide how information will be managed and analyzed. The researcher should indicate different strategies and methods to structure the data in a logical way and look for themes, trends, threads and patterns. The researcher should interpret and evaluate the information and should categorize it. This analysis and interpretation is guided by the purpose of the study. (Reid & Smith, 1981:242).

The data should be reduced, categorized and interpreted in a logical and shorter version. The researcher considers and identifies patterns and trends, and compares it with other research papers to determine if findings are the same, different or contradictory.

3.6 Limitations of the study

The limitation of the research was circumscribed by the fact that a study was implemented; hence the findings will be applicable to Sanlam Head Office First Line Managers in Bellville, and not generally to all levels of managers' at all corporate companies. Managers of different departments and companies would be able to use and apply some of the generic concepts and framework that provide some key factors to use and apply during change processes at companies and various institutions. Other limitations are that only 53.3% of the intended population responded. The researcher would have preferred more managers from the Call Centre to have responded. Responses to the open ended question were extremely poor. The fact that one-on-one or small focus group sessions with respondents were not granted is another limitation because the researcher could have asked questions directly and respondents could have clarified their answers particularly with regards to open ended questions

3.7 Data Analysis

This process provided the researcher with an opportunity to evaluate the quantitative research and to organize and sort the data into patterns or trends. Part of this process included the disseminating and the presenting of the descriptions and the data to build explanations and prepare results. Babbie (2007:450) He highlights the fact that there should be a link or connection between the variables of the current results and original research design and research question.

Marshall (1995:113) suggests the following steps/process:

- Organizing the data;
- Generating categories;
- Testing emergent hypothesis;
- Searching for alternative explanations; and
- Writing the report

3.8 Summary

An aim of the research study is to use all the data collected and provide an integrated overview of the research question and its value to Sanlam specifically and the industry presently and for the future. There are some generic keys and guidelines that can be applied by companies in order to assist employees in terms of how to respond to a constant changing environment.

This chapter provided an overview and understanding of research methodology that was used in the qualitative research. The researcher highlighted the effectiveness of the design instrument, the questionnaire that was used and how it assisted in the collection of data. The validity and the reliability of the data were also monitored.

In the following chapter the researcher analyzes data that was collected by using a combination of graphs and tables to emphasise patterns and trends that emerged during the collation of data and information. The research should be able to verify results of data and will be able to state and explain the results of the information.

The following categories of the questionnaire are explained and highlighted, as well as interpreted in Chapter Four:

- Demographic information;
- Management competency framework;
- Managerial perception of the change process; and
- Open ended questions with regards to specific change areas

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter focuses specifically on how first line managers at Sanlam's Call Centre responded to changes within the company. An exploration of the first line managers at Sanlam was based on information, which was discussed in the preceding chapters and literature review. The findings of the study are subsequently discussed to provide further insight and understanding.

According to Bless & Higson-Smith (1995:116), the questionnaire was self administered and respondent – centred, was forwarded to managers, while a specific timeframe was given to complete the questionnaires and completed questionnaires were returned electronically to the researcher. Public Service Middle Management Competency Framework was used as basis and guide to draft section two of the questionnaire.

Questionnaires were distributed to a total of 45 first line managers. A total of 24 questionnaires were completed and returned electronically. The percentage of questionnaires returned was 53.3% while 46.7% failed to return their questionnaires. The questionnaire was divided into three sections:

- Section 1 : Demographic information;
- Section 2 : Management Competency Framework; and
- Section 3 : Managerial Perceptions of the change process

Results and responses from the 24 first line managers were analyzed and interpreted in the form of tables and graphs, which follow. The findings were further compared with the information recorded in earlier chapters to determine whether it is in line with the objectives of the research.

4.2 Data coding and cleaning

Data coding and cleaning was achieved through variable view answers instead of typing full answer codes, for example, where the gender of the respondent was required, the number one (1) represented a male respondent and the number two (2) represented a female respondent. This technique made it is easier to remember and minimized the possibility of mistakes by the respondents. Part of the data cleaning process included considering patterns, trends and frequencies of the responses. The patterns and trends were categorized in order to assist in the analysis and interpretation of the data.

4.3 Data presentation

This section focuses on the visual representation of the data by means of graphs and tables which will make it easier for the reader to understand. The original raw data was reworked, interpreted and plotted into a different format, which allowed the researcher to explain responses to individual questions.

4.4 Data Analysis

The quantitative technique was employed as part of analysing the data. This technique is part of the methodology, which was utilised in the field of social sciences that study the content of communication and used by researchers to record interviews and questionnaires. It was also easier with the quantitative technique to record the frequencies. Bernard, (2000:419) states most methods for quantitative analysis are powerful tools for finding patterns and interpreting the data. The next phase evaluated and analyzed the collected data.

Descriptive statistics were used to explain the content of the statistics, since graphs and tables explain the information or data collected. For the purpose of this study, a small focussed sample of one specific unit was used. This study focussed on quantitative research to evaluate perceptions and the reactions of management in response to certain legislation.

The researcher also used the qualitative technique as means to analyse collected data. This was done in Section 3 with an open-ended question, which allowed respondents an opportunity to make recommendations and provide detailed explanations.

4.5 Interpretation and findings

4.5.1 Section one of questionnaire Demographic Data Analysis

Section 1, namely demographic section, focussed on the evaluation and interpretation of the following areas regarding Call Centre first line managers at Sanlam:

- Experience;
- Gender;
- Qualification; and
- Department.

The total number of years of experience of first line managers at Sanlam is represented in the first table, which is illustrated below.

The question focussed on employees' years of experience, as well as period of employment at Sanlam. A different number of years of experience provide the researcher with a reasonable sample to evaluate how the change process was experienced by first line managers.

Table 4.1: Length of managers' work experience

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1- 3 years	1	4.2	4.2	4.2
	4- 6 years	5	20.8	20.8	25.0
	7-10 years	9	37.5	37.5	62.5
	11-13 years	1	4.2	4.2	66.7
	14 years and over	8	33.3	33.3	100.0
	Total	24	100.0	100.0	

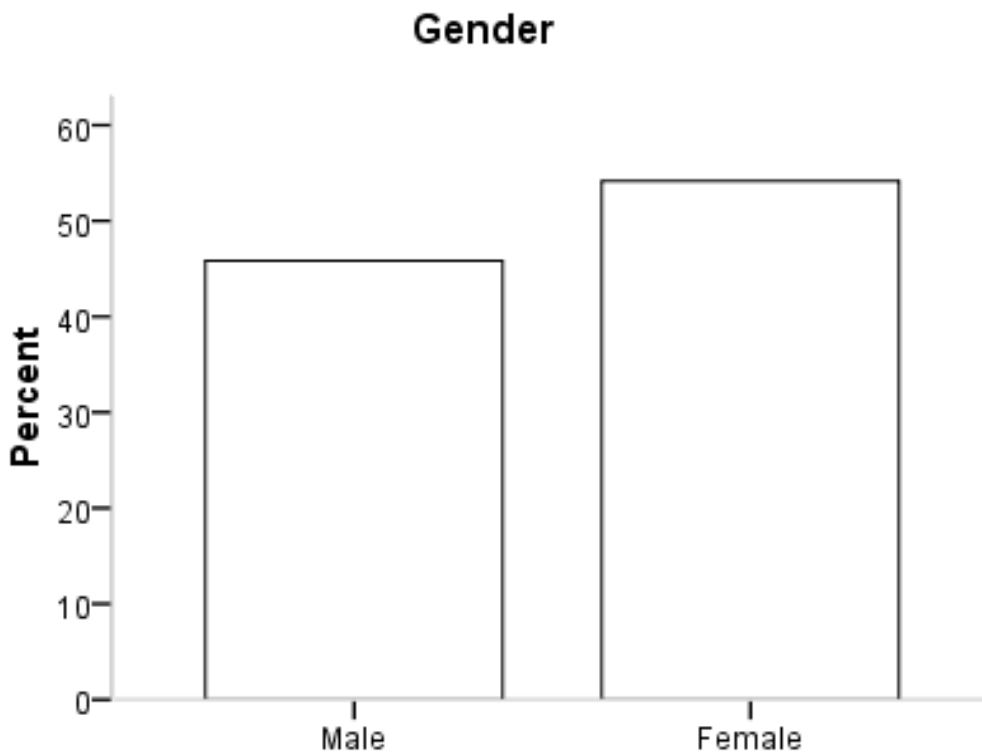
According to Table 4.1 above, a total of 74 % of respondents that participated in the research study has more than 7 years experience at Sanlam. This means that the responses were given by managers that experienced some degree of change at the company over a specific period. Legislation was introduced in 2002 and with more than 7 years of experience, a majority of respondents were exposed to the legislative changes at Sanlam and the financial

services industry, hence they were in a position to offer an opinion with regard to changes within the industry.

Perceptions of these respondents as first line managers impacted on their subordinates and people under their supervision. It can be deduced that first line managers who had more than 7 years experience at a company understands the organisations' culture, values, routines and what happens in practise on a daily basis. Fewer than 26% of respondents have work experience that varies between 1 – 6 years.

The following graph indicates the total number of males and females working in the Call Centre at Sanlam.

Graph 4.1: Participants' gender



According to the above graph 4.1, more than 50% of respondents are females and more than 40% are males. This confirms a perception that women comprise a majority of workforce in call centres owing to their social skill and interaction capabilities. The researcher deduced from this data that Sanlam utilises more females as first line managers in this specific unit of

department of the call centre. The fact that Sanlam has more female respondents than male is also in line with the Financial Services Charter, which stipulates that there should be an increase in the number of female managers within the Financial Services Sector. The Financial Service Charter requires companies within the sector to promote develop and employ more females as managers in terms of employment equity.

The following table indicates the level of qualifications of the first line managers at Sanlam's Call Centre.

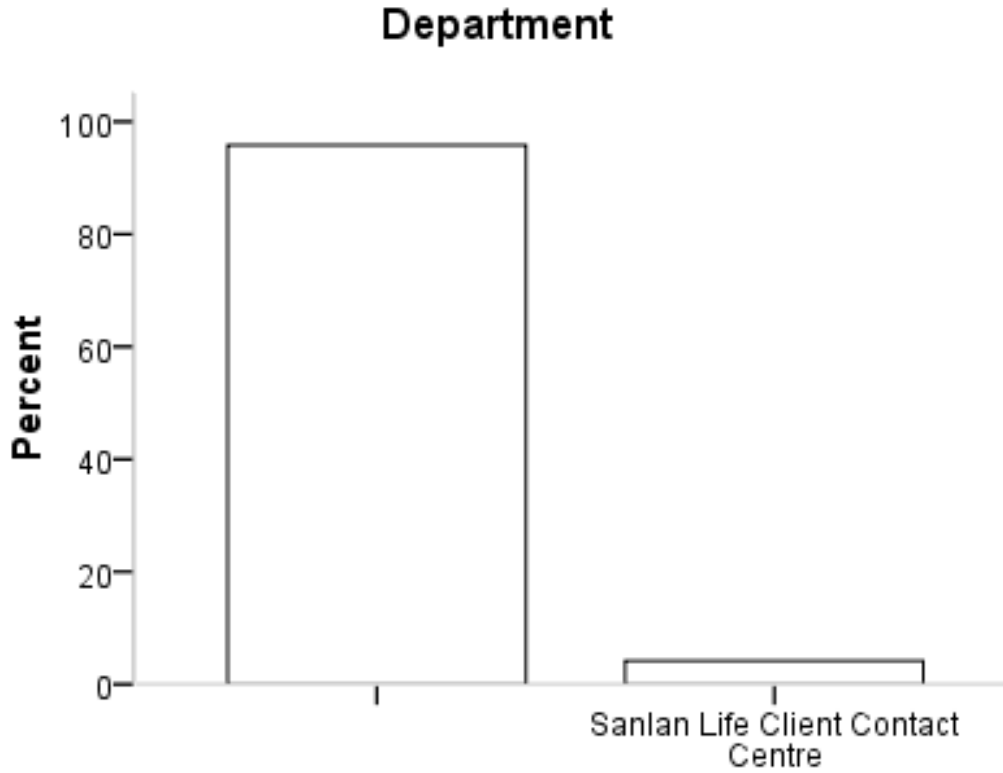
Table 4.2: Level of qualification of first line managers at Sanlam

		Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 12	7	29.2	33.3	33.3
	Diploma	13	54.2	61.9	95.2
	Bachelors/Honours	1	4.2	4.8	100.0
	Total	21	87.5	100.0	
Not Specified		3	12.5		
Total		24	100.0		

Based on the above information, 66.7% of respondents are in possession of a post matric or tertiary qualification. Levels of qualification also impacted their responses and how they responded and managed change processes. A total of 33.3 of respondents are in possession of a matric certificate. The level of qualification also impacts how respondents completed the questionnaire, while it also influences the manner in which managers are exposed to personal development and training, which in turn, impact the way they interpret questions and manage people.

The following graphic presentation indicates the Department/Unit that was involved in the research.

Graph 4.2: Sample of respondents involved in the research



It is evident from Graph 4.2 above a majority of respondents are employed in the call centre environment. This supports the validity of the sample, which was utilised, and selected and in turn, support the focus of the research involving the First Line Managers in Sanlam's Call Centre, where twenty three of the twenty four respondents are employed.

4.5.2 Section Two of the questionnaire dealing with Management Competency Framework

The objective of this section was to determine how some generic management competencies relate to the change process at Sanlam. It is imperative for managers when faced and exposed to change, to have certain competencies in order to manage the change scenario's and challenges effectively and efficiently.

These generic management competencies assist and indicate to managers, which of the competencies they perceive or experience as more important as than another. This section focused on and evaluated the competencies are required by managers to manage a department effectively and efficiently during change. Basic generic competencies that are required by managers were clustered and grouped into categories. They were asked to rank these generic competencies from 1 to 15 indicating, which of these they ranked as more important in relation to the others during the change process at Sanlam.

Twenty four Managers participated in the completion of the questionnaire. Section Two required 15 responses, and the average or median was 7, which separated the top half from the bottom half.

Generic Competencies were ranked in order of importance from 1 –15, and was done in order of decreasing importance. (15 being very important and 1 least important).

The questionnaire is added as an addendum.

. Table 4.3:

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q1	24	1	15	9.21	1.041	5.099	25.998
Q2	24	1	15	6.58	1.032	5.055	25.558
Q3	24	1	14	8.21	.794	3.890	15.129
Q4	24	2	15	8.67	.974	4.770	22.754
Q5	24	2	15	7.79	.823	4.032	16.259
Q6	24	1	15	7.96	.902	4.418	19.520
Q7	24	2	14	7.42	.739	3.623	13.123
Q8	24	1	13	6.83	.669	3.279	10.754
Q9	24	1	14	8.04	.793	3.884	15.085
Q10	24	1	14	7.04	.726	3.557	12.650
Q11	24	1	14	6.88	.885	4.337	18.810
Q12	24	1	15	10.21	.862	4.222	17.824
Q13	24	3	14	9.13	.682	3.340	11.158
Q14	24	1	15	8.46	1.016	4.978	24.781
Q15	24	1	15	8.67	.977	4.788	22.928
Valid N (list wise)	24						

Twenty four people responded by completing the questionnaire. The frequency that occurred the most was question 12, which relating to Planning and Organising. Respondent ranked this competency as the most important one to have as a manager, namely decision making. “Associating involves interpreting material in relation to a broader theoretical, historical, cultural or political framework” Terre Blanche and Durrheim, (2004:410).

A median of 7 separated the bottom half from the top half in this section. The standard deviation is small and varies between 3 and 4.

This table ranks the 15 generic competencies from the most important to the least important in terms of a management competency. The generic competency that was regarded as the most important is Question 12 namely Planning and Organising while Question 2, Applied Technology was regarded as the least important management competency. .

Table 4.4: Generic management competencies ranking from the highest (12) Planning and Organising to least the important (2) Applied Technology

Sorted according to average			Generic Competency
Question	Average	Std Error	
Q12	10.21	0.862	Planning and Organising
Q1	9.21	1.041	Applied Strategic Thinking
Q13	9.13	0.682	Problem Solving and Decision making
Q4	8.67	0.974	Communication and Information Management
Q15	8.67	0.977	Team Leadership
Q14	8.46	1.016	Project Management
Q3	8.21	0.794	Budgeting and Financial Management
Q9	8.04	0.793	Impact and Influence
Q6	7.96	0.902	Customer Focus and Responsiveness
Q5	7.79	0.823	Continuous Improvement
Q7	7.42	0.739	Developing Others
Q10	7.04	0.726	Managing Interpersonal conflict and Resolving problems
Q11	6.88	0.885	Networking and Building Bonds
Q8	6.83	0.669	Diversity Management
Q2	6.58	1.032	Applied Technology

The ranking is organised according to averages and is explained and interpreted under each question. Question 12 (Planning and Organising) was ranked by the First Line Managers as the most important management competency and Question 2 (Applied Technology) ranked as the least important management competency.

Question one - Applying Strategic Thinking

Table 4.5:

		Q1			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	8.3	8.3	8.3
	2	1	4.2	4.2	12.5
	3	1	4.2	4.2	16.7
	4	2	8.3	8.3	25.0
	5	2	8.3	8.3	33.3
	6	1	4.2	4.2	37.5
	8	1	4.2	4.2	41.7
	9	2	8.3	8.3	50.0
	11	2	8.3	8.3	58.3
	12	2	8.3	8.3	66.7
	13	1	4.2	4.2	70.8
	15	7	29.2	29.2	100.0
	Total	24	100.0	100.0	

Based on the above information, 50% of respondents ranked Question 1, Applied Strategic Thinking, as being imperative for a manager, since it forms a crucial component of managing a unit, department or group. The other 50% of respondents disagreed that strategic thinking is an important competency as a manager.

Associated competencies required are an ability to solve problems; apply creative thinking, planning and organising; and to manage tasks and projects. A total of 50% of respondents agreed that managers require an ability and skill to apply strategic thinking in order to be a manager.

Rwigema (2004:108,442) suggests a process on decision making is more likely to yield success and cooperation from employees. The fact that respondents ranked it 14, is a good sign because it would have a positive influence on their management style and outcomes with regards to their goals and objectives.

Question two - Importance of management ability to apply technology.

A total of 45% of the respondents' ranked applied technology as the least important management competency. The associated competencies required with this management skill include technical proficiency and the ability to continually improve and upskill one's self as a manager. For respondents the technical aspect of managing is not as important as the human and social competencies. Respondents' chosen options indicated that the need for technical proficiency is not as important to lead as a manager. Based on this it can be deduced that a majority of respondents place a low premium on the structural aspect of their work. The researcher can deduce from this that the other 55% do not regard technical aspect, which relate to the call centre as important.

Question three - Importance of budgeting and financial management

Table 4.6

Q3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	4.2	4.2	4.2
	2	1	4.2	4.2	8.3
	3	3	12.5	12.5	20.8
	5	1	4.2	4.2	25.0
	6	2	8.3	8.3	33.3
	7	1	4.2	4.2	37.5
	8	3	12.5	12.5	50.0
	9	2	8.3	8.3	58.3
	10	2	8.3	8.3	66.7
	11	2	8.3	8.3	75.0
	12	2	8.3	8.3	83.3
	13	3	12.5	12.5	95.8
	14	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

This management competency was ranked 9th with 62.5% respondents ranking the budgeting and financial management component in the top seven management competencies. From the above finding it is clear that profit is important within the management process. The other 38% of respondents is of the opinion that budgeting and financial management is not an important competency as a Call Centre Manager. Associated competencies that are required include an ability to solve problems, make decisions, and to communicate effectively, as well as manage information efficiently.

Question four - Importance of communication and information management

Communication is an important competency for any manager, since it enables sharing information and ensuring recipients of information understand their roles and functions. Kofodimos as cited in Caproni (2001:263) defines communication as the means by which “all speakers and hearers attempt to construct a shared communication context in which their messages can be produced and understood”.

Communication and Information Management was ranked 12th. Based on this ranking management is required to be transparent, and Apply Self Management as an associated competency. A total of 45.8% of respondents is of the opinion that this is an important management competency, which they also ranked as a top seven competency.

An effective workplace communication and information strategy and plan form part of the structure of the company. It may be concluded from the research findings that the process of change is communicated efficiently and that accompanying information of change, is disseminated effectively. The fact that 55% of respondents feel that communication and information management is not important, and did not ranked it as such, should be cause for concern.

Question five- Continuous improvement for managers

A total of 62.5% of respondents are of the opinion that it is not as important to have a plan or a process in place where managers continually improve their competencies and skill in order to manage effectively and lead their department efficiently. The fact that 37.5% of respondents think that continual developing as a manager is not important, is a reason for its low ranking as a management competency.

Continuous improvement was ranked 6th in order of importance. The associated competency required with this generic competency is an ability to engage with creative problem solving and follow collaborative decision making. According to the research outcome it may be deduced that managers who are also leaders during the change process, do not regard it necessary to improve them continually. Continuous professional development is critical to

develop as a leader within a changing environment. It is important for any leader to improve their skill which also contributes to associated personal development characteristic.

Question 6 - Importance of the customer and responsiveness

A total of 50% of respondents felt that customer and responsiveness as a management competency is important, while 50% felt it is not important.

Respondents ranked customer focus as one of the last 7 management competencies. As a company, which is client centred and, where customers are an important component for the success of the company, focus will ultimately determine the growth popularity and image of the company. Based on this statement, this component should have been ranked a high priority. If a high premium and focus is not attached to one's customers, this could impact negatively on the growth of the company. Customer focus and responsiveness was ranked 7th as a competency for managers. Concern for customer services orientation is important during any change process. From the table it is evident that customer focus, which forms part of the culture of the company, received a low ranking, which indicates a or perception that the company/managers are more inward looking than outward focused.

Question seven - Developing others as a management competency

As a leader, it is important to grow, develop and empower people in one's team as means to attain the departmental objectives. The Financial Services Charter also expects companies to develop and equip their employees appropriately. Developing others was ranked 5th in order of importance and forms part of the last five management competencies. A total of 50% of respondents felt that it is important as a management competency, while the other 50% felt that developing others is not important as a management competency. Associated competencies required include team leadership, concern for others and effective communication.

It is important for managers to establish and maintain systems, which to develop people during the change process although it was ranked in the top half. It is a concern that subordinates are not being equipped, skilled and empowered adequately in order to reach the goals of the company. The above result shows that as a leader, the development of others is not a high priority for Sanlam's Call Centre First Line Managers.

Question eight - Importance of diversity management

Table 4.7:

Q8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	2	8.3	8.3	8.3
2	1	4.2	4.2	12.5
4	3	12.5	12.5	25.0
5	3	12.5	12.5	37.5
6	2	8.3	8.3	45.8
7	2	8.3	8.3	54.2
8	3	12.5	12.5	66.7
9	3	12.5	12.5	79.2
10	2	8.3	8.3	87.5
11	1	4.2	4.2	91.7
12	1	4.2	4.2	95.8
13	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Diversity management was ranked 2nd in order of importance. It is perceived and regarded as one of the least important management competencies for the respondents, as it formed part of the bottom half. Since Sanlam is a longstanding company, its prevailing culture can impede the growth process, if not implemented effectively. Competence to manage and resolve interpersonal conflict is an important component of skills that managers should have. The fact that managers ranked the importance of diversity in the bottom half implies that they do not perceive cultural diversity as an important management competency.

This shows a contradiction of responses, since later it is shown that they have not received enough training to deal with the cultural diversity. From the above tables, conclusions it appears that the cultural challenges faced by management are not regarded as a high priority and that they might react differently if provided with necessary training and guidelines to handle cultural diversity.

Question nine - Impact and influence

Table 4.8

Q9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	4.2	4.2	4.2
	3	1	4.2	4.2	8.3
	4	5	20.8	20.8	29.2
	5	1	4.2	4.2	33.3
	6	2	8.3	8.3	41.7
	7	1	4.2	4.2	45.8
	8	1	4.2	4.2	50.0
	10	6	25.0	25.0	75.0
	11	2	8.3	8.3	83.3
	13	1	4.2	4.2	87.5
	14	3	12.5	12.5	100.0
	Total	24	100.0	100.0	

Impact and influence was ranked 8th out of the 15 management competencies. This management competency is part of the bottom half and managers do not perceive it as an important competency. Managers placed self management and networking, as well as building bonds as associated competencies.

This ranking explains a reason for the low rating for diversity management and interaction. People do not interact or socialise and, therefore, do not understand each other, or have respect and tolerance for cultural diversity. This cultural ignorance can cause and hamper the change process inevitably.

Question ten - Importance of managing interpersonal conflict and resolving problems

Managing interpersonal conflict and resolving problems was ranked 4th and was not regarded as an important competency to have when managing people. A total of 54.2% of managers believe that this is not important and 46.8 of respondents believe that it is important. The

associated competencies included: concern for other people, creative thinking, effective communication and good problem solving techniques.. From the above findings, it appears that attention should be given to practical tools to deal with interpersonal conflict and the most effective manner of resolving problems. From the results it can be deduced that managers do not place a high premium on these soft leadership skills, which are important when managing people and building teamwork.

Question eleven - Networking and building bonds

Networking and building bonds was ranked 3rd as a management competency. Associated competencies are related with this are to have concern for others and to communicate effectively and efficiently. This “soft people skill” forms part of the bottom half of management competencies. Having respect, tolerance and a willingness to accommodate other diverse and different cultures, is important in order to build bonds. There should certainly be more interaction, team building and networking so that all parties involved can understand and be exposed to the change process of the company. According to the answer of this question, leadership should build networks and have a networking strategy as part of the culture and process of change within the company. Placing it at such a low ranking indicates that legislation alone will not motivate people to change the culture of managers and employees, forcing them to interact and form bonds.

Question twelve - Planning and organising

Table 4.9: Planning and Organising

12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	4.2	4.2	4.2
2	1	4.2	4.2	8.3
3	1	4.2	4.2	12.5
5	1	4.2	4.2	16.7
7	3	12.5	12.5	29.2
8	1	4.2	4.2	33.3
10	2	8.3	8.3	41.7

11	1	4.2	4.2	45.8
12	2	8.3	8.3	54.2
13	6	25.0	25.0	79.2
14	3	12.5	12.5	91.7
15	2	8.3	8.3	100.0
Total	24	100.0	100.0	

A total of 33.3% of managers responded by stating that planning and organising is not important as a management competency, while 62.7% of respondents stated that it is important to have this competency. Planning and organising received the highest ranking of importance, namely number 15, which indicates that a high premium is placed on the planning and organising aspect of the business unit. An ability to make the right decisions and be able to manage projects effectively and efficiently is critical and important for a manager.

Question thirteen - Importance of problem solving and decision making

Problem solving and decision making was ranked 13th as a management competency. A total of 50% managers responded that this competency is highly important and placed it in the top 5 competencies. Problem solving requires creative thinking and analysing the problem, which is followed by decision making. Technical proficiency and applying the technology is important. One can make a deduction from the result that a culture of solving problems and decision making is encouraged by leadership; hence it was ranked in the top five as a management competency. A total of 50% of respondents stated that it is not an important management competency.

Question fourteen - Project management

Project management was ranked 10th as a management competency, as it is regarded as fairly important by managers. A total of 45% of respondents felt it is important to be able to apply project management principles to activities as a manager. Planning and organising, as well as team leadership, were listed as the associated competencies. The above finding in the table (attached) shows that project management is a high priority for management, while, 54% felt that it is not.

Question fifteen - The importance of team leadership

Team Leadership was ranked last or 11th as a management competency. A total of 50% of the managers felt that the competency of effective team leadership is important. According to this result, one can accept the hypothesis that the leader/manager place a high premium on the team and leading it effectively, while 50% felt that it is not important. This management competency form part of the top 5 competencies. Respondents felt it was an important competency to achieve goals during change processes.

4.5.3 Section three of the questionnaire dealing with Managerial perceptions of the change process

This section attempts to determine the respondents' perception of the changes that materialised in the Financial Services Sector in the last few years, particularly with the introduction of the Financial Services Act in 2002.

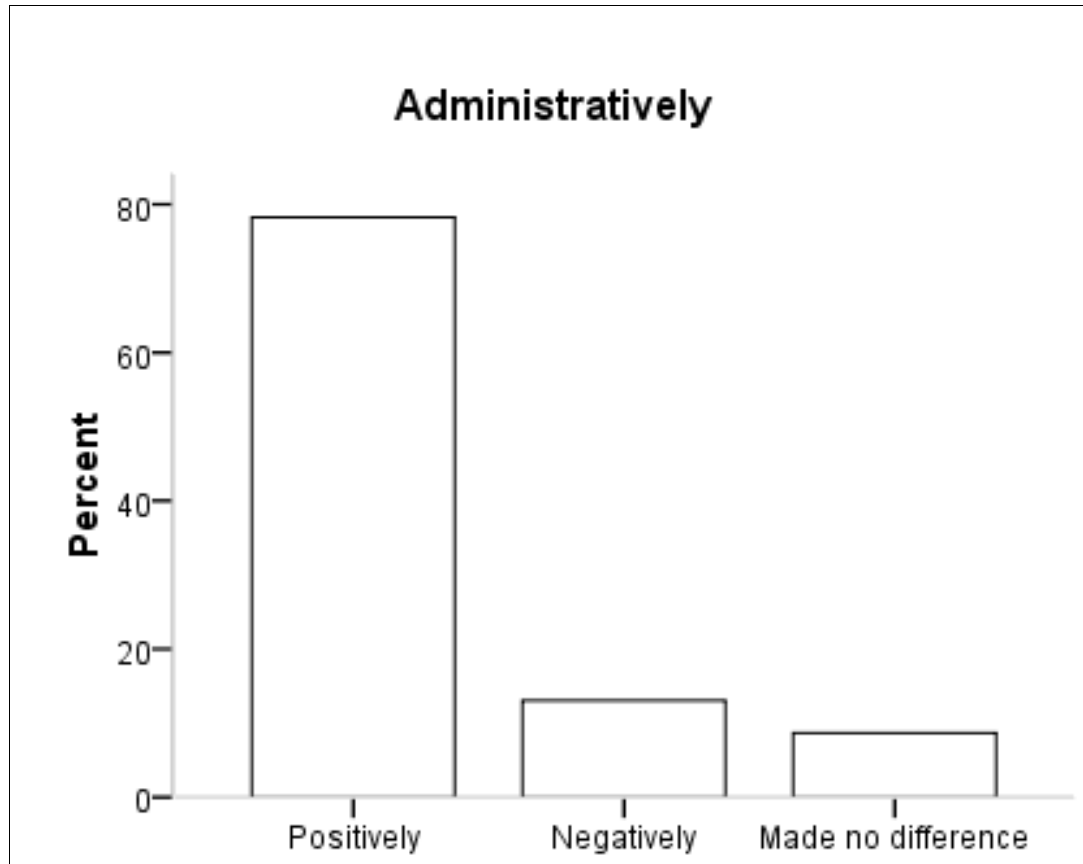
Respondents indicated whether the changes influenced them, positively, negatively or that whether it made any difference to areas within their work environment.

Section three comprised five subsections and each subsection was analyzed according to a numerical pattern which was followed by a subsection, namely:

- 1.1 Administrative changes experienced by managers;
- 1.2 Technological changes experience by managers; and
- 1.3 Procedural changes experienced by managers.

Question one of section three - Management experience of changes
(a) Managers' experience of changes at an administrative level

Graph 4.3: Administrative changes



It can be stated that a majority of respondents (80%) experienced administrative change positively, while a total of 4.2% failed to respond to the question. Based on the research findings, the researcher deduced that on an administrative level, the organisational structure did not hamper the change process. A small percentage (16%) stated that administrative changes that were introduced were experienced negatively, and 5% stated it made no difference. Implementation of changes on an administrative level is important because it affects employees on a daily basis.

(b) Impact of the technological changes in the insurance industry for managers

Table 4.10: Technological changes

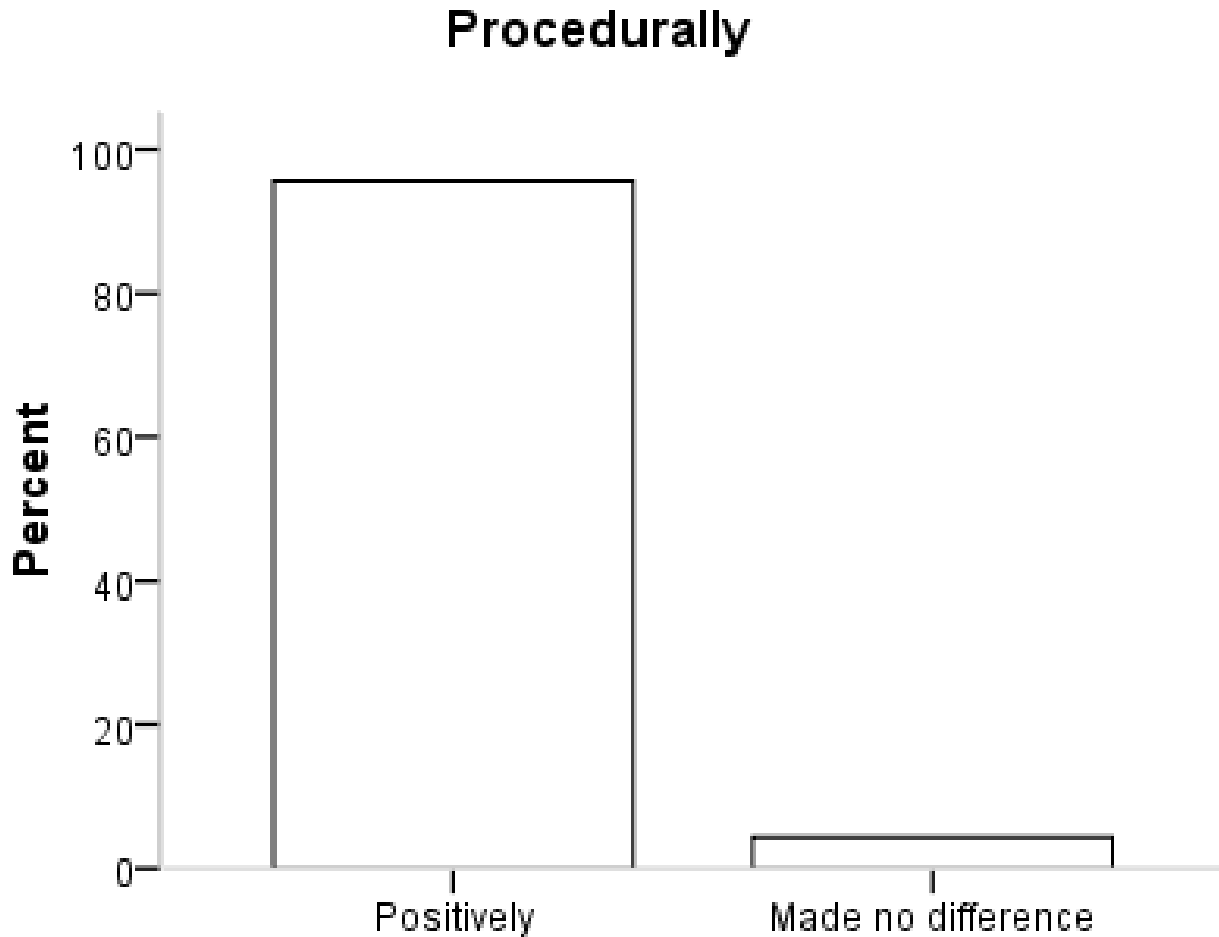
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	20	83.3	87.0	87.0
	Negatively	1	4.2	4.3	91.3
	Made no difference	2	8.3	8.7	100.0
	Total	23	95.8	100.0	
Non Specified		1	4.2		
Total		24	100.0		

Technological changes were also positively experienced. A total of 4.2% failed to respond to the question and, therefore, it can be deduced that the introduction of the change process was not hindered or hampered by technological changes and, ultimately, the structural component of change.

Respondents accepted and responded positively to accepting and adopting the technological changes (tc).The Linear model of Innovation suggest that technical change happens in a linear fashion, which refers to invention, innovation and diffusion.(acceptance and adoption of tc).

(c) Influence of change on the procedures

Graph 4.4: Influence procedures during the change process



The above findings, with regards to procedures, show that a majority of respondents experienced it positively, while a small percentage failed to respond to the question. It can be deduced that on a procedural level, the change process was experienced without any significant challenges. These changes were introduced without any resistance or it may be deduced that managers did not fully understand procedures

(d) The financial Services Act in 2002 prescribed to certain legislations for companies. The following question focuses on how the legislative changes were introduced and experienced.

Table 4.11: Legislative change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	16	66.7	72.7	72.7
	Negatively	4	16.7	18.2	90.9
	Made no difference	2	8.3	9.1	100.0
	Total	22	91.7	100.0	
Non Specified		2	8.3		
Total		24	100.0		

From a legislative perspective, a majority of respondents experienced it positively while less than 10% failed to respond to the question. A total of 72% of respondents felt that legislative changes were introduced effectively, whilst 18% experienced it negatively and 9% indicated that it made no difference. The researcher can deduce that from a legislative point of view and experience, most of the First Line Managers experienced the legislative changes positively.

(e) Changes also influence managers on a personal level

Graph 4.5: Personal Change



According to the above graph, there is an indication that 83.3% of respondents personally experienced the changes at Sanlam positively, while 17% indicated that it made no difference.

(f) Changes impact managers with regard to their careers

Table 4.12: Career-wise

		Career-wise			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	17	70.8	73.9	73.9
	Negatively	1	4.2	4.3	78.3
	Made no difference	5	20.8	21.7	100.0
	Total	23	95.8	100.0	
Non Specified		1	4.2		
Total		24	100.0		

With regards to their career, a majority experienced changes positively. A total of 4% of respondents stated that changes influenced their career negatively, and 21% indicated that it made no difference.

Question two of section three - Employee perception of how changes impacted them personally.

This question focussed on aspects of employee cooperation, company support / guidance, training and development and cultural differences and whether these areas were challenging or helpful during the change process.

(a) Employee cooperation and how it was influenced by the change process

Graph 4.6: Employee Cooperation



It can be deduced from the above table that during the change process, a majority experienced employee participation as a challenging experience. Various reasons can be attributed as to why managers experienced cooperation of employees as a challenging exercise. It can be attributed to a lack of participatory management in their leadership style where subordinates were merely informed and told what to do. When this happens there is little, if any, buy-in from the team and people feel “left out” during the decision making process.

(b) Support and guidance received by employees during the change process

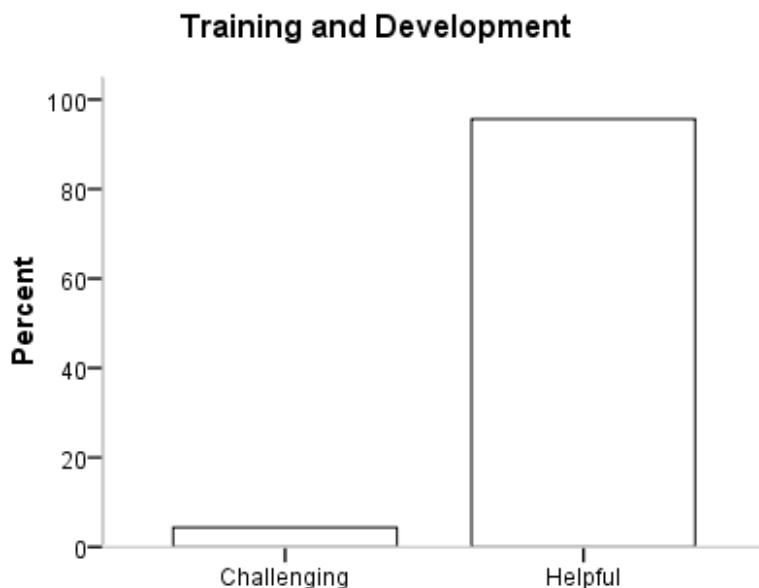
Table 4.13: Company Support/guidance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Challenging	2	8.3	8.7	8.7
	Helpful	21	87.5	91.3	100.0
	Total	23	95.8	100.0	
Non Specified		1	4.2		
Total		24	100.0		

From the above response to the question, a majority found company support hugely helpful during the change process. A total of 8.7% did not find the company support and guidance helpful, but challenging. Based on these findings, a deduction can be made that processes, strategies, legislation and structures were introduced with no or little consultation with employees

(c) How the training and development component experienced the change process

Graph 4.7: Training and development



According to the results of the study, the continual training and development during the change process was helpful to most respondents. More than 90% found this process helpful and 5% found it challenging. One can deduce from this graph that a majority of managers found that training and development during the change process assisted and empowered them to deal effectively with the change process.

(d) Influence of cultural differences during the process of change

Table 4.14: Cultural differences

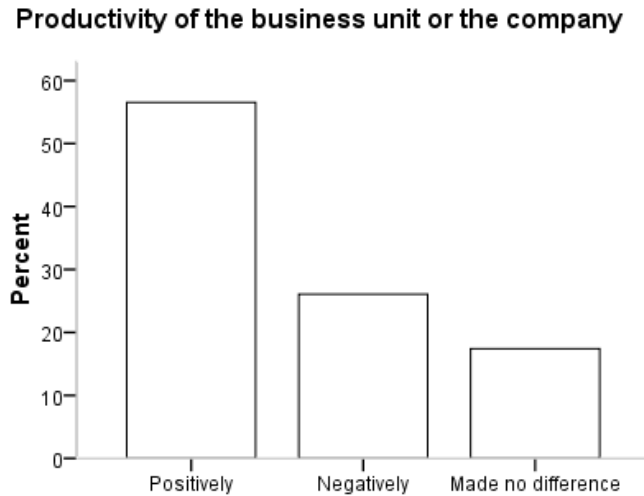
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Challenging	17	70.8	77.3	77.3
	Helpful	5	20.8	22.7	100.0
	Total	22	91.7	100.0	
Non Specified		2	8.3		
Total		24	100.0		

It can be concluded from the findings that the cultural differences were challenging to most respondents during the change process. A total of 77% of managers found that the prevailing culture and cultural differences rendered the change process very challenging. A total of 22% found it helpful during the change process. The high percentage can be attributed to the prevailing culture of the company, or that managers were not adequately equipped or empowered with necessary tools to introduce or implement the changes in spite of cultural diversity. However, according to Sanlams’s Chairman’s report of 2006, “the company is committed to integrating diversity within Sanlam from the bottom up through various transformation and employment equity programmes, and to develop a more inclusive culture that embraces diversity in the workplace”.

Question three of section three – How changes impacted on and influenced the organisation processes

(a) Productivity influences on the company during the change process

Graph 4.8: Productivity of the business unit of the company



According to the research result a majority (55%) of managers indicated that the change process had no influence on the productivity of the company or their specific unit or team. A total of 25% of managers indicated that productivity was influenced by these changes, and 15% indicated no difference at all. Based on this it can, therefore, be deduced that the change process made no significant differences to the flow of productivity.

(b) Target groups of business unit and how it was impacted by the change process.

Table 4.15: Target groups of business unit or company

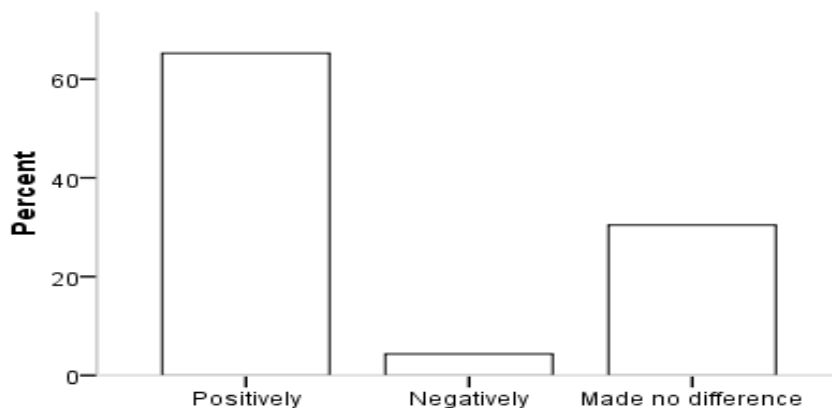
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	13	54.2	56.5	56.5
	Negatively	5	20.8	21.7	78.3
	Made no difference	5	20.8	21.7	100.0
	Total	23	95.8	100.0	
Non Specified		1	4.2		
Total		24	100.0		

From the above table it is clear that the majority (56.5%) felt that the target groups were positively influenced by changes at Sanlam. This finding states that legislative and other changes had no influence on the target market. This may be attributed to the fact that the Sanlam brand is strong and it is a reputable company with whom customers have a longstanding relationship.

(c) Human resource component of the company and the influence on the change process

Graph 4.9: Human resource component or company

Human resource component of the business unit or the company



The above findings indicate that the human resource component was positively influenced by the change process. A majority of First Line Managers felt it influenced people positively. This finding is in line with the preceding finding where productivity was not negatively impacted by these changes.

Question 4 of section three - Effectiveness of the tools were provided with, during the change process

(a) Technological changes and the influence on the company

Table 4.16

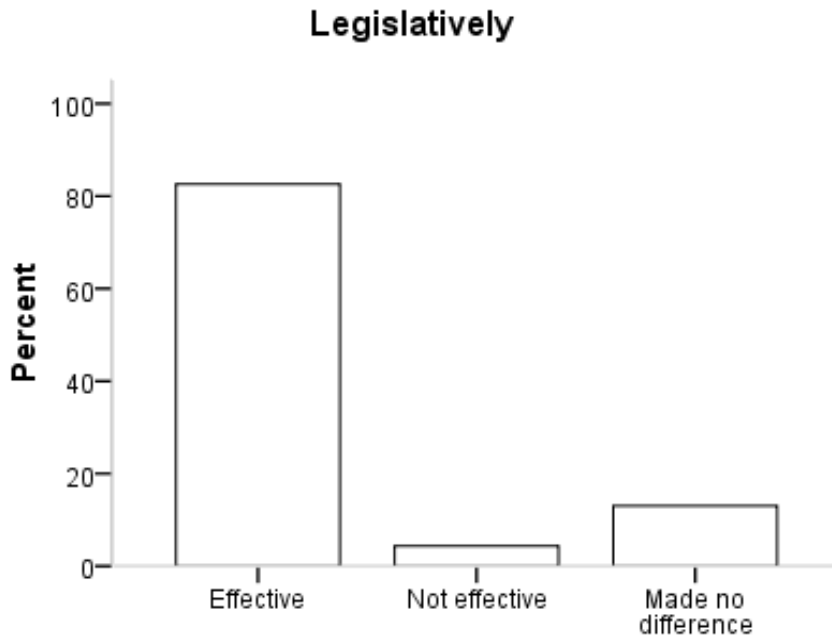
Technologically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	18	75.0	81.8	81.8
	Not effective	3	12.5	13.6	95.5
	Made no difference	1	4.2	4.5	100.0
	Total	22	91.7	100.0	
Non Specified		2	8.3		
Total		24	100.0		

It is evident that the majority of respondents felt technological tools that were provided were helpful during the change process. The organisational structure did not hamper any growth within the company.

(b) This finding focus on how did the changes influence the company legislatively

Graph 4.10: Legislative change



According to the findings a total of 79% of respondents felt that legislative tools that were provided during the change process were effective. A total of 21% felt that it made no difference, and that it was not effective.

(c) Influence of the changes on a cultural level

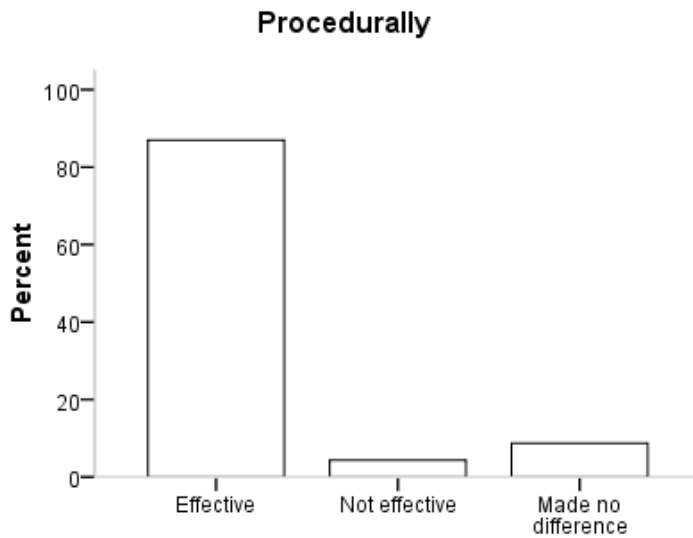
Table 4.17: Cultural change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	12	50.0	54.5	54.5
	Not effective	3	12.5	13.6	68.2
	Made no difference	7	29.2	31.8	100.0
	Total	22	91.7	100.0	
Non Specified		2	8.3		
Total		24	100.0		

Based on the above statistics, a total of 54.5% of respondents felt that cultural tools that were provided, were effective, while 31.8% felt that it made no difference, and 13.6% felt that it was not effective. A total of almost 45% was high on the other side of the scale. One can deduce from this that cultural diversity training and empowerment should be increased and should provide First Line Managers with tools and instruments to deal effectively with cultural differences and challenges in the workplace.

(d) Procedural changes and the impact on the company

Graph 4.11: Procedural change



From the above graph a deduction can be made that a majority of respondents felt that the procedure that was followed during the change process, was effective. The process in change management is important for the acceptance of change.

Question five of section three. Suggestion of how change could have been introduced differently

(a) Administrative level

Table 4.18: Administrative change

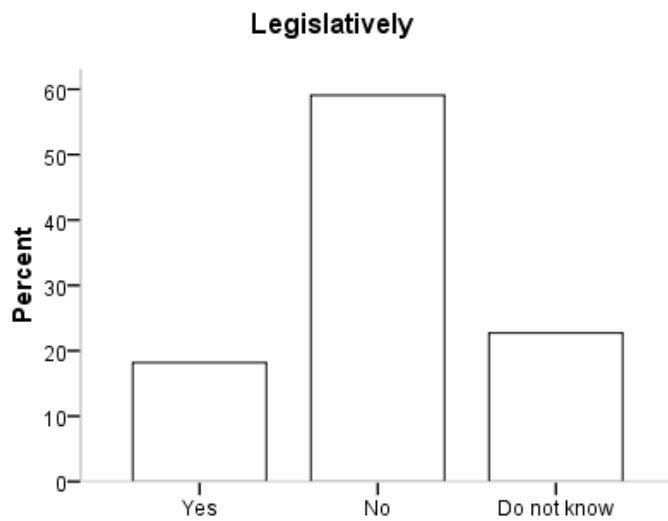
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	4.2	4.5	4.5
	No	15	62.5	68.2	72.7
	Do not know	6	25.0	27.3	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

From the above table it is evident that a majority of respondents felt that the manner in which administrative changes were introduced, was effective. Therefore, it was perceived to be fair and handled with professionalism.

(b) Legislative level

Responses and reaction during the introduction of the legislation.

Graph 4.12



A majority of people responded by stating that the legislative change was introduced correctly. It also seems that introduction of legislative changes for a majority was done effectively and they perceived it as acceptable and fair.

(c) Cultural level

Responses and the results of the introduction of the cultural changes during the change process.

Table 4.19: Cultural change

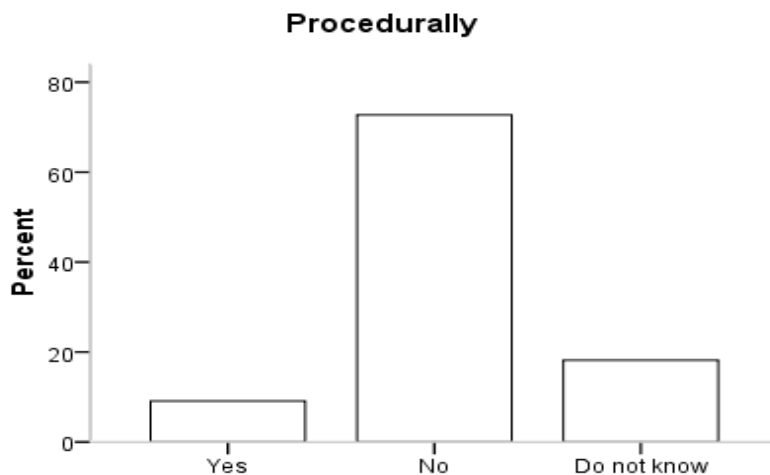
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	58.3	63.6	63.6
	Do not know	8	33.3	36.4	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

A majority of respondents felt that cultural changes were introduced effectively and should not have been introduced differently. This finding is contradictory to the previous response that found cultural change was a challenging experience.

(d) Procedural level

Introduction of the procedural process during the change process

Graph 4.13: Procedural change



Respondents agreed with and supported the manner in which the procedural changes were introduced.

Respondents were given an opportunity to elaborate if they had answered yes to Question 5. Question 6 was the only open ended question where respondents could expand in narrative form and make recommendations regarding how they would have introduced some of these changes differently. The research technique that was applied to this question was qualitative.

Question six of section three – Summary of response to the open-ended questions.

They recommended more management support on an administrative level. With regard to legislation. A need for more “in house “training was highlighted by these managers, as well as a need for processes to be explained more effectively and creatively to all role players. No recommendation was made for introduction of cultural changes and challenges. A total of two respondents recommended a more practical and clearer approach pertaining to introduction of procedures and processes, which explained different scenarios by using flow charts and a more interactive and participatory approach. The 16.6% (4/24) who completed the open ended questions felt strongly that a more practical and interactive approach regarding implementation of the new processes, would have been more successful.

7. This question focussed on the experience of being a manager at Sanlam during the change process.

Table 4.20: Managers experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Good	23	95.8	100.0	100.0
Non Specified	1	4.2		
Total	24	100.0		

According to the above statistics, a total of 95.8 % of respondents indicated a positive experience with their current employer (Sanlam) during the change process. A majority described their experiences of being a manager as being positive during the change process at Sanlam, while a 04.2% failed to respond to the question

4.6 Summary

The researcher found the following interpretations with regards to the perceptions of First Line Managers regarding the organisational change process at Sanlam's Call Centre.

The following deductions were made from the three sections of the questionnaire.

Section 1 focussed on demographic information. A majority of the respondents have been employed for more than seven years at Sanlam. With regards to gender disparity, more females responded to the questionnaire than males which are in line with the Financial Service Charter's targets to increase the female management component. In terms of their qualifications, a majority of respondents are in possession of a tertiary qualification.

The second section focussed on the management competencies with regards to different scenarios.

The researcher concluded that the majority of the First Line Managers that responded were satisfied with the way in which changes were introduced structurally, culturally and legislatively. From the data analysis they ranked applied strategic thinking as most important for a manager where he / she is required to apply problem solving and decision making skills. Part of these associated competencies includes creative thinking, planning, organising and budgeting and financial management. The result shows that the focus of the company is certainly on goals and targets, as well as the importance of strategic thinking.

The lowest ranking generic competency for managers was applying technology. From the research findings, it can be concluded that the associated competencies that were of least importance are technical proficiency, continuous improvement, and project management. Based on this technical proficiency is not a high priority, which means that use of technology for managers is not important.

The two generic competencies that were selected by the majority of the respondents include customer focus and self management. This is in line with the company, which should place a

high premium on the customer since they are in the service rendering industry, where employees are given targets and should be in a position to manage them.

Section 3 focussed on the perceptions of the respondents regarding changes in the Financial Services Sector during implementation of the Financial Services Act in 2002. A majority of the respondents experienced introduction of administrative changes positively. On a technological level, 83.3% of respondents experienced it positively. Procedural and legislative changes that were introduced were positively experienced by respondents. On a personal level, 17% of respondents felt these changes made no difference, and 17% felt career-wise, the changes made no difference. A majority of respondents found employee cooperation a challenging experience during the change process. The fact that 77% of respondents felt that the influence of cultural differences were challenging, is a confirmation on employee cooperation findings.

Four of the twenty four respondents completed the open ended qualitative question. In this question respondents were given an opportunity to make recommendations in terms of how they would have introduced these changes differently. The golden thread that runs through all of the responses was creative implementation and effective training with a participatory approach not only focussing on thy “how”, but also explaining the “why”.

The study also shows that, apart from minor concerns and reasons raised, the majority of First Line Managers are happy and satisfied with the implementation and execution of the change process at Sanlam’s Call Centre.

The process followed by the researcher to analyze and interpret the data was informative and a learning experience. New insight emerged that can be helpful for Sanlam, particularly for managers and the insurance industry as a whole.

Chapter Five, the final chapter, highlights, elaborates and expands on recommendations in more detail.

CHAPTER Five: Discussion, recommendations, conclusion and suggestions for future research

5.1 Introduction

In this chapter the researcher reflects on the objectives; arrives at conclusions; and tables' recommendations for consideration and future research on this topic.

This quantitative study of First Line Managers at Sanlam originated out of legislative changes that were introduced in 2002 by the Financial Services Charter. The goal of this chapter is to present conclusions that are based on the research and to make relevant suggestions based on these conclusions. The conclusions and recommendations will provide a generic template and guidelines for managers on how to respond to change.

5.2 Discussion of results and findings of objective

The results of the findings are compared with the initial goals and objectives which were outlined in Chapter One.

The purpose of this research was to evaluate perceptions of First Line Managers regarding the change process in the Call Centre at Sanlam's Head Office, Bellville.

The following four change categories were evaluated:

- 5.2.1 Leadership;
- 5.2.2 Structural;
- 5.2.3 Cultural; and
- 5.2.4 Legislative.

Each category is discussed and explained individually and uses respondents' results as a basis and guide.

5.2.1 Impact on leadership style

How leadership at Sanlam was experienced during the change process? Was it participatory, interactive or top down communication?

Key to the effective leadership style during change at organisations is provided by a wide range of authors, journals and books. However, there is no correct, ultimate or magical model, which offers a correct solution, but some generic guidelines were found during the research. Emphasis and success, according to Graetz (2002:209), with regards to leadership, is, consulting, cooperation, collaboration and an interactive participatory management style and approach.

Palmer (2009:124) uses the 7–S organisational framework of Mckinsey. He suggests that managers' affinity and preference is towards:

- Strategy;
- Structure; and
- Systems.

Leaders, on the other hand, tend to lean more toward the “soft” S’s, namely:

- Style;
- Staff;
- Skills; and
- Shared goals Mullins (1996:248).

It is important to highlight results of the questionnaire where developing others (staff), managing interpersonal conflict, resolving conflict, and building bonds ranked low as management competencies. From the results it can be deduced that respondents felt soft skills competencies are not important to have as a manager. It is important to have shared goals as a team and work collaboratively to reach or obtain it. If the team does not have shared goals, it can influence the cooperation and team cohesiveness within the organisation.

With regard to employee participation, respondents felt that it was challenging owing to the fact that little or no participatory management approach was experienced. This approach is in contradiction with other scholars who emphasize: “rally people behind clearly and simply defined goals” Graetz (2002:229) Graetz (2002:55-57) states that management does not have all the answers, but should involve and recognize all parties. While there is no single element

for leaders during a change programme, some key elements have emerged to guide the leader: Graetz (2002:216) list four of these, namely:

- *Prepare* your team for change;
- Create and design a *vision* for change;
- Continual and consistent *communication* and involvement of all role players; and
- Provide the *systems and structures* to effectively sustain the process.

Management should apply and introduce some of these elements and guidelines in order to build stronger team cohesion and to reach goals with full cooperation and collaboration of all role players.

5.2.2 Organisational structure

How the organisational structure at Sanlam was experienced? Was it helpful or did it hamper implementation of legislative changes?

Watson's 7-s organisational framework encompasses strategy, structure and systems. These three elements were ranked highly by managers/respondents in the questionnaire. They felt that strategy, structure and systems are important elements during the change process at Sanlam.

Planning and organising was ranked as the most important competency and project management is also ranked as a top 5 management competency. The company also has a hierarchical structure with different levels of management where each is responsible for their own business unit and has specific vested powers and authority. This bureaucratic structure allows for an orderly form of communication with supervisors and line managers reporting to each other. Using the matrix structure where an employee report to more than one supervisor, might be less time consuming. Smither (1996:107).

Planning and organising was ranked as the most important management competency, as it is conducted as an ongoing process of an organisation. It would make sense for management to relook, revisit and consider a more horizontal structure in future to save time and it would result in a more cost effective organisation.

5.2.3 Organisational culture

How did participants find the prevailing culture within the call centre environment?
Was it in line or in contradiction with changes that took place? Were employees equipped to deal effectively with cultural diversity?

“Culture is the collective programming of the human mind that distinguishes the members of one human group from those of another. Culture in this sense is a system of collective held values”.Hofstede (as cited in Senior, 2002:124).

Respondents found the influence of cultural difference a challenging experience. Although a majority felt that the cultural tools provided during the change process were effective, 30% felt that cultural tools that were provided were ineffective.

Part of managers’ strategy is to play a central role in effort to address this challenge by creating a more inclusive work environment such as implementing culture change, effectively communicating new behavioural and attitudinal requirements, models and holding people accountable that use them. For managers, this means learning new skills for building inclusion and develops collaborative relationships amongst all role players.

If business has a strong culture, change becomes a challenge and also a catalyst for conflict. This provides an opportunity for organisations to involve people in discussions, deliberation and participation. Strong cultures can have a negative influence on employees if they are “forced to fit in” to keep the culture alive.

Employees are influenced and learn culture through stories, rituals, materials, symbols and language. If not managed effectively, it can hamper the growth of a company. Sanlam has a strong culture and the tools to deal with the cultural differences are not effective, according to thirty percent of respondents, which could impede the development with regards to cultural development and sensitivity towards other cultures.

5.2.4 The impact of legislation

How effective were the tools given to employees to deal with legislative changes, namely targets, score cards and employment equity?

A total of 72% of respondents experienced the legislative changes positively and stated that it was fair. A small percentage felt it made no difference.

It is important to note that a small percentage felt that the practical and participatory approach should have been used to explain the legislative changes. They felt that workshops and interactive information sessions would have been more effective to share the legislative information. Another aspect of the Financial Service Charter is the Human Resource Development over a 10 year period. Management and Employment Equity (EE) are evaluated according to the percentage of Black persons within Executive Management.

Sanlam is on target with the total number of Blacks that are required in management, according to the targets set by Government and exceeds the 10% ownership targets by 2% in 2007. Sanlam Employment Equity Philosophy's Programme highlights the value of diversity and developing and empowering all people in South Africa by committing themselves to the country's constitution that upholds justice and fairness free from unfair discrimination.

Another important platform that was established is the Employment Equity Forum, which provides a consultative platform and information manual to employees to interact, guide and inform them about Sanlam's Employment Equity strategies. The 2007/08 Employment Equity report highlights the fact that discrimination and inequality still exist in the appointment of Blacks and people who are physical disabled. Racial stereotypes, according to the report, still exist in respect of Blacks who primarily work at the lowest levels of organisations.

Diversity management workshops were hosted by outside consultants for employees and managers, which provide them with generic tools to deal with diversity. Sanlam is committed to change, transformation and empowerment, but can increase the number of Black managers on their development programmes even more.

5.3 Recommendations

The following strategy and a model below were designed and can be used as a guide during a change process

Strategy for Change (S4C)

(Interactive Employee Approach)

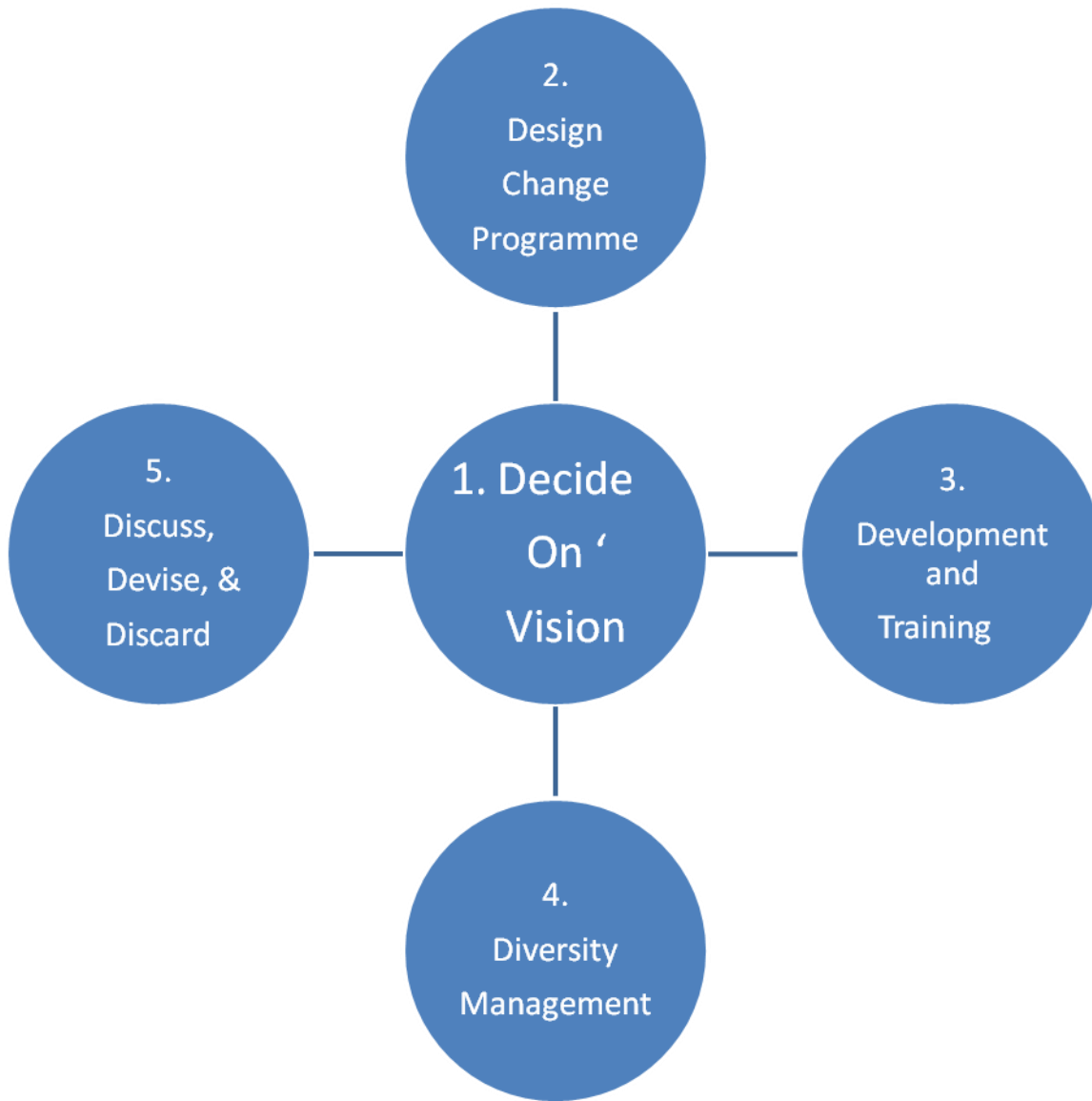
This **strategy for change model** requires of management to apply an interactive employee approach. It is not a top-down communication management style where managers decide on behalf of employees on the strategy for change and what is good for them and the organisation. With this strategy management, in collaboration with employees design and decide together on a strategy for change.

The following 5 basic steps allow them to work together, collaborate and collectively decide and design the way forward. With this strategy there is immediate buy-in by role players towards the vision. A crystal clear *vision* is required so that all people understand and can communicate easily. The vision should also be memorable and motivational for people. Groeschel (2008:45, 46). They collectively draw a *road map* or a programme on how to achieve this goal. Continual *development and training* for all involved, as means to stay abreast of change developments must take place.

The role of *diversity management* to create a more inclusive work environment follows suit. Managers acquire new skills, which build inclusion and involve employees more in the decision making process. Employees are given an opportunity to work through their own stereotypes, as well as reclaim pride in their own ethnic and cultural backgrounds and respond effectively to individuals who are culturally different to themselves. Lastly, they *discuss, discard and devise* and realign continually.

Figure 5.3.1 below illustrate these 5 steps

Figure 5.3.1 Strategy for Change (S4C)



Noemdo (2009, a)

Circular Change Model

Another model that was developed is called the **Circular Change Model**. Management can follow a process by evaluating the present situation and using an interactive and participatory approach with employees to design a vision and reach organisational goals and objectives.

The following nine step change model requires a participatory management style for managers:

Managers are required to *assess and evaluate* the existing or *current* state of affairs. Secondly, creation of a *vision* in conjunction with all role players and parties, take place in a participatory manner.

In a consultative manner parties *chart the course* for the change required and that which is expected for the organisation. They discuss and consider advantages and disadvantages, which could hamper growth during the change process. A clear *communications* strategy or plan is designed to inform all role players continually of what is going to happen, what is happening and is what has happened.

Capacity building for all that is involved should take place continually to empower and equip employees during the change process. *Monitoring and evaluation* should take place at regular intervals to determine and evaluate if the process is still on track with the planning.

Change champions should coach role players to keep them motivated and mentor employees keeping them continually informed and encourage them about occurrences and activities. The role of *change champions* can be fulfilled by internal company representatives or external consultants. It is important to *celebrate* small wins to keep the momentum going and to keep employees dedicated and celebrate the achieving of bigger milestones, and specifically defining moments in the company.

During the creating and realigning stage, the organisation must realise that change is constant. *Continual evaluation* and realignment is important to stay relevant and dynamic in a consistently changing environment.

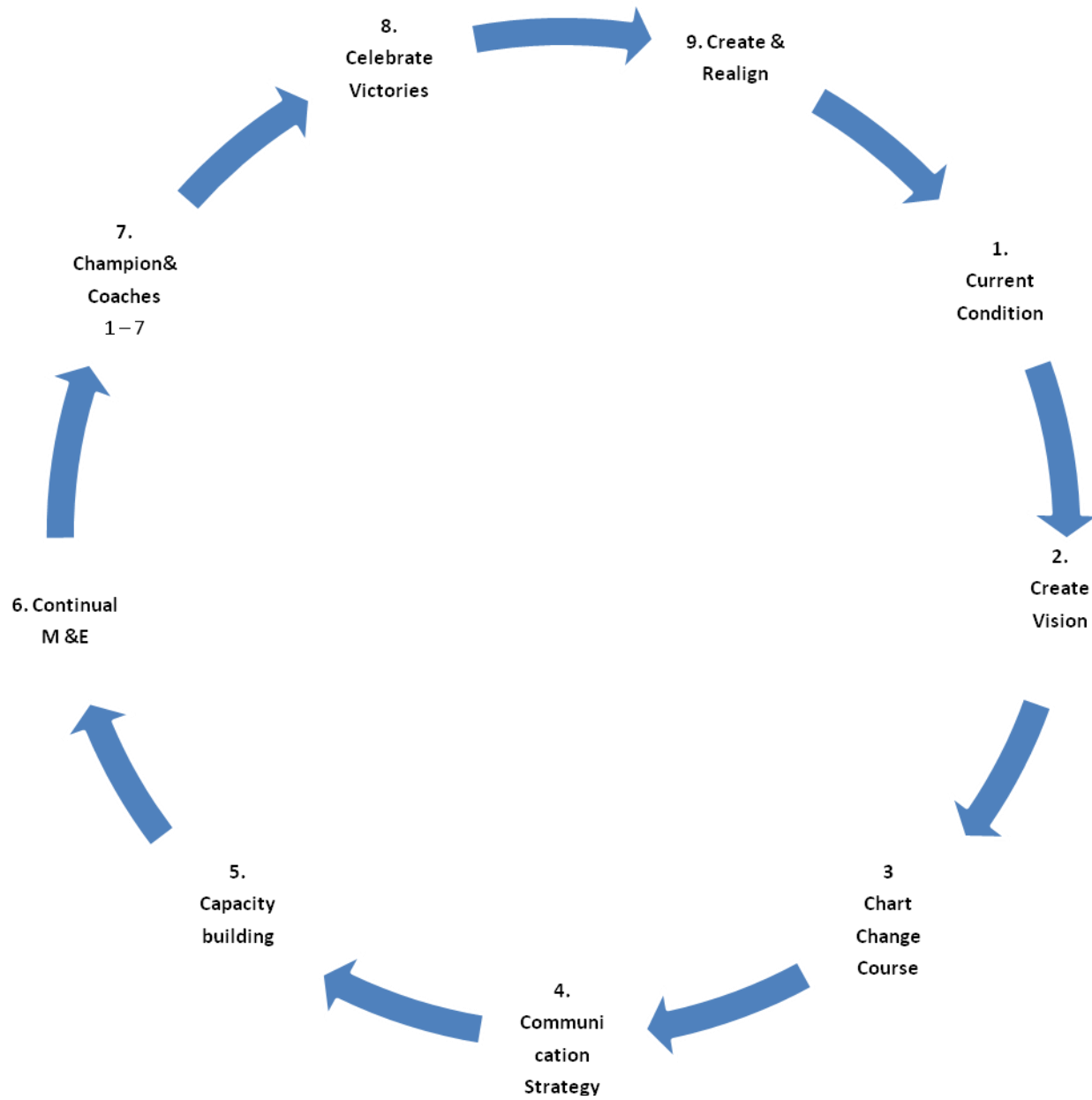
Figure 5.3.2 below is an illustrative presentation of the Circular Change Model:

9 C's for Change

- Current condition;
- Create vision;
- Chart change course;
- Communicate strategy;
- Capacity building;
- Continual monitoring and evaluation;
- Champions and coaches;
- Celebrate victories; and
- Create and realign.

Circular Change Model (CCM) Participatory Process

Figure 5.3.2 Recommendations



Noemdo (2009, b)

Based on the research findings the following recommendations are made:

- A clear shared vision of the outcomes by all parties involved is necessary (Smith, 1997:29) and (Palmer, 2009:260).
- Implementation of a clear communication plan and protocol of how to communicate the change programme to all stake holders in the organisation. (Palmer, 2009:303).
- All parties involved and engaged should be to be involved from the start and throughout the process, particularly with regards to important decision in the organisation.
- Have a clear Change programme and strategy in place (Paton and McCalman, 1998:217-227).
- Ensure better success for managers by having a more participatory and interactive management approach.
- A higher premium to be placed on soft skills, namely: interpersonal relationships, bonding, conflict resolution and staff development.
- Have a continual process of transformation and diversity management.
- Build and position the organisation with constant change in mind.
- Effective use of change agents internally (change champions) and externally (independent change consultants) to diagnose and continually monitor, evaluate and realign the change process, if necessary. (Harvey, 2001:98).
- Strategy of consistent education, empowerment, communication training and development of employees (Pendlebury, 245:1999).
- Offer wellness programmes within the organization, which offer wholeness to employees regarding body, mind and soul and provide support with regards to their needs, emotionally, physically, mentally, spiritually, and intellectually.
- Focus on diversity training specifically owing to the changing nature of the diverse workforce and hence, synthesise the employees with regard to the needs, culture, and beliefs of other cultures, languages and employees.
- All role players and parties involved should have commitment, dedication and loyalty to the vision, goals and objectives of the change programme and act on it (Andriopoulos, 201:2009).

- Realize that Lewin's three step model of: unfreezing the present state, movement to a new state and refreezing the new change, which should be a continual process. (Kreitner, 1995:566) and (Bagrain, 2007:377).
- Research and development should take place not as a separate department, but should be interactive and intergrated with all relevant departments.

5.4 Problems encountered during the course of study

The researcher contacted the top 5 insurance companies telephonically and electronically since 2006, and various challenges were experienced in this regard. Some excuses were that they've experienced several surveys already; the companies envisage their own surveys; it would impact on the time and internal programmes of the company; and so on. Some of these companies failed to return telephone calls or reply to e-mails even when messages were left on several occasions and e mails sent more than once.

Working with people, the human factor always plays a role in terms of behavioural patterns, response times and subjectivity. People failed to respond immediately. Getting permission from management and the Human Resource Department was difficult. Initially the Human Resource Department refused, stating lack of time as an excuse. They also said managers completed various questionnaires over the year and some of the questions and issues were already covered. Requesting the results of these surveys was unsuccessful owing to it not being for the public domain, but confidential and private information. It seems that some people were of the opinion or percieved that the topic or problem statement might highlight or expose negative responses with regards to managers that might potray the company negatively or affect their image in the Financial Services Industry.

The researcher considered the option of focus groups with a group of 10 – 15 managers initially, and for them to complete the questionnaires afterwards. Problems that were experienced in this regard were that the company refused to accommodate the research at the offices. Meeting with a different group of Metropolitan managers one-on-one would have taken too long and would not have been cost effective owing to the wide geographical area.

Researchers request for results of past audits from companies, which should be available for the public domain for use as a desk top study/research was also refused. Their responses included internal surveys are confidential and were not available to the public. All of them wished the researcher well with his studies without any concrete assistance at all.

In 2007 the researcher approached one of the big five insurance companies that initially refused. Instead of enquiring with the Human Resource Department the researcher enquired on branch level to obtain permission to liaise with another Human Resource Manager in a specific department.

In 2008 after a few questionnaires were completed and received from the the Human Resource manager and the personal assistant of the manager were transferred to different departments.

Having to liaise with new people, explaining the questionnaire and motivating them to complete the questionnaire, once again, was time consuming. Weeks and months passed, while the researcher attempted to encourage respondents to complete questionnaires.

The researcher explained, once again, the fact that the sample received was too small (8/45). It took between 12-14 months to get 24 managers to complete a 15 minute questionnaire. Some respondents also move from one department to another leaving communication gaps whi resulted in researcher having to explain the process more than once to different people.

Some of the questionnaires were completed incorrectly, which resulted in the researcher having to contact respondents via e-mail to explain and then had to wait for the questionnaire to be completed again. Eventually after a period of 14 months a total of 24 questionnaires were completed out of a total of about 45 FLMS. (about 53.3% response rate
A 53.3% sample was received in the last quarter of 2008 in order to use the research data, make analysis, as well as recommendations.

Permission was sought from the Public Servants Association of South Africa to incorporate the Middle Management Competency Framework in the research study. This being a public

document, available on their website, renders it accessible for utilization, provided that the necessary acknowledgement is given to the process owners.

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5.5 Suggestions for future research

- Suggestions to any researcher in this field would be to obtain permission from managers at branch level first, rather than obtain referrals from HR managers.
- Keep the questionnaire short, specific and simple. Refrain from asking open-ended questions unless the research interview respondents personally and individually.
- Focus on a specific unit namely sales, research, and so on and obtain permission to deal directly with the respondents even if it is via e-mail.
- Another option to consider with possible future research is to focus on individuals of a specific smaller call centre or individual brokers with call centre establishments where it is easier to obtain permission without human resource departments.
- Ascertain the role, functions and responsibilities of the research librarian early in the study and the language and writing consultant in order not to waste time and have alternatives in place if service provision is poor.

5.6 Conclusion

Change within the Financial Services Sector in the following categories namely leadership, structural, cultural and legislative is a phenomenon, which is constant. The call centre environment is also a fairly new business units and department. The research highlights the fact that there are generic keys, guidelines and rules to address these changes effectively and efficiently. Simultaneously, there are also generic challenges that managers' encounter with employees to implement these changes. Management will always experience some level of resistance during change processes, but this can be minimized with a participatory and interactive management approach.

Organisation that want to keep its competitive advantage during these changing times should have to do things differently than in the past as means to stay abreast in future. During world wide financial and economic meltdown, it is important for organisations to become innovative and creative to handle the change challenges within business. Managers should realise that

continual communication, improvisation, involvement, re-alignment, adjustment and change are important to stay relevant in these challenging times.

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Appendix A

RESEARCH QUESTIONNAIRE

A critical Evaluation of the Perceptions of Managers on the Organisational change process in an insurance company

Dear Respondent,

A questionnaire is attached for a research investigation in partial fulfillment of the requirements for the award of a Masters Degree (M. Tech.) in Business Administration at the Cape Peninsula University of Technology (CPUT), Bellville Campus.

It will be appreciated if you can complete the questionnaire which contains questions or statements regarding management competencies and perceptions of the change process and should be completed by personnel who hold supervisory, as well as managerial positions.

The questionnaire is completely anonymous and confidential and will not require you to reveal your personal identity or your company's operational details. You (as an individual supervisor/manager) are the unit of analysis. This study is purely an academic exercise and not a government or company investigation. The information supplied by you as a respondent, will be kept confidential and used for the purpose of the research investigation only.

Kindly respond to each statement. Making a tick (√) or cross (X) .It would be appreciated if you provide further explanation(s) or reason(s) for your choice in the spaces that are supplied beneath the statements.

The individual who hands you the questionnaire will arrange with you when will be the best time to return it for collection, which preferably be within one week.

Should you wish to receive a copy of the summary of the findings, please inform me.

Thank you

Yours sincerely,

Leon A. Noemdo

Tel: 021 948 1669 (Office)

Cell No: 082 457 3087

SECTION ONE – DEMOGRAPHIC INFORMATION

Instruction: Please place a cross (X) against your choice of response to questions in this section

A) How long have you been in employment with the company?

1-3 years		4-6 years	X	7-10 years		11-13 years		14 years and over	
--------------	--	--------------	---	---------------	--	----------------	--	-------------------	--

B) What is your gender?

Male	X	Female	
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C) What is your highest level of educational qualification?

Diploma	X	Honours / Bachelor Degree		Masters Degree		Doctoral Degree	
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D) What is the Department/Unit that you are currently employed in?

Sanlam Personal Finance or Client Contact Centre

SECTION TWO – MANAGEMENT COMPETENCY FRAMEWORK

Instruction: Please rank order the Generic Competencies in order of importance from 1 -15 (15 being very important and 1 least important).

Generic Competency	Associated Competency	
1.Applied Strategic Thinking	Problem Solving and Decision making Creative Thinking Planning and Organising Project Management	2

	Budgeting and Financial Management	
2. Applying Technology	Technical Proficiency Problem Solving and Decision Making Continuous Improvement Creative Thinking Project Management	1
3. Budgeting and Financial Management	Problem Solving and Decision Making Applied Strategic Thinking Communication Information Management Applying Technology	6
4. Communication and Information Management	Applying Technology Organisational Communication Effectiveness Self Management Impact and Influence Transparency	7
5. Continuous Improvement	Applying Technology Creative Thinking Applied Strategic Thinking Problem Solving Decision Making - collaborative	8
6. Customer Focus and Responsiveness	Customer Service Orientation Concern for others Continuous improvement Decision Making Managing Interpersonal Conflict and Resolving Problems	5
7. Developing Others	Concern for others Organisational Communication Effectiveness Team Leadership Diversity Management Technical Proficiency	12
8. Diversity Management	Managing interpersonal conflict and resolving conflict Diversity Citizenship Team Membership Team Leadership Developing others	11
9. Impact and Influence	Self Management Organisational Communication Effectiveness Problem Solving and Decision Making Networking and Building Bonds Team Leadership	3
10. Managing Interpersonal Conflict and Resolving Problems	Concern for others Creative Thinking Problem Solving and Decision Making Team Leadership Organisational Communication Effectiveness	10
11. Networking and Building Bonds	Technical Proficiency Concern for Others Organisational Communication Effectiveness Communication and Information Diversity Citizenship	9
12. Planning and Organising	Problem Analysis Decision Making Creative Thinking Budgeting and Financial Management Project Management	14
13. Problem Solving and Decision Making	Creative Thinking Decision Making Problem Analysis Technical Proficiency Applying Technology	4
14. Project Management	Budget and Financial Management	13

	Planning and Organising Creative Thinking Team Leadership Concern for Others	
15. Team Leadership	Concern for Others and Developing others Problem Solving and Decision Making Managing Interpersonal Conflict and Resolving Problems Network and Building Bonds Diversity Citizenship	15

SECTION THREE – MANAGERIAL PERCEPTION OF THE CHANGE PROCESS

This section attempts to determine the respondents' perception of the changes taking place in the financial services sector in the last few years, especially with the introduction of the Financial Services Act in 2002. Please indicate your choice of response to the following questions or statements.

1.

How did you experience the changes in your branch, department., business unit or company in terms of the following areas:			
	Positively	Negatively	Made no difference
Administrative	X		
Technological	X		
Procedural	X		
Legislative	X		
Personal			X
Career-wise			X

2.

Were the following areas during the change process challenging or helpful? Please tick

Area	Challenging	Helpful
Employee cooperation	√	
Company support/guidance		√
Training and Development	√	
Cultural differences	√	

3.

In your opinion how did these changes impact on the following:			
	Positively	Negatively	Made no difference
Productivity of the business unit or the company	√		
Target groups of the	√		

business unit or the company			
Human resource component of the business unit or the company	√		

4. In the categories below please rate the effectiveness of the tools that you were provided with during the change process (Please tick where applicable)

	Effective	Not effective	Made no difference
Technological	√		
Legislative	√		
Cultural	√		
Procedural			√

5. Could any of the categories mentioned above have been introduced differently?

Please Tick in a block.

	Yes	No	Do not know
Administrative		√	
Legislative		√	
Cultural		√	
Procedural		√	

6. If you answered yes to any of the categories above in question 5, please elaborate by giving a reason or making a recommendation of how it could be introduced differently.

Administrative

.....

Legislative.....

.....

Cultural.....

.....

7.Procedural.....

.....

8. How would you describe your experience of being a manager for your present employer during the change proces? Tick a block.

Good	Bad	I do not know
√		

I would like to thank you for taking the time and effort to complete the questionnaire.

Appendix B

Frequencies

[DataSet1] K:\Research\Research PostGraduate\MTech\CPUT\LeonNoemdo\Data.sav

Warnings

No valid cases remain for S3_6_2. A bar chart or histogram cannot be produced.
 No valid cases remain for S3_6_3. A bar chart or histogram cannot be produced.
 No valid cases remain for S3_6_4. A bar chart or histogram cannot be produced.

Frequency Table

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1- 3 years	1	4.2	4.2	4.2
4- 6 years	5	20.8	20.8	25.0
7-10 years	9	37.5	37.5	62.5
11-13 years	1	4.2	4.2	66.7
14 years and over	8	33.3	33.3	100.0
Total	24	100.0	100.0	

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	11	45.8	45.8	45.8
Female	13	54.2	54.2	100.0
Total	24	100.0	100.0	

Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	0	7	29.2	33.3	33.3
	Diploma	13	54.2	61.9	95.2
	Honours / B.Tech	1	4.2	4.8	100.0
	Total	21	87.5	100.0	
Missing	System	3	12.5		
Total		24	100.0		

Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23	95.8	95.8	95.8
Sanlan Life Client Contact Centre	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Q1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	2	8.3	8.3	8.3
2	1	4.2	4.2	12.5
3	1	4.2	4.2	16.7
4	2	8.3	8.3	25.0
5	2	8.3	8.3	33.3
6	1	4.2	4.2	37.5
8	1	4.2	4.2	41.7
9	2	8.3	8.3	50.0
11	2	8.3	8.3	58.3
12	2	8.3	8.3	66.7
13	1	4.2	4.2	70.8
15	7	29.2	29.2	100.0
Total	24	100.0	100.0	

Q2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	20.8	20.8	20.8
2	2	8.3	8.3	29.2
3	3	12.5	12.5	41.7
4	1	4.2	4.2	45.8
5	1	4.2	4.2	50.0
6	2	8.3	8.3	58.3
9	3	12.5	12.5	70.8

10	1	4.2	4.2	75.0
11	1	4.2	4.2	79.2
13	1	4.2	4.2	83.3
14	2	8.3	8.3	91.7
15	2	8.3	8.3	100.0
Total	24	100.0	100.0	

Q3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	4.2	4.2	4.2
2	1	4.2	4.2	8.3
3	3	12.5	12.5	20.8
5	1	4.2	4.2	25.0
6	2	8.3	8.3	33.3
7	1	4.2	4.2	37.5
8	3	12.5	12.5	50.0
9	2	8.3	8.3	58.3
10	2	8.3	8.3	66.7
11	2	8.3	8.3	75.0
12	2	8.3	8.3	83.3
13	3	12.5	12.5	95.8
14	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Q4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	8.3	8.3	8.3
3	3	12.5	12.5	20.8
4	2	8.3	8.3	29.2
5	1	4.2	4.2	33.3
6	1	4.2	4.2	37.5
7	2	8.3	8.3	45.8
8	2	8.3	8.3	54.2
9	1	4.2	4.2	58.3
12	3	12.5	12.5	70.8
14	4	16.7	16.7	87.5
15	3	12.5	12.5	100.0
Total	24	100.0	100.0	

Q5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	8.3	8.3	8.3
3	3	12.5	12.5	20.8
4	1	4.2	4.2	25.0
5	2	8.3	8.3	33.3
6	4	16.7	16.7	50.0
8	2	8.3	8.3	58.3
10	1	4.2	4.2	62.5
11	3	12.5	12.5	75.0
12	3	12.5	12.5	87.5
13	2	8.3	8.3	95.8
15	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Q6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	4.2	4.2	4.2
2	3	12.5	12.5	16.7
3	1	4.2	4.2	20.8
4	2	8.3	8.3	29.2
5	1	4.2	4.2	33.3
6	1	4.2	4.2	37.5
7	3	12.5	12.5	50.0
8	1	4.2	4.2	54.2
10	4	16.7	16.7	70.8
12	2	8.3	8.3	79.2
13	2	8.3	8.3	87.5
14	2	8.3	8.3	95.8
15	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Q7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	8.3	8.3	8.3
3	2	8.3	8.3	16.7
4	2	8.3	8.3	25.0
5	3	12.5	12.5	37.5
6	1	4.2	4.2	41.7
7	2	8.3	8.3	50.0
8	3	12.5	12.5	62.5

9	2	8.3	8.3	70.8
10	2	8.3	8.3	79.2
11	1	4.2	4.2	83.3
12	2	8.3	8.3	91.7
14	2	8.3	8.3	100.0
Total	24	100.0	100.0	

Q8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	2	8.3	8.3	8.3
2	1	4.2	4.2	12.5
4	3	12.5	12.5	25.0
5	3	12.5	12.5	37.5
6	2	8.3	8.3	45.8
7	2	8.3	8.3	54.2
8	3	12.5	12.5	66.7
9	3	12.5	12.5	79.2
10	2	8.3	8.3	87.5
11	1	4.2	4.2	91.7
12	1	4.2	4.2	95.8
13	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Q9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	4.2	4.2	4.2
3	1	4.2	4.2	8.3
4	5	20.8	20.8	29.2
5	1	4.2	4.2	33.3
6	2	8.3	8.3	41.7
7	1	4.2	4.2	45.8
8	1	4.2	4.2	50.0
10	6	25.0	25.0	75.0
11	2	8.3	8.3	83.3
13	1	4.2	4.2	87.5
14	3	12.5	12.5	100.0
Total	24	100.0	100.0	

Q10

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	1	1	4.2	4.2	4.2
	2	1	4.2	4.2	8.3
	3	3	12.5	12.5	20.8
	4	2	8.3	8.3	29.2
	5	2	8.3	8.3	37.5
	6	2	8.3	8.3	45.8
	7	2	8.3	8.3	54.2
	8	2	8.3	8.3	62.5
	9	3	12.5	12.5	75.0
	10	1	4.2	4.2	79.2
	11	2	8.3	8.3	87.5
	12	2	8.3	8.3	95.8
	14	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

Q11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	8.3	8.3	8.3
	2	5	20.8	20.8	29.2
	3	1	4.2	4.2	33.3
	5	2	8.3	8.3	41.7
	6	2	8.3	8.3	50.0
	7	1	4.2	4.2	54.2
	8	1	4.2	4.2	58.3
	9	1	4.2	4.2	62.5
	10	3	12.5	12.5	75.0
	11	2	8.3	8.3	83.3
	12	1	4.2	4.2	87.5
	13	2	8.3	8.3	95.8
	14	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

Q12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	4.2	4.2	4.2
	2	1	4.2	4.2	8.3
	3	1	4.2	4.2	12.5
	5	1	4.2	4.2	16.7
	7	3	12.5	12.5	29.2
	8	1	4.2	4.2	33.3
	10	2	8.3	8.3	41.7
	11	1	4.2	4.2	45.8

12	2	8.3	8.3	54.2
13	6	25.0	25.0	79.2
14	3	12.5	12.5	91.7
15	2	8.3	8.3	100.0
Total	24	100.0	100.0	

13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	4.2	4.2	4.2
	4	3	12.5	12.5	16.7
	5	1	4.2	4.2	20.8
	6	1	4.2	4.2	25.0
	8	2	8.3	8.3	33.3
	9	4	16.7	16.7	50.0
	10	3	12.5	12.5	62.5
	11	4	16.7	16.7	79.2
	12	1	4.2	4.2	83.3
	13	1	4.2	4.2	87.5
	14	3	12.5	12.5	100.0
	Total	24	100.0	100.0	

Q14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	20.8	20.8	20.8
	2	1	4.2	4.2	25.0
	5	1	4.2	4.2	29.2
	7	2	8.3	8.3	37.5
	9	3	12.5	12.5	50.0
	10	1	4.2	4.2	54.2
	11	4	16.7	16.7	70.8
	12	2	8.3	8.3	79.2
	13	1	4.2	4.2	83.3
	14	1	4.2	4.2	87.5
	15	3	12.5	12.5	100.0
	Total	24	100.0	100.0	

Q15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	8.3	8.3	8.3
	2	2	8.3	8.3	16.7
	4	1	4.2	4.2	20.8
	5	1	4.2	4.2	25.0
	6	2	8.3	8.3	33.3
	7	4	16.7	16.7	50.0
	8	1	4.2	4.2	54.2
	9	1	4.2	4.2	58.3
	12	3	12.5	12.5	70.8

13	2	8.3	8.3	79.2
14	1	4.2	4.2	83.3
15	4	16.7	16.7	100.0
Total	24	100.0	100.0	

Administratively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	18	75.0	78.3	78.3
	Negatively	3	12.5	13.0	91.3
	Made no difference	2	8.3	8.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Technologically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	20	83.3	87.0	87.0
	Negatively	1	4.2	4.3	91.3
	Made no difference	2	8.3	8.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Procedurally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	22	91.7	95.7	95.7
	Made no difference	1	4.2	4.3	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Legislatively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	16	66.7	72.7	72.7
	Negatively	4	16.7	18.2	90.9
	Made no difference	2	8.3	9.1	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Personally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	20	83.3	87.0	87.0
	Made no difference	3	12.5	13.0	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Career-wise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	17	70.8	73.9	73.9
	Negatively	1	4.2	4.3	78.3
	Made no difference	5	20.8	21.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		

Career-wise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	17	70.8	73.9	73.9
	Negatively	1	4.2	4.3	78.3
	Made no difference	5	20.8	21.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Employee cooperation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Challenging	18	75.0	78.3	78.3
	Helpful	5	20.8	21.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Company support/guidance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Challenging	2	8.3	8.7	8.7
	Helpful	21	87.5	91.3	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Training and Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Challenging	1	4.2	4.3	4.3
	Helpful	22	91.7	95.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Cultural differences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Challenging	17	70.8	77.3	77.3
	Helpful	5	20.8	22.7	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Productivity of the business unit or the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	13	54.2	56.5	56.5
	Negatively	6	25.0	26.1	82.6
	Made no difference	4	16.7	17.4	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Target groups of the business unit or the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	13	54.2	56.5	56.5
	Negatively	5	20.8	21.7	78.3
	Made no difference	5	20.8	21.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Human resource component of the business unit or the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positively	15	62.5	65.2	65.2
	Negatively	1	4.2	4.3	69.6

	Made no difference	7	29.2	30.4	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Technologically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	18	75.0	81.8	81.8
	Not effective	3	12.5	13.6	95.5
	Made no difference	1	4.2	4.5	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Legislatively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	19	79.2	82.6	82.6
	Not effective	1	4.2	4.3	87.0
	Made no difference	3	12.5	13.0	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Culturally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	12	50.0	54.5	54.5
	Not effective	3	12.5	13.6	68.2

	Made no difference	7	29.2	31.8	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Procedurally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	20	83.3	87.0	87.0
	Not effective	1	4.2	4.3	91.3
	Made no difference	2	8.3	8.7	100.0
	Total	23	95.8	100.0	
Missing	System	1	4.2		
Total		24	100.0		

Administratively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	4.2	4.5	4.5
	No	15	62.5	68.2	72.7
	Do not know	6	25.0	27.3	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Legislatively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	16.7	18.2	18.2
	No	13	54.2	59.1	77.3

	Do not know	5	20.8	22.7	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Culturally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	58.3	63.6	63.6
	Do not know	8	33.3	36.4	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

Procedurally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2	8.3	9.1	9.1
	No	16	66.7	72.7	81.8
	Do not know	4	16.7	18.2	100.0
	Total	22	91.7	100.0	
Missing	System	2	8.3		
Total		24	100.0		

S3_6_1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		22	91.7	91.7	91.7
	more adm support & more training and comm	1	4.2	4.2	95.8
	more inhouse training	1	4.2	4.2	100.0

S3_6_1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22	91.7	91.7	91.7
more adm support & more training and comm	1	4.2	4.2	95.8
more inhouse training	1	4.2	4.2	100.0
Total	24	100.0	100.0	

S3_6_2

		Frequency	Percent
Missing	System	24	100.0

S3_6_3

		Frequency	Percent
Missing	System	24	100.0

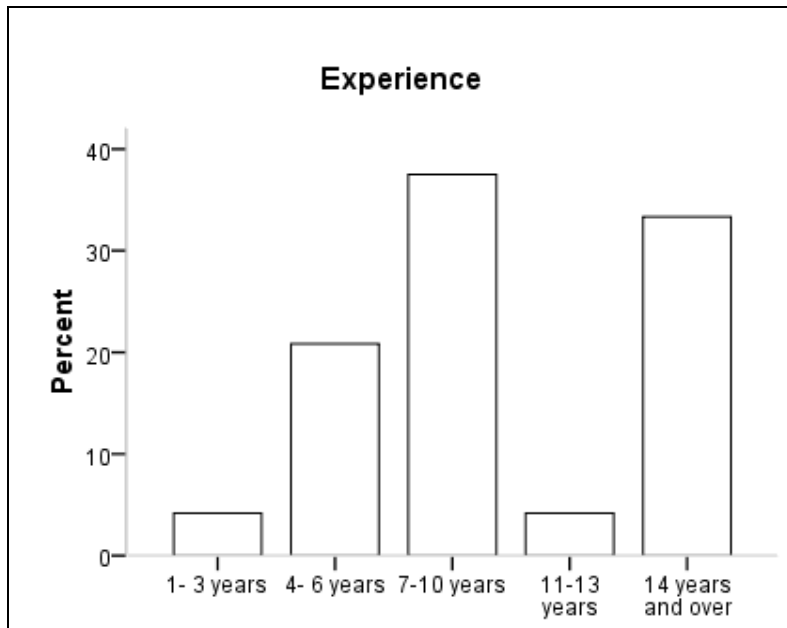
S3_6_4

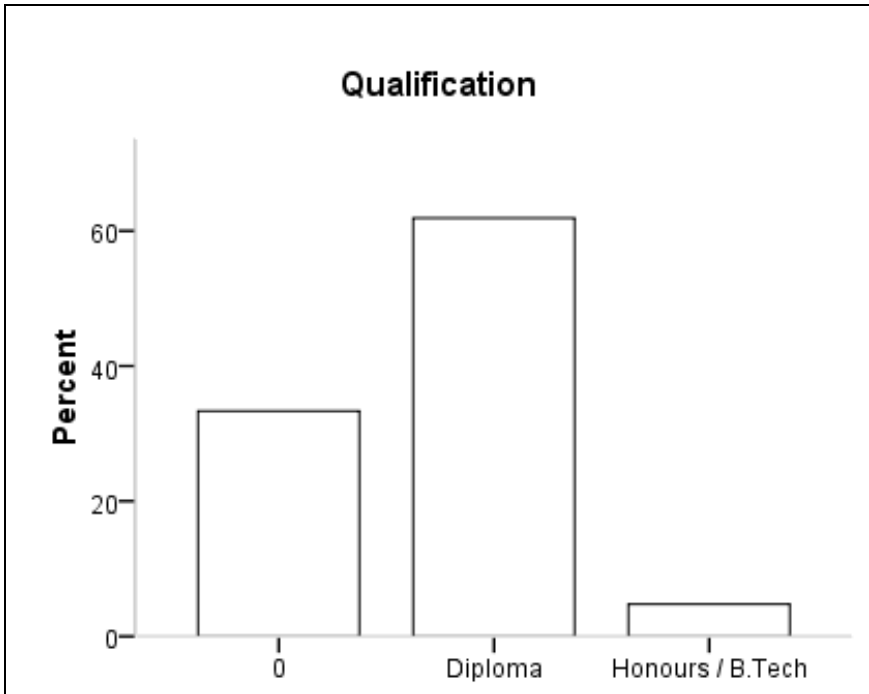
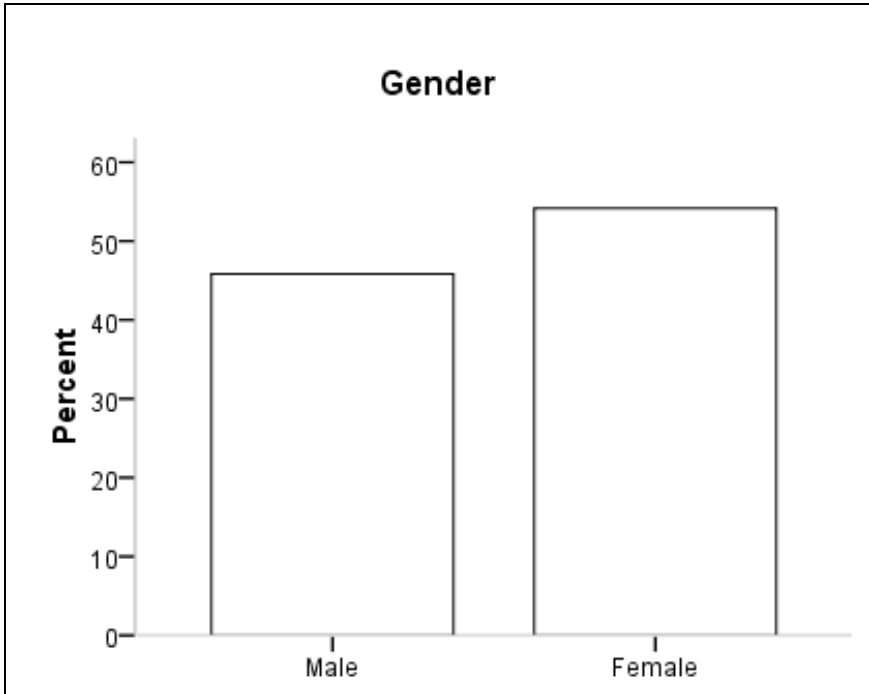
		Frequency	Percent
Missing	System	24	100.0

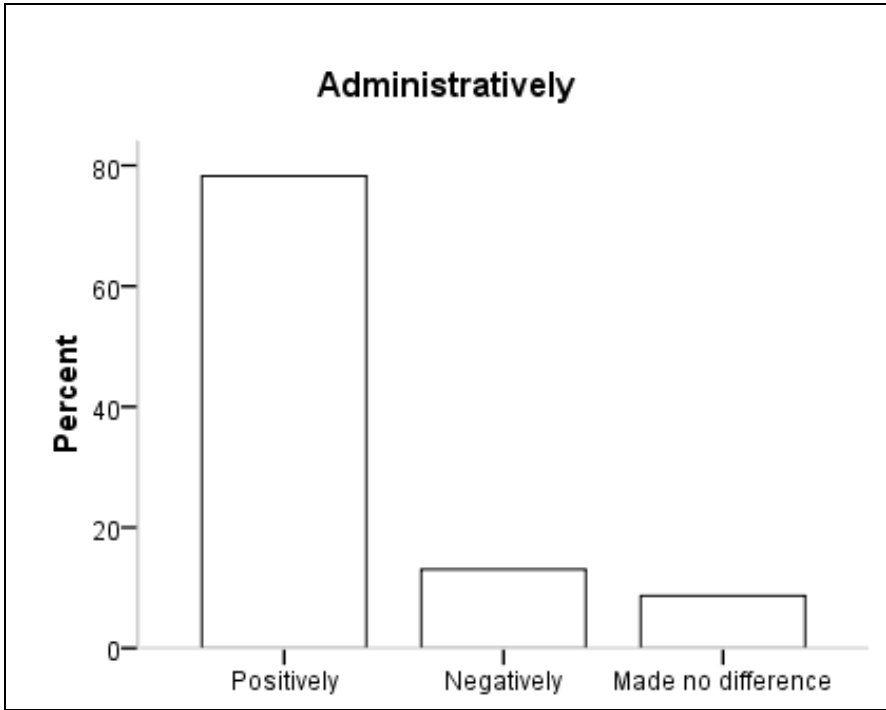
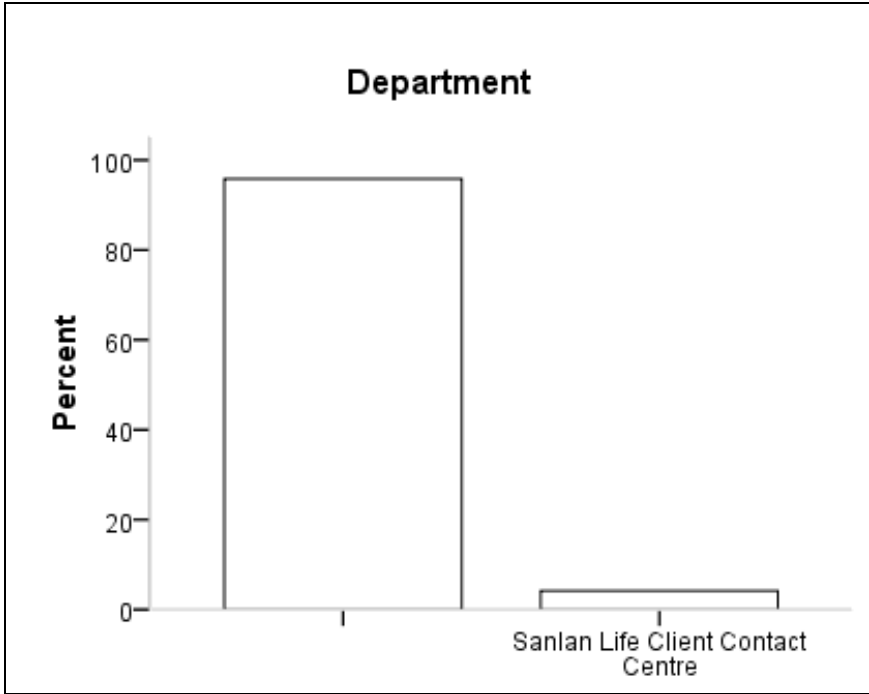
How would you describe your experience of being a manager for your present employer during the change process.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	23	95.8	100.0	100.0
Missing	System	1	4.2		
Total		24	100.0		

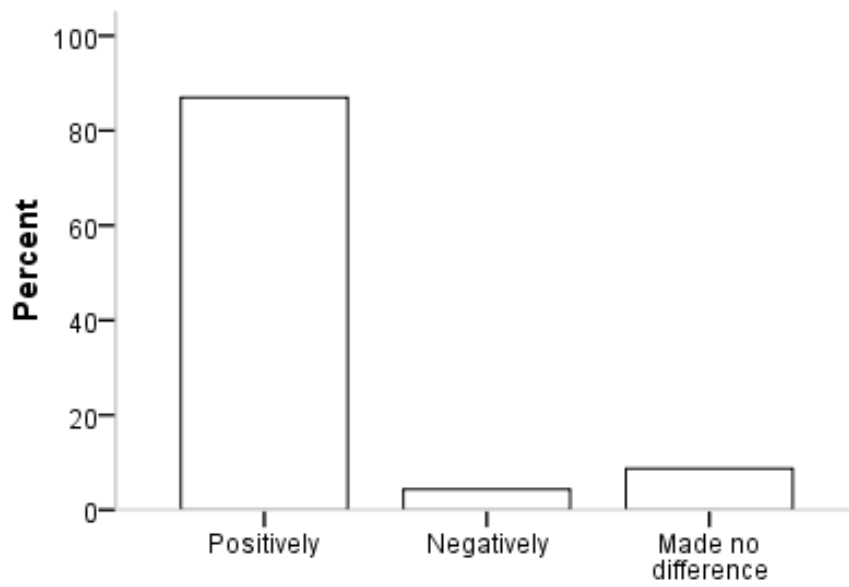
Bar Chart



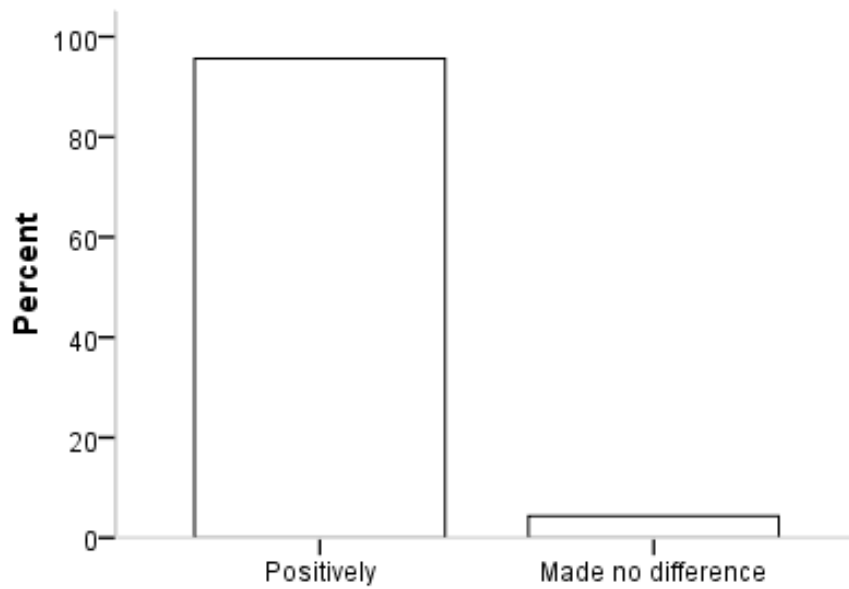




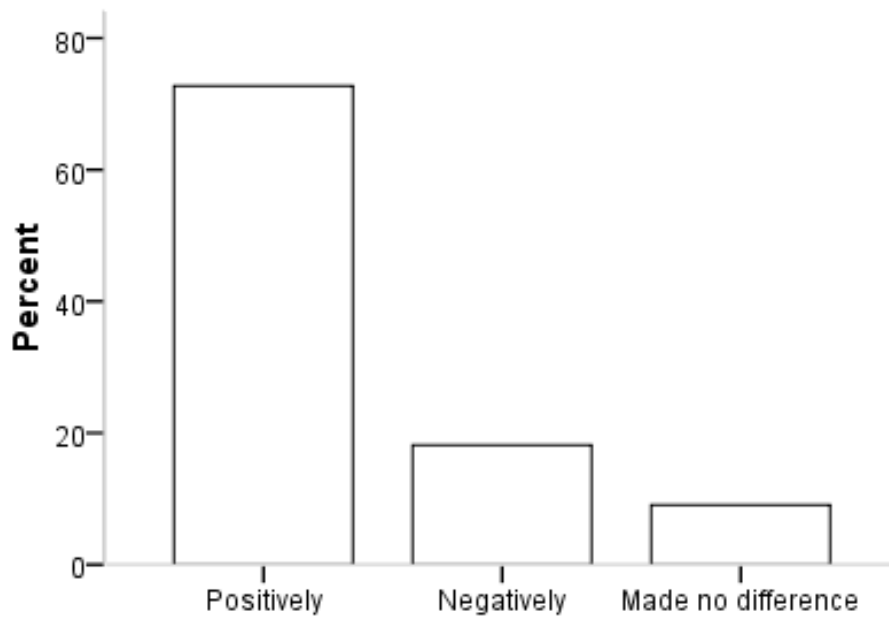
Technologically



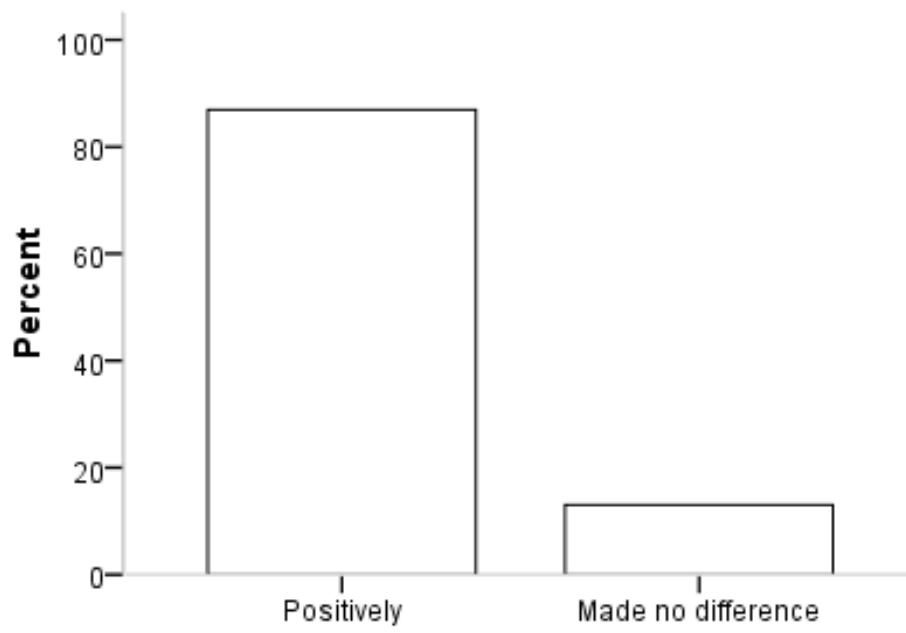
Procedurally

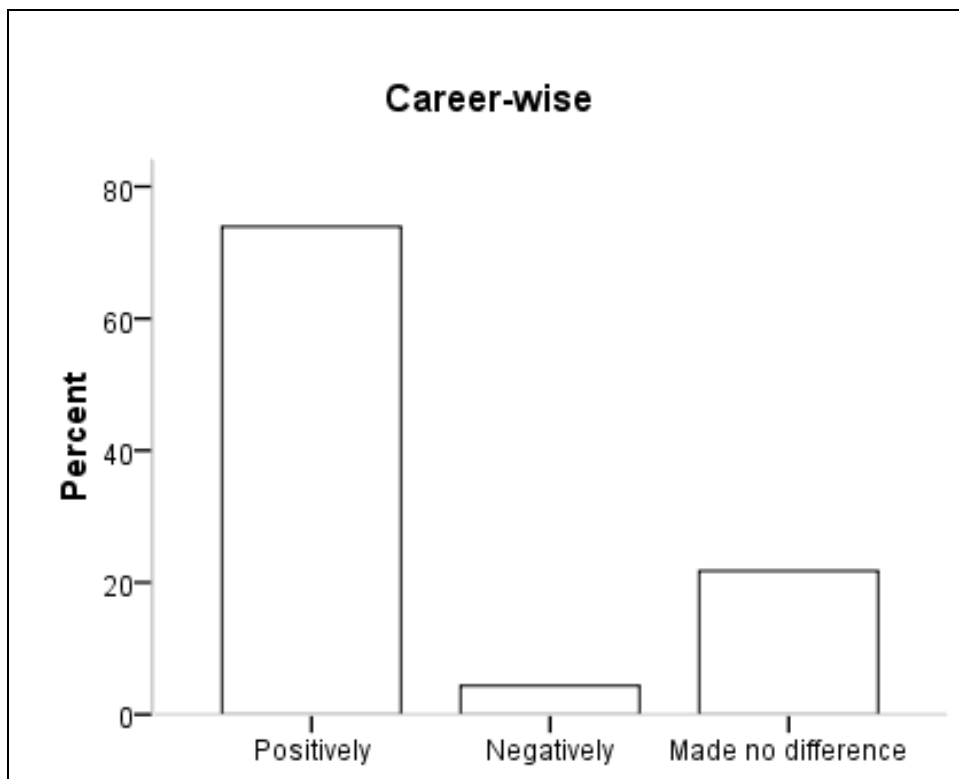


Legislatively

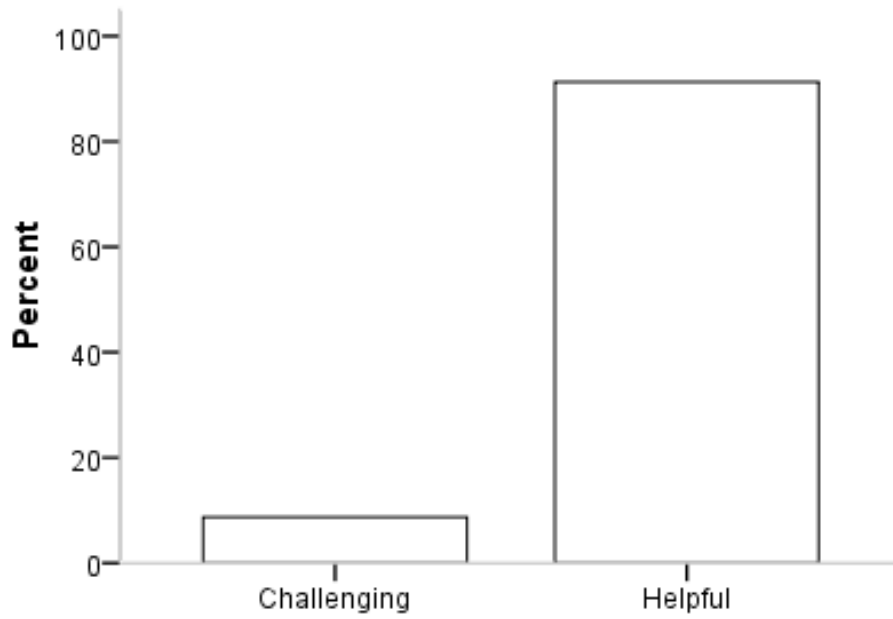


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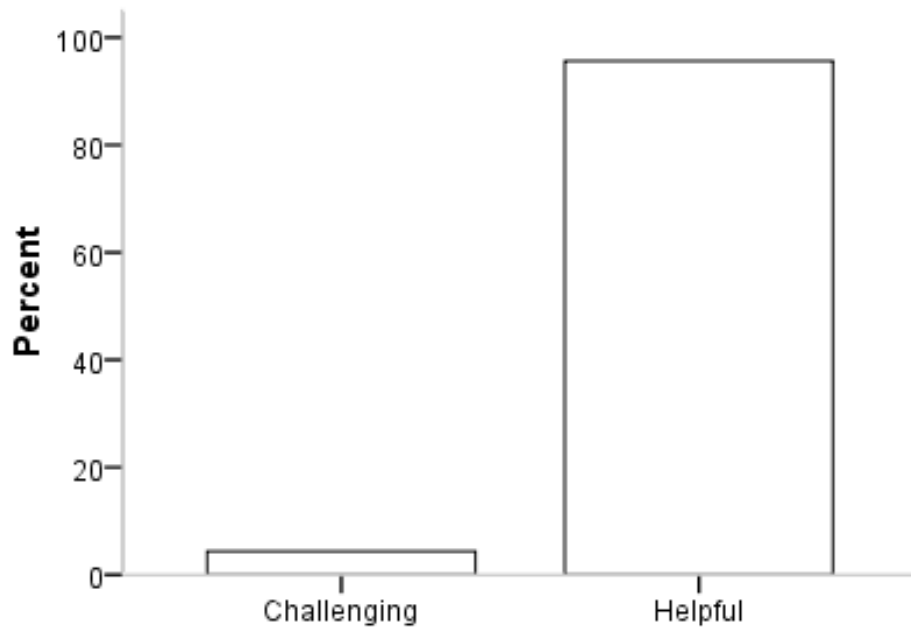




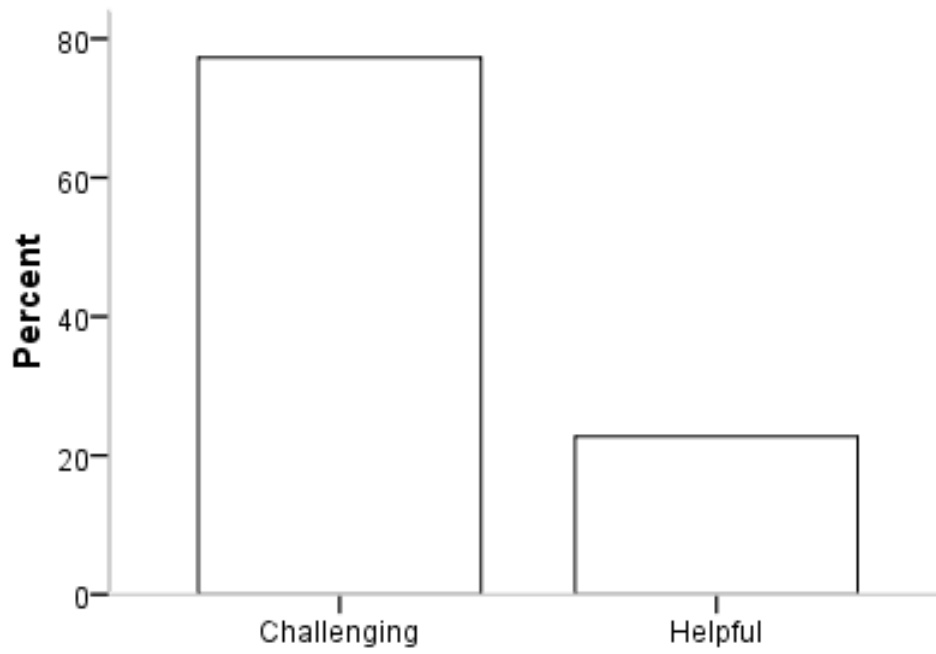
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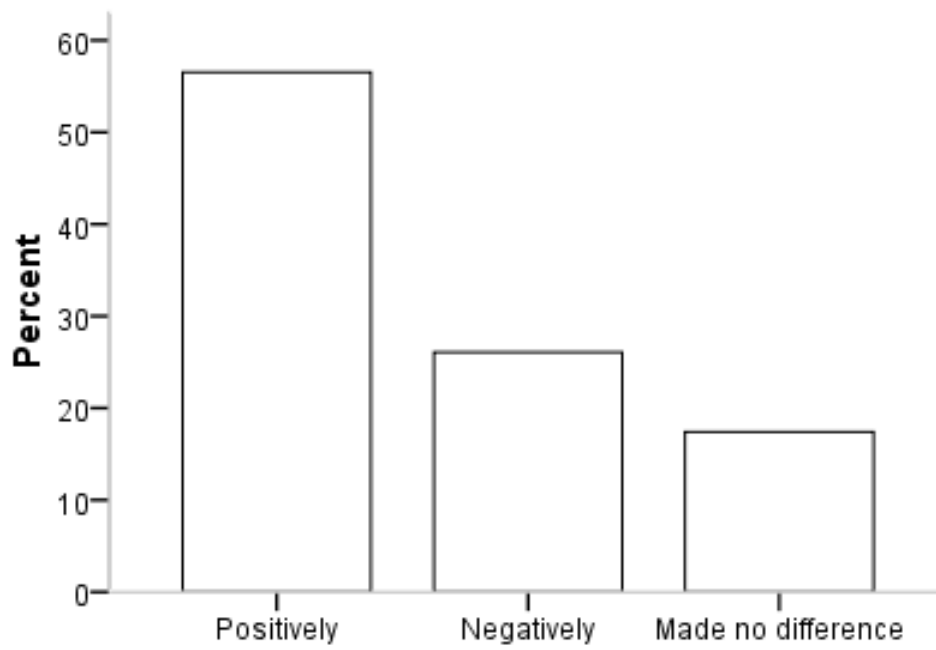
Training and Development



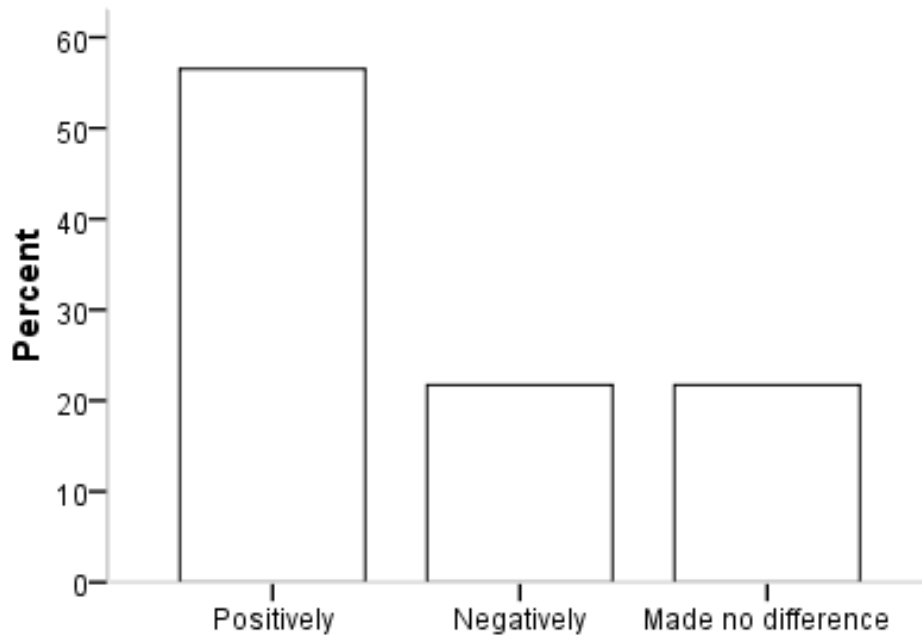
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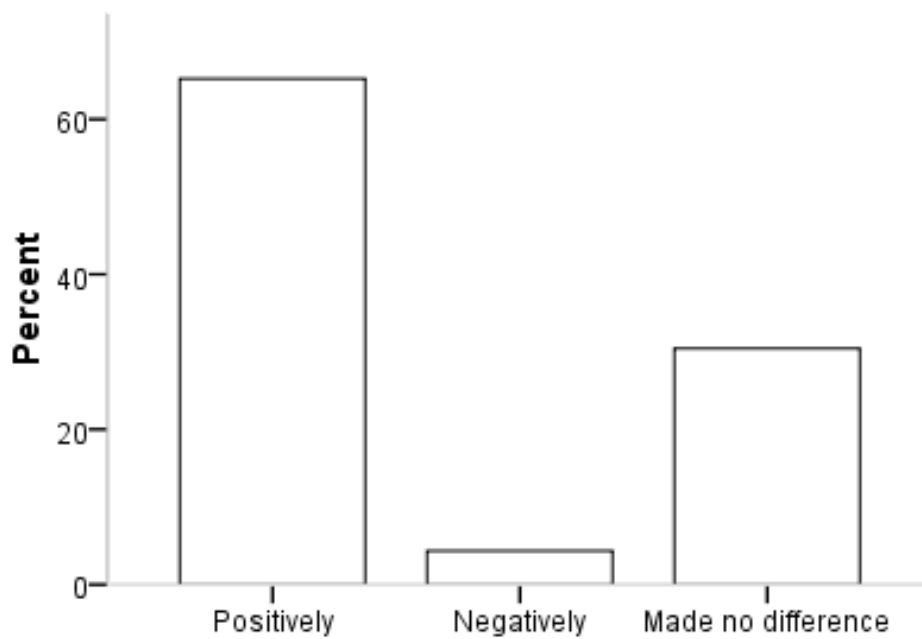
Productivity of the business unit or the company



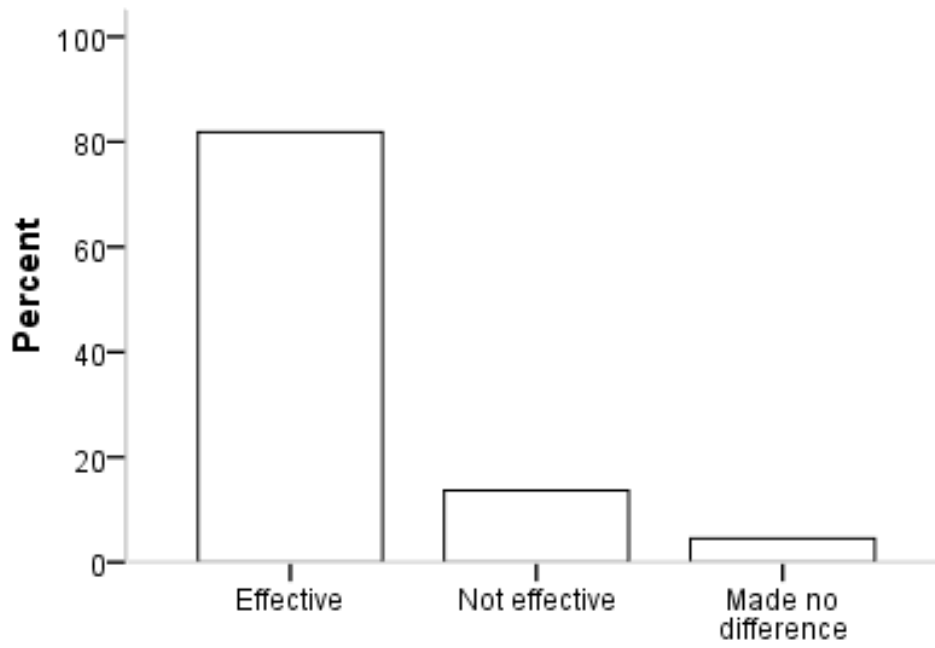
Target groups of the business unit or the company



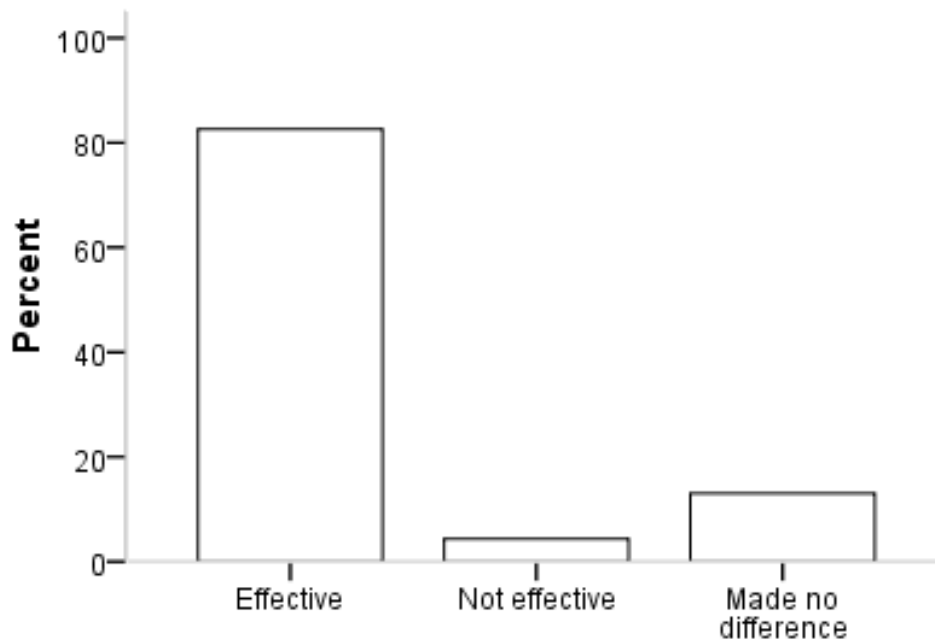
Human resource component of the business unit or the company

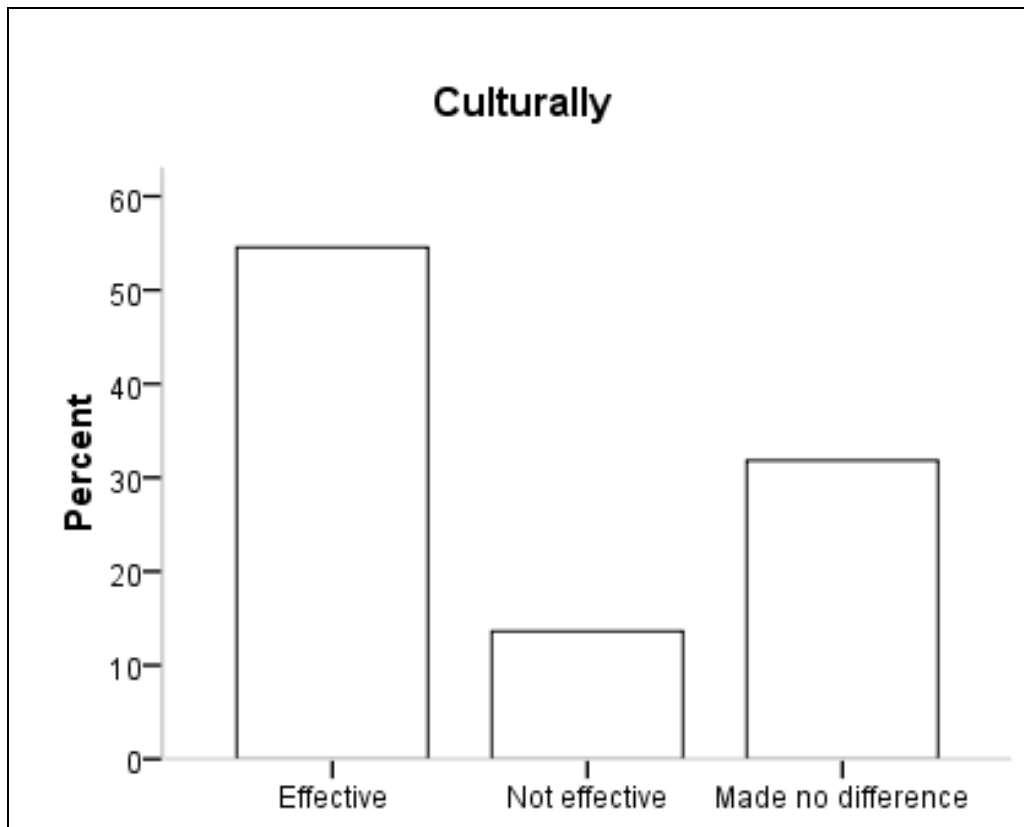


Technologically

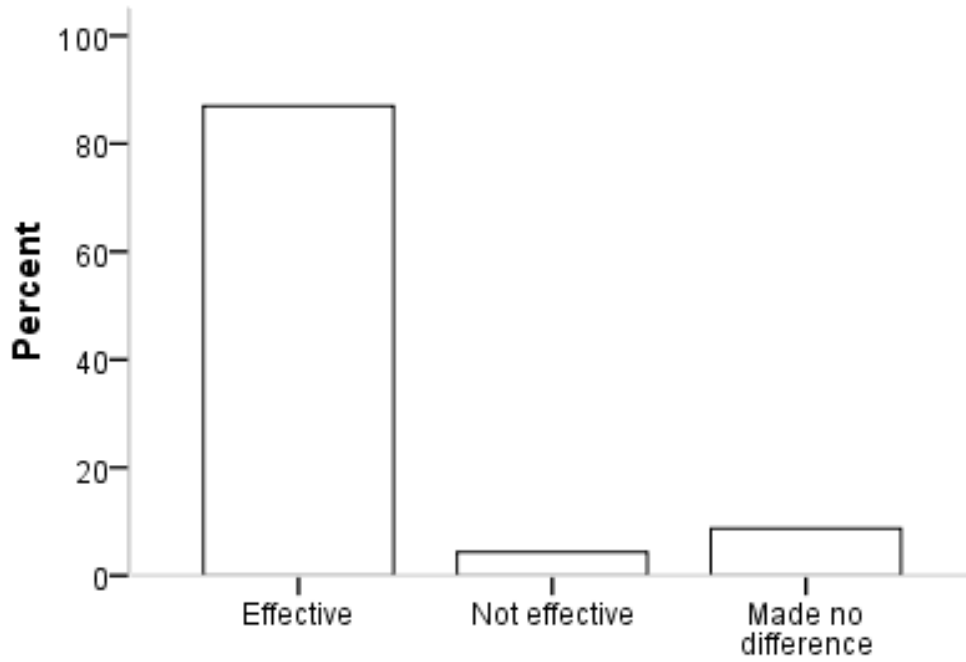


Legislatively

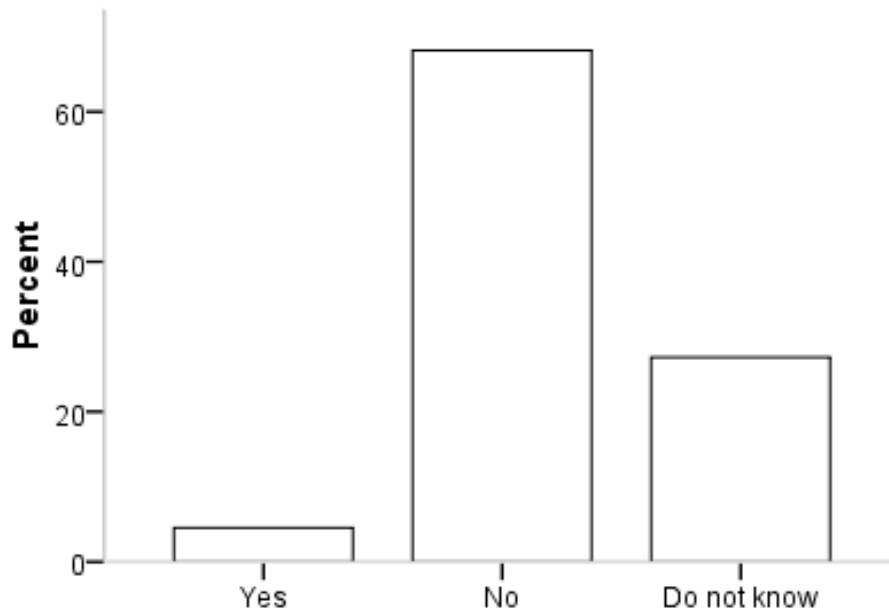


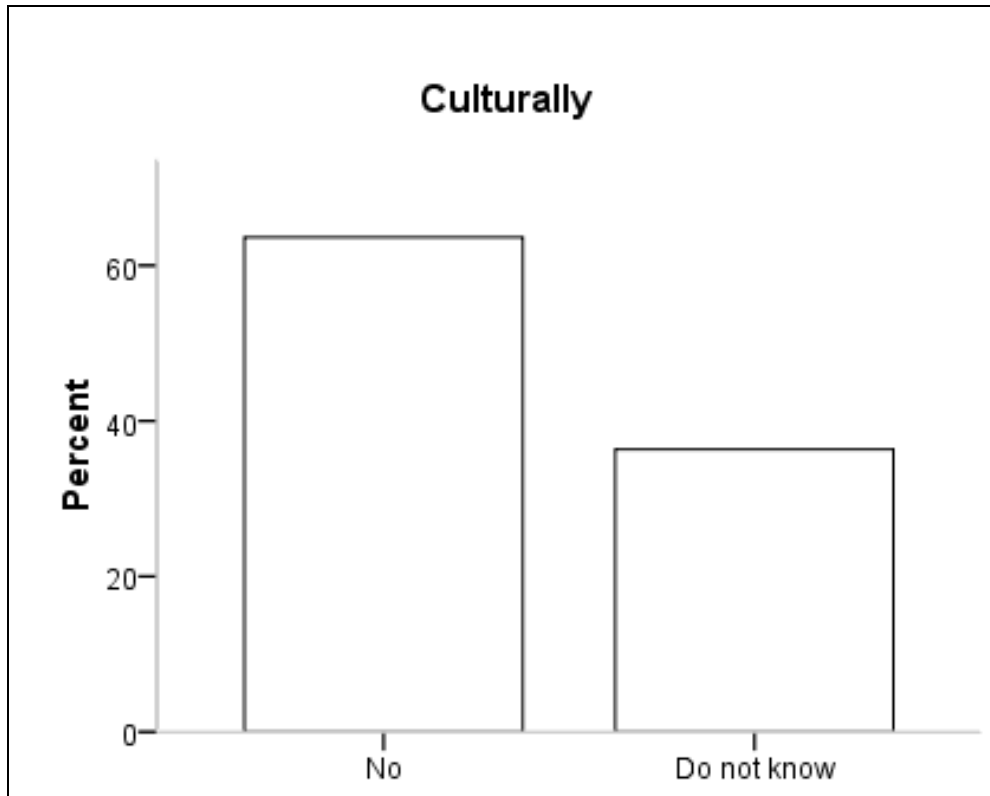
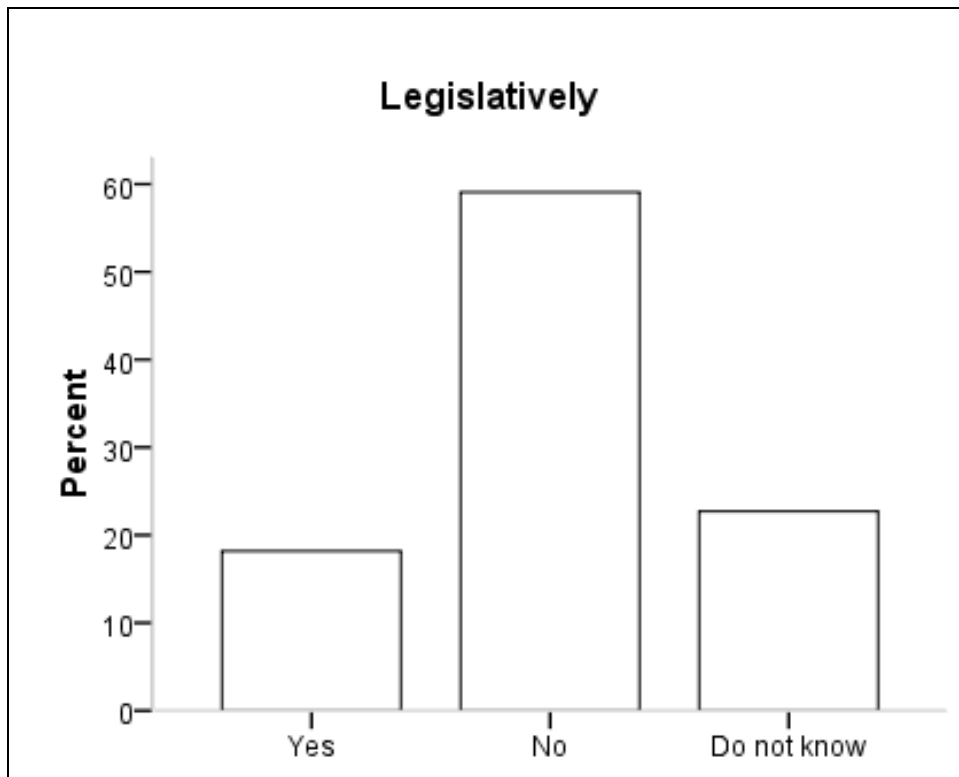


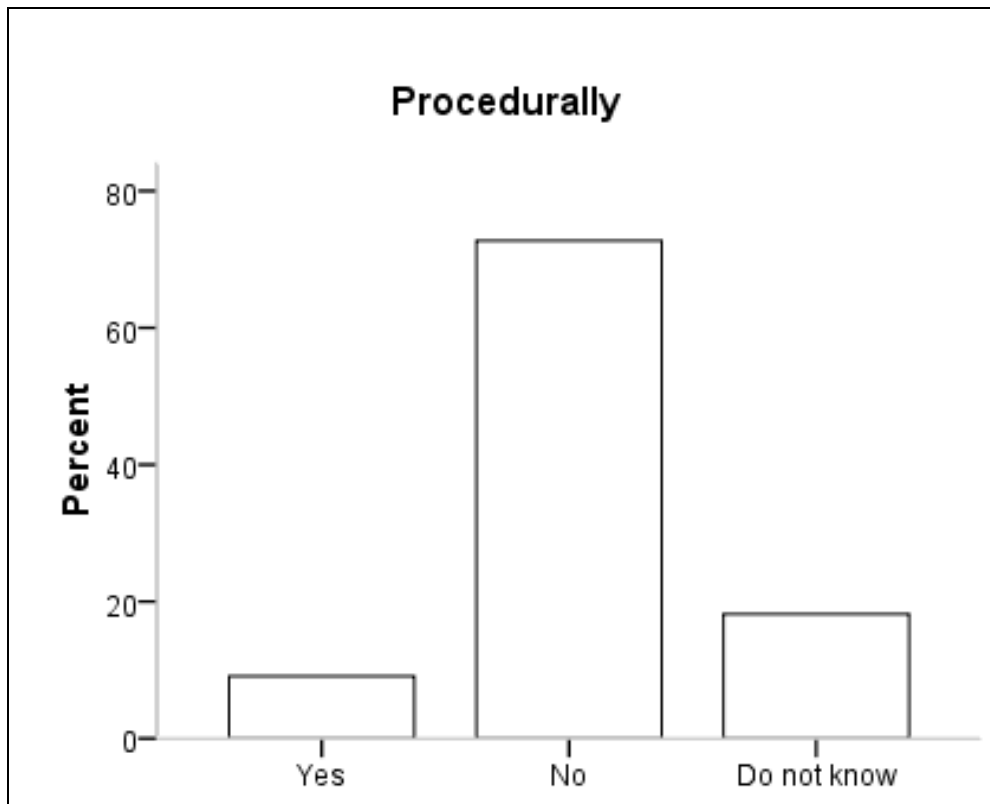
Procedurally



Administratively







Frequencies

[DataSet1] K:\Research\Research PostGraduate\MTech\CPUT\LeonNoemdo\Data.sav

	N	Missing	Mean	Median	Mode	Std. Deviation	Variance	Minimum	Maximum
Q1	24	0	9.21	10	15	5.099	25.998	1	15
Q2	24	0	6.58	5.5	1	5.055	25.558	1	15
Q3	24	0	8.21	8.5	3 ^a	3.89	15.129	1	14
Q4	24	0	8.67	8	14	4.77	22.754	2	15
Q5	24	0	7.79	7	6	4.032	16.259	2	15
Q6	24	0	7.96	7.5	10	4.418	19.52	1	15
Q7	24	0	7.42	7.5	5 ^a	3.623	13.123	2	14
Q8	24	0	6.83	7	4 ^a	3.279	10.754	1	13
Q9	24	0	8.04	9	10	3.884	15.085	1	14
Q10	24	0	7.04	7	3 ^a	3.557	12.65	1	14
Q11	24	0	6.88	6.5	2	4.337	18.81	1	14
Q12	24	0	10.2	12	13	4.222	17.824	1	15
Q13	24	0	9.12	9.5	9 ^a	3.34	11.158	3	14
Q14	24	0	8.46	9.5	1	4.978	24.781	1	15
Q15	24	0	8.67	7.5	7 ^a	4.788	22.928	1	15

a. Multiple modes exist. The smallest value is shown

Appendix C

THE FINANCIAL SERVICES CHARTER

EXECUTIVE SUMMARY

The following is an executive summary of the Financial Services Charter. (2004) The credits referred to in this summary are accumulated towards a total score out of 100 credits. All financial services companies will be measured annually by an industry created body called the Charter Council.

1. Scope of application

- 1.1. The charter is applicable to banks, long terms insurers, short-term insurers, reinsurers, managers of formal collective investment schemes in securities, investment managers and other entities that manage funds on behalf of the public, including retirement funds and members of any exchange licensed to trade equities or financial instruments in South Africa and entities listed as part of the financial index of a licensed exchange.
- 1.2. There are approximately six categories of exclusion, the most significant of which are companies with 50 or fewer employees, less than R10 million in designated investments and companies subject to global (“international”) policies. The extent of the exemption depends upon various factors. By way of example, in the case of foreign banks, ownership requirements are excluded.

2. Human resource development (total score 20 credits)

- 2.1. 20 – 25% of senior management to be black by 2008 including 4% to be black women. Three credits are awarded when a threshold of 20% is reached and a further 1 credit when 25% is reached. One credit is awarded for 4% black women.

- 2.2. 30% of middle management to be black by 2008 including 10% to be black women. Four credits are awarded for the attaining 30% and one additional credit for the 10% black women.
- 2.3. 40 – 50% of junior management to be black by 2008 including 15% to be black women. 2.5 credits are awarded for achieving 40% and thereafter 0.75 credits per 5% increase up to 50%, and 1 credit for achieving 15% black women.
- 2.4. 33% of management at all levels to be black women by 2014.
- 2.5. 1.5% of total basic payroll per annum to be spent on training of black staff. Three credits are awarded for achieving the 1.5% spending.
- 2.6. 4.5% of total new staff to be employed in the form of black matriculants in registered learnerships. Two credits are awarded for achieving the 4.5%.

3. Procurement (total score 10 credits)

- 3.1. Target of 50% procurement from black companies (BC), black empowered companies (BEC) and black influenced companies (BIC) by 2008 and 70% by 2014. BC is 50% black owned, BEC is 25% black owned and BIC is 5-25% black owned. There are four categories of companies (determined by reference to their performance based upon any BEE scorecard applicable to their sector) which qualify for procurement credits.
- 3.2. Where procurement is from a BIC or a company which has scored between 40% and 55% on its own sector scorecard, 50% of the procurement value from that company will be considered in determining the level of the procuring company's procurement credits.
- 3.3. Where procurement is from a company which has scored between 55 and 70% on its own sector scorecard, 75% of the procurement value from that company will be considered in determining the level of the procuring company's procurement credits.

- 3.4. Where procurement is from a BEC or a company which has scored between 70% and 80% on its own sector scorecard, 100% of the procurement value from that company will be considered in determining the level of the procuring company's procurement credits.
- 3.5. Where procurement is from a black-owned SME, a BC, a company which is 30% owned by black women or a company which has scored between 80% and 100% on its own sector scorecard, 125% of the procurement value from that company will be considered in determining the level of the procuring company's procurement credits.

4. Enterprise development (total score 5 credits)

- 4.1. 50% of the rand value of an investment in a BIC may be counted towards the enterprise development credit.
- 4.2. 100% of the rand value of an investment in a BEC may be counted towards the enterprise development credit.
- 4.3. 125% of the rand value of an investment in a BC, black-owned SME or a company which is 30% owned by black women may be counted towards the enterprise development credit.

5. Access to financial services (total score 18 credits)

- 5.1. This section is entirely specific to the financial services entities and is unlikely to affect other sectors.
- 5.2. Financial services companies are awarded credits on the basis of having provided access to financial services products to customers in different living standards measure (LSM) groups.

6. Empowerment financing (total score 22 credits)

- 6.1. This section is entirely specific to the financial services entities and is unlikely to affect other sectors.
- 6.2. Financial services companies are awarded credits on the basis of having mobilised resources for empowerment financing.

- 6.3. This is split between “targeted investments” at 17 credits and “BEE transaction financing” at 5 credits.

7. Ownership and control (total score 22 credits)

- 7.1. The financial services charter does not follow the generic scorecard methodology relating to the distinction between ownership and management. The generic methodology combines equity interest and control under the heading ownership, and management participation is considered under a different heading. In the financial services charter, control and management are combined into one heading and equity interest is contemplated separately.
- 7.2. In addition, the financial services charter evaluates executive and non executive management participation separately.
- 7.3. Each financial services company to be 25% black-owned at holding company level by 2010. The total score for ownership is 14 credits although a company can score up to 3.5 bonus credits for compliance.
- 7.4. Of the 25% target for 2010, 10% must be held by way of direct ownership by black people. Upon attainment, the company is entitled to 12 credits plus a bonus of 4 credits.
- 7.5. Of the 25% target for 2010, 15% must be held by way of indirect ownership by black people. For every 4% over 13.75% to a maximum of 25%, the company will receive a credit of 0.5 upon attainment.
- 7.6. Indirect ownership may only be considered for credits if the level of direct ownership is in excess of 10%.
- 7.7. Each financial service company must achieve 33% black representation on its board of directors by 2008. The total score for board participation is 3 credits.
- 7.8. Two credits are awarded if 33% of board members of black people.

- 7.9. An additional credit is earned if 11% of board members are black women.
- 7.10. Each financial service company must achieve 25% black representation at executive director level by 2008. The total score for executive management is 5 credits.
- 7.11. Four credits are awarded if 25% of executive management are black people.
- 7.12. An additional credit is earned if 4% of executive management are black women.

8. Corporate social investment (total score 3 credits)

Each financial service company must spend 0.5% of net profit after tax per annum on corporate social investment. Three credits are awarded upon compliance.

This executive summary was compiled by Kevin Lester and Matshipi Mabane, Cliffe Dekker Inc.

Appendix D

TOP 200 COMPANIES

Rnk '07	Company	BEE Score (%)	Ownership (%)			Management (%)			Employ equity (%)	Skills development (%)		Preferential procurement (%)		Enterprise development (%)		CSI (%)	
			Voting rights	Eco interest	Score	Board	Top executive	Score		Score	Spend	Score	Contributions	Score	Contributions	Score	
1	Enaleni Pharma	79,28	35,0	35,0	18,00	75,0	37,5	7,35	11,17	1,7	9,45	51,0	13,31	20,0	15,00	0,1	5,00
2	Adcorp Holdings	73,22	27,3	27,3	18,56	41,7	14,3	5,83	7,59	1,6	9,24	67,0	12,00	6,0	15,00	2,6	5,00
3	The Don Group	70,89	32,0	32,0	15,00	62,5	50,0	11,00	13,00	75,0	7,30	10,0	4,60	3,3	15,00	0,3	5,00
4	Oceana Group	70,29	40,0	31,2	18,14	40,0	N/A	5,12	8,16	2,0	6,87	56,4	12,00	20,9	15,00	2,0	5,00
5	Hosken Consolidated	70,12	54,0	54,0	20,00	59,1	30,0	8,95	9,29	1,0	4,86	29,2	7,01	2,1	15,00	1,2	5,00
6	Sekunjalo	68,87	89,0	58,0	18,00	75,0	50,0	10,90	9,80	0,4	6,81	14,0	3,36	64,3	15,00	12,5	5,00
7	Cadiz	68,35	28,2	26,5	18,74	27,8	N/A	3,94	6,70	0,7	6,77	58,7	12,20	17,5	15,00	2,4	5,00
8	Bytes Technology	66,90	27,0	24,8	18,02	25,0	N/A	1,50	6,06	4,3	9,47	49,4	11,85	3,6	15,00	2,0	5,00
9	Metropolitan	66,59	33,3	33,3	16,49	40,6	37,5	8,63	11,58	1,8	9,60	31,4	7,54	1,8	8,90	0,8	3,85
10	Bidvest Group	65,01	41,4	41,4	20,00	31,3	16,7	6,18	7,05	1,7	9,40	9,9	2,38	36,4	15,00	1,5	5,00
11	Glenrand MIB	64,80	27,7	27,7	20,00	33,3	50,0	7,33	4,65	1,5	3,96	51,2	13,86	2,0	10,00	2,0	5,00
12	Phumelela	63,51	29,9	29,9	15,57	26,9	16,7	5,01	5,94	2,1	10,11	23,0	10,57	2,3	11,31	5,1	5,00
13	Primedia	63,14	22,2	18,2	5,58	53,6	50,0	11,00	9,39	3,1	6,47	41,7	10,70	19,7	15,00	20,0	5,00
14	Trans Hex	63,14	37,0	37,0	15,00	16,7	25,0	4,33	5,60	1,4	8,72	33,0	9,49	24,1	15,00	33,6	5,00
15	Old Mutual Plc	62,01	13,8	13,8	13,30	28,2	N/A	4,04	7,15	3,8	8,76	45,4	12,96	1,3	15,00	0,0	0,80
16	MTN Group	61,95	12,2	22,4	13,05	54,2	66,7	10,63	8,44	5,9	7,45	35,0	8,40	2,2	10,75	0,6	3,24
17	Paracon	61,60	35,0	26,5	12,00	27,8	12,5	3,90	3,56	1,8	9,68	53,0	12,50	7,2	15,00	1,0	4,96
18	Peermont Global	60,57	58,0	58,0	18,30	27,8	N/A	2,98	8,62	1,2	8,48	21,0	5,45	2,3	11,74	11,8	5,00
19	Sanlam	60,27	26,0	26,0	16,20	35,0	N/A	4,51	3,96	1,5	4,93	44,5	10,68	5,7	15,00	2,6	5,00

20	Telkom	58,0 8	10,0	10,0	12,2 8	59,1	50,0	11,0 0	10,94	100, 0	6,00	67,0	12,0 0	0,2	1,15	0,9	4,70
21	GijimaAst	56,2 9	50,0	37,0	12,6 0	31,8	12,5	7,03	3,87	0,2	1,10	54,0	14,3 4	7,5	15,0 0	0,5	2,35
22	Barnard Jacobs Mel	55,9 7	11,2	11,2	11,1 4	37,5	12,8	5,47	6,36	1,0	2,00	96,8	15,0 0	2,2	11,0 0	1,0	5,00
23	Nedbank	55,8 1	11,6	11,6	13,8 5	23,3	N/A	4,88	4,54	2,6	7,26	22,0	5,28	73,6	15,0 0	5,1	5,00
24	Business Connexion	55,7 1	25,0	25,0	15,3 4	25,0	20,0	5,41	2,34	1,0	9,26	14,0	3,36	22,1	15,0 0	1,1	5,00
25	Gold Fields	55,1 3	18,6	18,6	13,2 1	15,4	N/A	2,64	3,38	4,0	12,1 7	42,0	10,0 8	1,7	8,65	2,4	5,00
26	Exxaro Resources	54,9 3	53,0	53,0	19,0 0	42,9	12,5	6,03	3,74	3,6	12,0 4	37,0	8,88	0,5	2,47	0,6	2,77
27	Harmony Gold	53,9 8	25,0	25,0	7,00	41,7	12,5	6,36	7,90	3,1	6,00	28,0	6,72	68,7	15,0 0	13,7	5,00
28	Group Five	53,1 5	21,0	21,0	14,3 5	22,2	50,0	5,81	3,16	0,6	2,77	29,0	7,07	184,9	15,0 0	3,7	5,00
29	Aveng	53,1 1	42,6	42,6	17,6 4	11,1	33,3	4,45	3,16	0,6	1,65	18,3	6,21	0,4	15,0 0	1,2	5,00
30	African Rainbow	52,5 8	56,0	56,0	17,8 0	38,2	18,8	6,14	4,33	2,5	10,9 1	23,0	5,52	0,6	2,88	2,8	5,00
31	Sun Internation al	52,3 1	35,0	35,0	15,4 7	16,7	N/A	1,37	4,44	N/A	0,00	46,0	11,0 3	42,4	15,0 0	1,5	5,00
32	Absa Group	52,2 0	10,1	10,4	12,6 8	33,3	N/A	5,05	4,99	1,1	5,82	40,0	9,60	1,8	9,06	1,0	5,00
33	Mutual & Federal	52,0 3	16,9	16,9	15,8 4	50,0	N/A	4,73	2,96	5,8	15,0 0	35,5	8,52	N/A	0,00	5,9	5,00
34	Jasco Electronic s	51,8 7	51,0	37,1	19,0 0	50,0	75,0	8,63	5,11	N/A	0,00	30,0	7,20	1,4	6,94	1,0	5,00
35	Faritec	51,3 3	31,8	31,8	16,8 7	45,8	16,7	9,42	5,90	0,3	2,11	1,9	14,9 0	N/A	0,00	0,4	2,14
36	Aspen Pharmacar e	51,1 2	17,4	39,3	18,5 2	33,3	N/A	4,20	6,58	1,3	6,28	23,7	5,68	1,3	6,73	0,6	3,12
37	Standard Bank	50,7 2	10,0	10,0	5,60	27,8	N/A	3,42	7,96	1,5	3,38	43,2	10,3 6	34,2	15,0 0	1,0	5,00
38	Mustek	50,6 2	32,3	7,2	5,24	21,4	16,7	3,20	3,71	1,7	3,46	48,4	15,0 0	6,0	15,0 0	4,6	5,00
39	FirstRand	50,3 8	9,2	9,2	3,75	38,9	25,0	5,38	4,47	1,8	4,35	39,3	12,4 3	36,4	15,0 0	8,4	5,00
40	Imperial	50,1 4	35,4	26,8	11,5 4	21,4	15,0	4,31	4,24	0,2	1,01	32,0	10,6 8	13,7	15,0 0	0,7	3,36
41	Edcon	49,3 5	10,6	10,6	16,6 6	32,1	8,3	4,88	9,57	1,7	6,31	28,3	6,93	N/A	0,00	1,1	5,00
42	Alexander Forbes	49,2 5	30,0	30,0	15,9 5	29,2	22,2	5,59	4,04	6,5	6,45	44,0	10,5 6	0,3	1,67	1,5	5,00
43	Santam	48,0 6	11,8	11,8	11,3 0	30,0	N/A	3,87	3,16	1,8	6,30	27,5	6,60	23,6	15,0 0	0,4	1,83

44	Enviroserv	47,5 3	21,0	21,0	13,8 7	8,3	8,3	1,46	8,95	N/A	2,65	2,5	0,61	33,0	15,0 0	2,1	5,00
45	Super Group	47,0 0	41,8	41,8	15,0 0	20,0	N/A	2,59	4,82	0,5	0,99	15,0	3,60	8,7	15,0 0	1,4	5,00
46	Distell Group	46,3 8	15,0	15,0	13,2 1	28,1	N/A	3,14	2,23	1,8	4,44	20,4	4,90	11,6	15,0 0	0,7	3,46
47	Advtech	46,2 5	10,1	10,1	10,8 3	8,3	N/A	3,87	4,59	1,5	8,98	19,0	4,56	1,7	8,41	48,4	5,00
48	Foschini	45,9 8	17,7	17,7	4,95	20,0	N/A	3,29	6,83	3,3	11,7 6	42,0	11,9 1	0,4	2,24	4,6	5,00
49	Merafe Resources	45,9 4	32,0	32,0	7,00	55,6	50,0	8,94	5,16	N/A	2,44	37,5	9,00	0,2	8,40	2,6	5,00
50	Distribution & Ware	45,5 0	30,5	29,1	15,0 0	7,1	N/A	1,15	5,06	0,1	6,17	25,0	6,00	1,4	7,12	1,0	5,00
51	Comair	45,4 5	26,8	26,8	9,18	7,7	N/A	1,09	4,55	N/A	0,00	44,3	10,6 3	38,6	15,0 0	9,7	5,00
52	SABMiller Plc	45,0 4	20,0	20,0	5,60	7,1	N/A	3,08	8,00	1,7	4,26	17,1	4,10	3,0	15,0 0	2,2	5,00
53	Impala Platinum	44,7 7	21,3	21,3	6,96	23,1	10,0	3,26	4,26	4,6	6,01	31,0	7,44	3,6	15,0 0	0,4	1,84
54	Coronation Fund	43,8 1	11,8	11,8	6,77	10,0	N/A	5,43	8,41	N/A	0,00	42,4	10,1 7	2,1	10,4 8	0,5	2,54
55	Brimstone Investment	43,1 7	70,0	52,0	15,3 9	23,1	N/A	2,38	7,34	N/A	0,68	N/A	0,00	75,5	15,0 0	0,5	2,38
56	Mvelaphanda Group	43,0 8	51,7	51,7	15,3 2	43,8	43,8	7,61	7,76	N/A	0,00	31,5	7,56	N/A	0,00	1,0	4,83
57	Compu-Clearing Out	42,9 5	N/A	10,3	3,12	5,0	N/A	2,05	4,98	N/A	0,00	71,0	15,0 0	3,0	15,0 0	0,6	2,80
58	Omnia	42,8 3	N/A	N/A	0,00	N/A	N/A	0,72	3,75	0,5	7,05	50,4	12,0 0	6,1	15,0 0	0,9	4,31
59	Lewis Group	42,4 8	N/A	4,0	2,32	40,0	N/A	3,61	4,96	2,1	4,12	31,1	7,47	4,8	15,0 0	1,8	5,00
60	AngloGold Ashanti	41,7 8	26,8	26,8	7,00	5,9	N/A	1,82	3,17	N/A	6,00	29,8	8,29	2,1	10,5 1	6,5	5,00
61	Growthpoint Prop	41,4 4	21,4	21,4	5,99	14,3	N/A	3,01	6,54	N/A	0,00	42,0	10,0 8	5,9	15,0 0	0,2	0,82
62	The Spar Group	41,4 1	1,5	1,5	0,42	27,8	N/A	3,53	5,59	2,0	10,0 5	7,6	1,82	3,9	15,0 0	2,8	5,00
63	African Oxygen	40,4 6	26,0	17,4	15,4 3	8,3	N/A	1,79	3,67	2,6	5,49	45,7	11,4 1	0,1	0,28	0,5	2,39
64	Network Healthcare	39,8 8	15,0	15,0	4,20	9,1	10,0	1,70	2,59	2,1	4,20	30,0	7,20	32,4	15,0 0	9,1	5,00
65	Investec	39,1 7	25,1	25,1	16,0 0	9,4	N/A	1,22	1,77	0,3	6,53	36,0	8,64	N/A	0,00	6,7	5,00
66	Tiger Brands	39,1 4	3,7	3,7	10,8 5	20,0	N/A	4,20	6,59	1,7	4,62	16,8	6,20	0,3	1,68	1,6	5,00
67	Massmart	38,6 8	8,1	8,1	4,34	36,7	N/A	4,31	8,20	0,5	2,20	20,0	4,80	2,0	9,82	1,2	5,00
68	Kagiso Media	37,9 9	50,0	50,0	7,00	44,4	50,0	6,54	4,45	N/A	0,00	N/A	0,00	8,4	15,0 0	2,5	5,00

69	African Bank	37,84	7,0	7,0	10,96	30,8	16,7	3,51	5,48	N/A	6,00	33,0	7,92	N/A	0,00	0,8	3,97
70	BHP Billiton Plc	36,80	0,1	N/A	1,57	25,0	28,6	4,75	9,40	1,5	10,42	23,3	5,60	0,0	0,05	1,0	5,00
71	Investec Plc	36,38	14,3	14,3	12,00	15,6	N/A	1,60	3,04	0,1	6,21	35,5	8,52	N/A	0,00	6,8	5,00
72	Sappi	35,91	N/A	N/A	0,00	19,2	N/A	2,99	3,77	1,9	5,09	32,6	9,95	1,8	9,11	1,0	5,00
73	Sasol	35,16	25,0	25,0	11,00	46,9	70,0	6,97	3,67	N/A	1,75	30,0	7,20	0,3	1,58	0,6	2,99
74	Command	35,14	70,0	70,0	15,00	35,7	50,0	8,14	0,00	N/A	0,00	70,0	12,00	N/A	0,00	N/A	0,00
75	Control Instruments	34,32	N/A	N/A	0,00	N/A	N/A	0,00	4,01	1,2	6,06	16,0	4,24	7,0	15,00	2,5	5,00
76	Woolworths	34,20	N/A	N/A	0,00	26,9	25,0	4,09	8,41	1,8	7,56	10,4	2,64	1,3	6,50	28,0	5,00
77	Discovery	33,95	12,9	12,9	13,21	23,1	N/A	2,39	5,29	2,9	5,86	30,0	7,20	N/A	0,00	N/A	0,00
78	Datacentrix	33,38	41,0	10,0	5,89	50,0	33,3	7,76	7,09	0,7	5,64	7,7	7,00	N/A	0,00	N/A	0,00
79	Liberty	31,55	8,6	8,6	5,69	9,1	N/A	1,80	7,49	N/A	1,75	36,5	8,76	0,2	1,05	1,4	5,00
80	Remgro	30,15	22,9	22,9	7,18	6,7	N/A	1,52	4,30	1,2	2,43	21,0	5,04	0,9	4,68	1,3	5,00
81	Purple Capital	27,63	21,3	12,7	13,50	30,0	N/A	3,80	4,00	0,3	0,70	N/A	0,00	0,1	5,60	0,0	0,04
82	Capitec Bank	27,26	18,0	18,0	13,96	22,2	N/A	1,96	0,00	N/A	0,00	47,3	11,35	N/A	0,00	N/A	0,00
83	Truworths Int	26,77	N/A	N/A	0,00	18,8	N/A	1,63	6,14	2,5	10,00	13,7	4,00	N/A	0,00	2,1	5,00
84	Mvelaphanda Res	26,33	81,1	66,5	16,01	50,0	30,0	10,20	0,00	N/A	0,00	N/A	0,00	N/A	0,00	0,0	0,12
85	Unitrans	25,57	13,1	13,1	3,66	9,1	N/A	0,55	6,36	N/A	0,00	N/A	0,00	8,4	15,00	N/A	0,00
86	SA Eagle	24,92	10,0	10,0	2,80	11,1	20,8	4,79	9,25	0,6	2,86	21,8	5,23	N/A	0,00	N/A	0,00
87	Palabora	24,49	N/A	N/A	0,00	16,7	N/A	3,50	2,99	N/A	6,00	51,0	12,00	N/A	0,00	N/A	0,00
88	City Lodge	24,25	1,7	1,7	0,47	25,0	N/A	2,68	3,86	3,2	6,00	26,0	6,24	N/A	0,00	1,4	5,00
89	Nampak	24,15	0,8	0,8	3,66	10,7	N/A	1,67	6,19	1,5	3,51	24,5	5,88	N/A	0,00	0,6	3,23
90	Barplats	23,94	26,0	26,0	7,00	N/A	N/A	0,00	5,56	N/A	0,79	N/A	0,00	0,1	5,60	0,1	5,00
91	Murray & Roberts	23,94	22,3	22,3	14,27	15,4	N/A	0,92	3,31	N/A	0,43	N/A	0,00	N/A	0,00	2,2	5,00
92	New Clicks	23,81	N/A	N/A	0,00	20,0	N/A	1,56	0,04	1,1	2,21	N/A	0,00	3,2	15,00	1,0	5,00
93	Medi-Clinic	23,71	15,0	15,0	4,20	30,8	N/A	3,25	0,93	N/A	0,00	N/A	0,00	10,9	15,00	0,1	0,33

94	Johncom	23,4 5	15,1	15,1	4,23	33,3	12,5	6,25	6,30	N/A	0,00	6,9	1,67	N/A	0,00	2,9	5,00
95	Pick 'n Pay	23,2 8	N/A	N/A	0,00	12,5	N/A	2,36	10,10	N/A	0,00	0,2	0,05	1,2	5,77	5,1	5,00
96	Highveld Steel & Van	23,1 0	N/A	N/A	0,00	21,4	N/A	2,69	3,92	2,7	11,4 7	18,4	4,42	0,1	0,60	N/A	0,00
97	Howden Africa	21,3 3	3,9	3,9	9,09	10,0	N/A	1,60	0,53	N/A	6,00	17,1	4,10	N/A	0,00	N/A	0,00
98	Astrapak	20,5 5	33,0	33,0	15,0 0	9,1	N/A	0,55	0,00	N/A	0,00	N/A	0,00	N/A	0,00	1,2	5,00
99	Peregrine	20,1 5	23,0	23,0	6,44	14,3	N/A	0,86	0,00	N/A	0,85	N/A	0,00	2,4	12,0 1	N/A	0,00
10	Lonmin 0 Plc	20,0 9	0,4	0,4	0,11	6,3	N/A	1,63	1,80	N/A	0,27	37,0	8,88	0,5	2,41	2,0	5,00
10	Emira 1 Property	19,7 8	14,2	14,2	5,18	31,3	N/A	2,43	8,10	N/A	0,00	17,0	4,08	N/A	0,00	N/A	0,00
10	Northam 2 Platinum	19,4 9	29,4	29,4	7,00	31,8	N/A	2,59	1,59	N/A	0,00	34,6	8,31	N/A	0,00	N/A	0,00
10	DRD Gold 3	18,8 0	25,0	25,0	7,00	N/A	N/A	0,28	0,00	N/A	0,00	48,0	11,5 2	N/A	0,00	N/A	0,00
10	Rainbow 4 Chicken	18,6 7	N/A	N/A	0,00	33,3	N/A	4,06	2,31	N/A	6,00	5,4	1,30	N/A	0,00	1,1	5,00
10	Cape 5 Empower ment	18,5 8	86,0	86,0	15,0 0	37,5	33,3	3,58	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
10	Tongaat- 6 Hulett	18,1 5	N/A	N/A	0,00	9,5	N/A	1,20	6,19	N/A	0,00	24,0	5,76	N/A	0,00	1,2	5,00
10	Hyprop 7 Investm ents	17,9 1	N/A	N/A	0,00	31,8	N/A	2,91	0,00	N/A	0,00	N/A	0,00	44,4	15,0 0	N/A	0,00
10	Astral 8 Foods	17,0 5	1,2	1,2	4,18	16,7	N/A	1,63	6,27	0,9	1,73	7,9	1,89	0,0	0,19	0,2	1,16
10	Pals	16,9 1	N/A	N/A	0,00	N/A	N/A	0,00	10,91	N/A	6,00	N/A	0,00	N/A	0,00	N/A	0,00
11	Digicore	15,5 8	16,1	16,1	4,51	15,0	N/A	1,90	0,00	N/A	0,00	N/A	0,00	0,8	4,17	9,1	5,00
11	Illovo 1 Sugar	15,4 8	8,2	8,2	2,28	11,5	N/A	1,82	4,42	N/A	0,00	8,2	1,96	N/A	0,00	35,1	5,00
11	Steinhoff	14,4 0	2,2	2,2	1,07	7,1	N/A	1,83	6,50	N/A	0,00	N/A	0,00	N/A	0,00	1,3	5,00
11	Anglo 3 American Plc	14,3 5	2,3	2,3	8,89	3,3	N/A	0,20	1,99	N/A	0,15	13,0	3,12	N/A	0,00	N/A	0,00
11	AECI	14,1 8	6,6	6,6	1,85	5,6	N/A	0,33	0,00	N/A	0,00	93,5	12,0 0	N/A	0,00	N/A	0,00
11	WBHO	13,3 4	15,0	15,0	6,00	50,0	N/A	3,00	4,34	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
11	Rex 6 Trueform	12,9 0	N/A	N/A	0,00	20,0	16,7	3,61	9,29	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
11	Pinnacle 7 Technolog	12,8 2	29,4	29,4	7,00	21,4	16,7	3,03	2,79	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00

	y																
118	Kap International	12,80	6,0	6,0	10,80	16,7	N/A	2,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
119	KWV Investments	12,50	25,1	25,1	7,00	8,3	N/A	0,50	0,00	N/A	0,00	N/A	0,00	N/A	0,00	28,8	5,00
120	Dimension Data*	12,43	25,0	25,0	8,96	4,2	N/A	0,67	2,80	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
121	Allied Technologies	12,42	4,8	4,8	9,34	12,5	N/A	1,75	0,00	N/A	0,00	N/A	0,00	N/A	0,00	0,3	1,32
122	Matodzi Resources	12,40	25,7	25,7	7,00	40,0	50,0	5,40	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
123	Primeserv Group	12,29	25,8	25,8	11,00	21,4	N/A	1,29	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
124	Brait	12,00	26,0	26,0	7,00	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	2,6	5,00
125	Afgem	11,48	26,0	26,0	8,00	35,7	33,3	3,48	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
126	Anglo Platinum	11,03	4,9	4,9	1,60	15,8	N/A	1,21	0,00	N/A	0,21	2,1	0,51	0,5	2,49	1,3	5,00
127	ERP.com	11,00	26,0	26,0	7,00	60,0	N/A	4,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
128	Wesizwe Platinum	11,00	51,0	51,0	8,00	50,0	N/A	3,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
129	Calulo Property	10,76	51,8	51,8	8,88	31,3	N/A	1,88	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
130	Cashbuild	10,67	16,7	16,7	5,67	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	2,9	5,00
131	Makalani	10,63	25,4	25,4	7,00	43,8	N/A	3,63	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
132	York Timber	10,33	26,0	26,0	9,00	22,2	N/A	1,33	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
133	Clientele Life	10,20	N/A	N/A	0,00	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	1,0	5,20	1,4	5,00
134	Petmin	10,11	43,5	43,5	7,00	10,0	N/A	3,11	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
135	Metrofile	10,00	25,0	25,0	7,00	33,3	N/A	3,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
136	Kumba Iron Ore	9,89	29,9	29,9	7,00	22,2	N/A	2,89	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
137	Afgri	9,87	26,8	26,8	7,00	19,2	16,7	2,87	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
138	Pasdec Resources	9,75	43,0	43,0	7,00	12,5	50,0	2,75	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
139	ELB	9,71	12,7	12,7	3,54	8,3	16,7	1,17	0,00	N/A	0,00	N/A	0,00	N/A	0,00	10,2	5,00
140	AVI	9,54	14,3	14,3	4,00	22,7	N/A	1,36	0,00	N/A	0,00	N/A	0,00	N/A	0,00	0,8	4,17
14	Hudaco	9,48	N/A	N/A	0,00	14,3	N/A	1,48	1,72	N/A	0,00	N/A	0,00	1,3	6,27	N/A	0,00

1																	
14 2	Vukile Property Fund	9,29	32,5	32,5	8,00	11,1	N/A	1,29	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
14 3	Metorex	9,20	11,4	11,4	3,20	N/A	N/A	0,00	0,00	N/A	6,00	N/A	0,00	N/A	0,00	N/A	0,00
14 4	EOH	9,03	35,6	35,6	7,00	22,7	16,7	2,03	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
14 5	Square One Solutions	9,00	31,9	31,9	7,00	25,0	12,5	2,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
14 6	Scharrig Mining	8,87	44,0	44,0	7,00	10,0	N/A	0,60	0,00	N/A	1,27	N/A	0,00	N/A	0,00	N/A	0,00
14 7	Consol	8,76	N/A	N/A	0,00	11,1	10,0	1,69	0,58	N/A	0,00	N/A	0,00	0,3	1,48	1,6	5,00
14 8	Spescom	8,50	31,4	31,4	7,00	25,0	N/A	1,50	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
14 9	Basil Read	8,38	51,7	51,7	7,00	23,1	N/A	1,38	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
15 0	Simmer & Jack	8,38	44,0	44,0	7,00	23,1	N/A	1,38	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
15 1	Miranda Mineral	8,20	29,3	29,3	7,00	20,0	N/A	1,20	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
15 2	Winhold	8,00	25,0	25,0	8,00	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
15 3	Mittal Steel	7,87	N/A	N/A	0,00	15,0	16,7	4,13	0,00	N/A	0,41	7,0	1,68	0,0	0,01	0,3	1,64
15 4	Set Point Technology	7,76	20,7	20,7	5,80	18,8	N/A	1,96	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
15 5	Decillion	7,50	N/A	N/A	1,00	25,0	N/A	1,50	0,00	N/A	0,00	N/A	0,00	N/A	0,00	1,0	5,00
15 6	PPC	7,41	N/A	N/A	0,00	8,3	10,0	2,15	2,25	N/A	0,00	N/A	0,00	N/A	0,00	0,6	3,00
15 7	Reunert	7,34	N/A	N/A	0,00	18,2	N/A	2,42	3,80	N/A	0,58	N/A	0,00	0,1	0,54	N/A	0,00
15 8	Excellerate	7,33	25,0	25,0	7,00	5,6	N/A	0,33	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
15 9	Transpaco	7,31	27,0	27,0	7,00	N/A	N/A	0,31	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
16 0	Ceramic Industries	7,00	N/A	N/A	0,00	6,3	N/A	1,00	0,00	N/A	6,00	N/A	0,00	N/A	0,00	N/A	0,00
16 1	Hospitality Property	7,00	16,8	16,8	4,70	27,8	N/A	2,29	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
16 2	Bowler Metcalf	6,76	N/A	N/A	0,00	7,1	8,3	0,76	0,00	N/A	6,00	N/A	0,00	N/A	0,00	N/A	0,00
16 3	Dorbyl	6,54	N/A	N/A	0,00	8,3	N/A	0,54	0,00	N/A	6,00	N/A	0,00	N/A	0,00	N/A	0,00
16 4	Illiad Africa	6,51	10,0	2,7	4,17	25,0	N/A	2,33	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
16	Spur	6,28	N/A	N/A	0,00	N/A	N/A	0,00	6,28	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00

5	Corporation																
166	Barloworld	6,05	0,5	0,5	0,15	8,3	N/A	0,50	0,00	N/A	0,00	N/A	0,00	1,1	5,34	0,0	0,06
167	Paramount Property	6,00	N/A	N/A	0,00	N/A	N/A	0,00	0,00	N/A	6,00	N/A	0,00	N/A	0,00	N/A	0,00
168	Vesta Technology	5,95	15,0	15,0	4,20	12,5	N/A	1,75	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
169	Assore	5,58	15,0	15,0	5,21	6,3	N/A	0,38	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
170	Madison Property	5,37	10,6	10,6	2,97	40,0	N/A	2,40	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
171	Sovereign Food	5,00	N/A	N/A	0,00	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	54,8	5,00
172	Grindrod	5,00	25,1	N/A	3,00	16,7	N/A	2,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
173	Resilient Property	4,80	8,1	8,1	2,28	21,4	10,0	2,52	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
174	Verimark	4,40	10,0	10,0	2,80	10,0	N/A	1,60	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
175	Ellerine	4,25	N/A	N/A	0,00	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	0,8	4,25
176	African Media	4,20	N/A	N/A	0,00	50,0	30,0	4,20	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
177	AG Industries	4,18	N/A	N/A	0,00	N/A	N/A	0,00	4,18	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
178	Acucap Properties	4,08	14,6	14,6	4,08	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
179	Eland Platinum	4,00	N/A	N/A	0,00	50,0	N/A	4,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
180	Naspers	3,79	3,7	3,7	1,04	29,2	N/A	2,75	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
181	Pangbourne Prop	3,65	6,2	6,2	1,72	18,2	N/A	1,92	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
182	Metair	3,61	N/A	N/A	0,00	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	0,7	3,61
183	UCS Group	3,18	10,2	10,2	2,88	5,0	N/A	0,30	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
184	Diversified Property	3,00	N/A	N/A	0,00	33,3	N/A	3,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
185	Sabvest	2,88	N/A	N/A	0,00	31,3	N/A	2,88	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
186	Martprop Property	2,88	N/A	N/A	0,00	31,3	N/A	2,88	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
187	PSG Group	2,83	10,1	10,1	2,83	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
188	Cargo Carriers	2,62	4,9	4,9	1,36	10,0	16,7	1,27	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
189	Spearhead Property	2,59	N/A	N/A	0,00	13,6	N/A	0,82	0,00	N/A	0,00	N/A	0,00	N/A	0,00	0,4	1,78

190	Seardel Investment	2,50	N/A	N/A	0,00	N/A	N/A	0,80	0,00	N/A	1,70	N/A	0,00	N/A	0,00	N/A	0,00
191	InfoWave	2,40	N/A	N/A	0,00	20,0	30,0	2,40	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
192	Tiger Wheels	2,36	4,3	4,3	2,36	N/A	N/A	0,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
193	Western Areas	2,33	N/A	N/A	0,00	25,0	N/A	2,33	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
194	Caxton & CTP	2,31	N/A	N/A	0,00	5,6	N/A	0,96	0,00	N/A	1,01	N/A	0,00	N/A	0,00	0,1	0,34
195	Enterprise Risk	2,29	N/A	N/A	0,00	21,4	N/A	2,29	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
196	RMB	2,03	2,9	2,9	0,82	6,3	N/A	1,21	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
197	Wits Cons Gold	2,00	N/A	N/A	0,00	16,7	N/A	2,00	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
198	Ambit Properties	1,91	N/A	N/A	0,00	21,4	N/A	1,91	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
199	Mercantile Bank	1,90	N/A	N/A	0,00	15,0	N/A	1,90	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00
200	ApexHi Properties	1,83	N/A	N/A	0,00	16,7	N/A	1,83	0,00	N/A	0,00	N/A	0,00	N/A	0,00	N/A	0,00*

Dimension Data was unable to provide us with updated data before TEC went to press. We note, however, that Empowerment Services, an empowerment rating agency, calculated an empowerment score for Dimension Data of 68,73. We were unable to determine if this calculation is on a similar basis as the other scores calculated for TEC.
Source: Empowerdex

Appendix E

18 September 2009

Dear Sir/Madam

This serves to confirm that I have proofread and edited the thesis entitled: “ *A critical evaluation of first line managers’ perceptions of organisatioinal change at Sanlam; Western Cape*”, and that the candidate has been advised to make the necessary changes.

Thank you.

Yours faithfully

Shamila Sulayman

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Communications Lecturer

Department of Management and Project Management

Faculty of Business

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