

NORTH WEST UNIVERSITY

Title

HUMAN RESOURCES MANAGEMENT

By

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TABLE OF CONTENTS

1	INTRODUCTION.....	1
1.1	EMOTIONAL INTELLIGENCE OF ERIN BROCKOVICH	1
1.2	SELF-AWARENESS	12
1.3	SELF-REGULATION	2
1.4	EMPATHY	3
1.5	SOCIAL SKILLS	4
1.6	MOTIVATION	4
2	ERIN.....	5
3	PERSONALITY	7
4	MOTIVATION.....	9
5	NEW JOB.....	12
6	JOB DISCRIPTION	12
7	FIVE BEHAVIOUR QUESTIONS FOR ERIN	13 14
8	PERFORMANCE AGREEMENT FOR ERIN AND THE EMPLOYER	14
9	PERFORMANCE ASSESSMENT TEMPLATE FOR ERIN	15
10	EVALUATION OF ERIN'S JOB	17
11	ERIN'S LOCUS OF CONTROL.....	18
12	ERIN'S RELATIONSHIPS	18
13	ERIN'S WORK ENGAGEMENT LEVELS.....	19
14	COMPARE AND EVALUATE THE CULTURE OF THE TWO LAW FIRMS.....	19
15	ERIN AS A TEAM PLAYER.....	20
16	CONCLUSION	21
17	REFERENCES.....	22

1 INTRODUCTION

Each organisation have its rules and regulation also known as procedures on how employees should conduct themselves within the organisation. From the video I learned different traits on how Erin`s emotional intelligence was put to the test.

Looking and determined to find a job, Erin was prepared to show her determination and she continuously emphasise her ability to learn. While on the look for a job Erin was involved in an accident and that is when the story of her emotional intelligence areas was clear.

1.1 EMOTIONAL INTELLIGENCE OF ERIN BROCKOVICH

When one considers book written on emotional intelligence, it is clear that one need to define what it means so as to be able to analyse Erin`s emotions appropriately. Emotions are discrete in their applications like anger, joy, hate, jealousy etc. and they are normally directed towards a specific target or cause. I strongly believe that, how well you manage your emotions can determine your level of intelligence. According to Goleman (1998:4), emotional intelligence is multidimensional construct.

In the video, one can easily analyse Erin`s emotional intelligence. One need to consider the following competencies in line with Goleman (1998:4):

- Self-awareness
- Self-regulation
- Empathy
- Social skills
- Motivation

1.2 SELF-AWARENESS

Traits of self-awareness	Erin`s analysis
Deal and make peace with your past	Erin made peace with her past, being a divorced twice and having no regrets but to positively look into the future
Being aware of your beliefs, emotions and behaviour	Erin strongly believed in herself and the fact that he can learn anything she put her mind to. She demonstrated courage to manage even though she was not appointed as a manager. She has level of commitment towards her kids. She does not hide her feelings and always came out as an extrovert.
Know your relationship pattern	Erin believed you should love her for what and how she is; she never hides the fact that she is a divorcee and has three kids. That pattern shows when coming to relationship but one can also notice her exceptional relationship with the clients affected by water.
Knowing your story and how it affects you	Considering Erin`s story, she was prepared to use her story to impact her future and how it affected her. She knew that sometime life just seems unfair to you but you must never give up.

1.3 SELF-REGULATION

Traits	Erin`s analysis
Emotional self-control	Erin believed in self-control, and she shows that by running her own investigation to find out the root cause of the illness within the surrounding areas.

Adaptability	Very soon, unlike expected, Erin was able to investigate and find out how the organisation and law was enforced. That could easily be seen when she was negotiating for the affected communities.
Achievement orientation	Erin set targets and make sure she achieved them. She was mostly encouraged by her drive to impact people`s life`s positively.
Maintain good physical health	She did not take good care of herself; she even went to work when she was sick. Although that demonstrated level of commitment, it also shows poor health maintenance.

1.4 EMPATHY

Traits	Erin`s analysis
Develop a positive view of others	Erin was not a very good example towards her colleagues. Colleagues complains about Erin`s behaviour and attitudes. She did not act professional when speaking to other colleagues.
Understand non-verbal communication	Erin had an ability to read a non-verbal communication. That she demonstrated on woman who did not speak but she was able to notice her.
Understand basic emotional needs	Erin was very emotional connector, she was able to sympathise with them and for that reason, and they were able to trust her.
Understand games and personal integrity	She managed to play games in order to get the files she needed for her water research. She did not lose her personal integrity when the other firm try to show that she did not understand law. She use her integrity and

	games to show that she has done a good research.
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1.5 SOCIAL SKILLS

Traits	Erin`s analysis
Develop skill for confident communication	Erin developed skill for confident communication that was clear when the other firm questioned the work she has done. She was able to name all the clients including their age and health challenges.
Consider other people`s feelings	Erin was not a good conflict resolver; I think her temper always failed her. That was seen with her relationship with her boyfriend.
Develop skill for thoughtful listening and empathy	Erin listened very well to her clients and she was able to compile a unique report for each of them. Proving to be a good listener, she knew what was in the files. She showed a lot on <u>of</u> empathy and for that reason; the clients/victims were able to open up to her.
Learn skills for support and affirmation	Erin supported Ed when she took work on herself and do a research on the victims. She supported the victims emotionally by giving them hope and value for their destroyed lives.

1.6 MOTIVATION

Traits	Erin`s analysis
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Achieve goals	Erin in a video was determine to ensure that all affected people get the support they needed.
Determination to see things done	Erin took some time off, although not authorised by her boss, made sure that she does a detailed research on the causes of illness among the community members.
Hunger to prove your ability	Erin used every opportunity to prove that she has abilities to represent the affected patients. Even though she was not a lawyer, she played an important role in ensuring that the compensation given to the affected parties was sufficient for them to improve their health and even their life.

Throughout the video, one can see Erin who was committed, passionate about her work. She later grew knowledge of how to work within the team to achieve organisational goals. Like most employees, she has some weaknesses that should be improved upon. Being well trained and with enough support, she can add value to the organisation.

2 ERIN

a) Their strategies on how to manage and or deal with differing situations (Markway 2015). Those strategies include the following;

- **Listening:** Ed always gave Erin attention and listened to her even though she was not a lawyer. Listening to Erin made it easier for Ed to manage her and ensure that the communication line was always open. By listening, Ed manage to know Erin better.
- **Stay calm:** Ed was always the calm one; he will stay calm even when Erin was out of order. By staying clam, Ed managed to allow Erin to bring her point and still evaluate her input.
- **Don't demand compliance:** Realising the kind of person Erin was, Ed allowed her space to conduct a research without complying to other company

norms. That allowed Erin to do her best to show that she is doing work and not playing around.

- **Don't return anger with anger:** Ed noticed soon that he cannot return anger with anger. He noticed that Erin was poor in managing her anger issues and he learned to let her be what she is. He also noticed that Erin was a good employee and very committed to her work.

If I was Erin's manager, I will not have fired her. It is my understanding that people are not the same and their uniqueness should always be embraced to get the best out of them.

- b) Erin demonstrated anger issues, perceived disrespect to managers. Her behaviour will lead to other employees behaving badly because it was accepted from her. There was a point in the video where other colleagues did not want to be associated with Erin because of the way she dressed. That was clear when other girls working for the same company went out but she was not invited. Ed was very open to Erin and always tried his best to the truth.
- c) A good firm with HR policies that are managed well by a line manager can always afford Erin Brockovich. People are diverse and they should be known and treated as such. One cannot dispute that Erin did a lot to the company including to bring trust to the organisation.
- d) With different people of different generations, it is very difficult not to have rebels like Mavericks. In an organisation, one cannot prefer people like Erin because they want to secure their integrity and be respected. There are both advantages and disadvantages towards having rebels. First off all, rebels cannot be seen as good to the organisation because they make it difficult to managers in pursuing the organisation objectives. On the other hand, the rebels might at some point bring the other area of thinking that other people are afraid of bringing to management. That being said, the company should have disciplined employees who disrespect the managers and the organisation rules and regulations. As long as the rebel does not violent the rules and regulations of the organisation, she is mostly welcome.
- e) HR policies should be proactive on managing and controlling the organisational employee's behaviour. Line manager should be equipped with all the relevant tools on how to manage different people including emotional intelligence. New employees

should follow a company induction program that will explicitly teach them of the company's code of conducts and other performance management systems.

f) I will have used most of the available strategies:

- I will ensure that Erin is given an opportunity to lead. I think once she leads she will know that people are different and it is human to be upset and demand respect. With a small leadership role, she will understand the importance of compliance within the organisation.
- I will share with her the primary objectives of the organisation and allow her to share her views in terms of where the company is going and the code of conducts. I will make sure that she reads and signs a document indicating that she is fully aware of company's code of conducts.
- I will on scheduled time have a one on one discussion with Erin to get to know her thinking position on the organisation and where she will like us to improve as an organisation.
- I will share with Erin the disciplinary procedures of our organisation and how the procedures get implemented in a working place.
- I will do my best to show trust among all employees and ensure that each employee attends an emotional intelligence course at least once a year.
- I will have team building sessions within the organisation and ensure that Erin is present.
- I will have an improvement box, where each employee can submit his concern or area of improvement without him or her feeling victimised.
- I will also implement, if necessary company disciplinary process in order to ensure that Erin comply with company policies.

3 PERSONALITY

a) Personality characteristics: People like to talk about people and so am I. The importance of personality traits to managers was also confirmed in a study by Dunn, Mount, Barrick and Ones (1995). Jung (1997) and Briggs (1995) outline that there are four criteria to personality and from them, sixteen personality types could be formed. Like most people, Erin has certain actions and behaviours that can be evaluated. The personality type means the following:

- Outgoing
- Inquisitive
- Skilful negotiator
- Action orientated
- Accurate
- Spontaneous
- Etc.

These traits are on Erin`s personality and they agree with the writers above. In personality psychology, the idea of traits is inevitable (Hafstee, 1984), people are orderly predictable. Erin had a pattern that Ed later knew and they work better together. The traits as demonstrated by Erin were now beneficial to the organisation because they were stable. Her behaviour varies based on the context of the situation.

b) One need to understand the following in line with the BIG 5 personality traits:

- Neuroticism: This is a dimension shows personalities such as guilt, fear sadness and anger to name the few. Erin was full of anger clearly demonstrate from the time she had an accident. She was determined to demonstrate that she was a victim of the rich person trying to prove a point.
 - Agreeableness: An agreeable person is always eager to assist others and very sympathetic to those in need. Erin is warm and trustworthy, and that`s the reason most people trusted her with their story.
 - Emotional stability: Her emotions could be all over the place at some point, but when coming to victims she has empathy.
 - Openness: Openness is being able to show curiosity, sensitivity and active imagination. Erin is open and honest, that was a recipe that allowed Ed to trust her.
 - Conscientiousness-This refers to ability to self-manage and that includes but not limited to planning, implementing and organising. Erin was a well-organised person and understanding of the information, she was managing.
- c) Agreeableness: She supported the victims and because of that she could take her kid to people she hardly knows.

- Emotional stability: She has empathy, but she couldn't take good care of her loving boyfriend
 - Neuroticism: Erin showed neuroticism which mean she is unable to deal with stress and or control her impulses. This can be seen on a video every time she was angry as she will storm out of the Ed`s office using vulgar language which was not accepted in the organisation.
 - Extraversion dimension: Erin is seen on a video as a talkative person and her social skills can be seen as she deals with the Hinkley`s community members. The community members were able to share with Erin they challenge and that impact is seen later when they do not want to talk to anyone but Erin.
 - Conscientiousness: At the beginning of the video Erin is seen as someone who cannot organise herself very well, that is seen on how her house looked like and her arrangements when she was out with her kids for shopping. It later showed that when coming to her work, she is well organised. Number of files that she had to work on and how she managed to keep each file where she can easily find it can see that.
- d) Erin`s behaviour changed overtime: She started laughing with Ed and making some time for family. Erin showed changes towards her manager and it was also clear at court when the judge asked if there is anything one need say, knowing Erin before, she could have shouted and embarrassed Ed in court but she managed to keep quite. It was very clear that Erin has matured and now knew that there is time to speak and so is time to listen.

4 MOTIVATION

- a) ~~Couple~~ A couple of scholars have theories pertaining to what motivates employees. Like any or most employees, the following and important and some are related to hierarchical levels also motivate Erin. In line with Mc Clelland`s theory which places emphasis on basic needs including, physiological, safety and self-actualization needs.

- Office space: Later on the movie, Erin had a bigger office space and she was enjoying herself, that's in line with self-actualization. There was more privacy and even when she was given a cheque, she could read and celebrate privately.
 - Prominence: Erin enjoyed the fact that she was contributing positively to the organisation and the victims. It is therefore clear that ERIN felt safe that she can now ensure that other people are safe.
 - Interpersonal relations: Although she did not have relationship with co-workers, she had a remarkable relationship with the victims.
 - Job Security: When Erin was given a contract; she looks like she felt as an important stakeholder within the firm.
 - Job responsibility: She was impressed by the responsibility she was given and she made the most of the opportunity to ensure that she proves to her detractors.
 - Safety: After being given a working contract, Erin felt safe
 - Physiological needs
 - Self-esteem: Ed boosted Erin`s self-esteem by making her part of the negotiating team.
 - Self-actualisation: At the end of the movie it was clear that Erin was happy with herself and her position.
- b) The satisfaction level changes at the end if the movie: Erin was now more caring, more loving towards herself, kids and boyfriend. At the beginning of the movie it was clear that Erin didn't care much about men but, there was a time she needed to get about two hundred and fifty signatures and she asked George to assist with the kids. It demonstrated that she was no longer Erin who was arrogant.
- c) One need to consider the Herzberg`s two factor theory (Cook et al., 2014:18; Hellriegel, 2016). The indicated theory basically promotes job and organisational contexts as motivators.
- Managed to prove her worth: Erin wanted to prove her worth and at the same time secure herself a work. This is seen by the way she was dedicated to ensuring that she get good results for each task she was given.
 - Support her family: Erin wanted to ensure that she is employed to ensure that her kids no longer go to her neighbours but can actually properly attend care centres.

- Improved her life: She met the level of self-actualisation when she was appointed and given a bigger office. She also ensured that her kids were better taken care of by sending them to a better childcare centre. Her relationship with her boyfriend also improved because she could communicate better with him and not prioritising work at home.
- There is also an equity theory by J.S Adams, which states that individuals judge what they receive from the organisation based on the outcome of their inputs. This theory explain that people/employees appreciate being recognised for the job they have done. This equity theory can be seen when Erin had information that Ed needed but she didn't want to give that information unless she was re-hired into the organisation with a reasonable compensation.
- One the second scenario was when Ed gave Erin a cheque and said to her that it is not what she expects. Erin was outraged because she felt Ed was underestimating her input to the organisation.
- There is also a goal setting theory (Hellriegel, 2016:423). This theory was introduced by A. Locke in 1990. The theory emphasise that performance of employees should be set, communicated and agreed on. By doing that, there will be a commitment from employees. Erin was motivated by this theory because even though she was appointed as a clerk, she took a case that only a lawyer can take. She showed commitment towards the case that she even knew all the stakeholders including their history and current health conditions. Erin was able to mentioned the files name and knew how the victims were affected by the medical conditions in line with this theory.
- Assisted victims: She was emotionally attached to the victims of the factory and was happy to see them being assisted and being paid. For Erin it was not just about money anymore and she did show caring even when she was discussing the plans to get them paid for the negative impact caused by the water they drink.
- The other theory was introduced by Lynman Porter and Lawler in 1968. This theory supports the motion that each employee will like to be recognised for his or her efforts. Erin took it on herself to ensure that she investigates and get to the real cause of illness amongst the community. She took time off although she failed to tell her

manager where she was, she strongly demonstrated that she can do her work and will like to be appreciated for that.

5 NEW JOB

1. Career adaptability

Ibarra (2004) in agreement with Nicolson's job transition theory indicates that career changes are based on proper positioning of career path, external market forces and searching for better opportunities. This is a slightly different case to Erin as she was unemployed and decided to employ herself in a law firm that was handling her case when she was involved in an accident. She seems to be struggling at the beginning but when she was given a case to research she adapted well and did a great job on the research. She adapted well in the case that she was given to investigate and I believe is because there is where in her interview when she said she enjoyed geology or she finds it interesting.

On the development theories, ED is at a self-concept theory that is an invention of personal familiarity, physical and mental growth, and environmental characteristics and encouragement.

Job description and job specification

Erin Job description and Job specification

Based on what Erin was responsible for her position will be a legal assistant.

The candidates of this occupation are expected to have a formal legal qualification and have a bit of experience in the field of law and legal background.

6 JOB ~~DISCRIPTION~~DESCRIPTION

Job analysis is known as the process of determining the nature of a job or work. The following will be the contents of her job description and job specification considering that she was first an administrative support officer in the firm.

- Capture information and file it accordingly

- Investigate the facts of a case
- Conduct research on relevant laws, regulations and legal articles
- Organise and maintain documents
- Gather and arrange evidence and other legal documents for attorney review and case preparation
- Write reports to help lawyers prepare for trials
- Draft correspondences and legal documents such as contracts, and mortgages
- Get affidavits and other formal statements that may be used as evidence in court
- Help lawyers during trials by handling exhibits, taking notes or reviewing trial transcripts
- File exhibits, briefs, appeals and other legal documents with the court or opposing counsel
- Call clients, witnesses, lawyers and outside vendors to schedule interviews, meetings and depositions

The following are the expected qualities to match the job description and job specification

- Good communication skills
- Computer skills
- Interpersonal skills
- Organisational skills
- Research skills

JOB REQUIREMENTS

- Knowledge of MS office
- Very fluent in English
- Knowledge of legal processes and regulations
- Good writing skills
- Good in planning
- A team player
- A qualification in administration or similar
- At least one year on a similar job

7 FIVE BEHAVIOUR QUESTIONS FOR ERIN

1. Tell me more of how you like people to behave at work?
2. How do you handle information of clients and other lawyers to ensure confidentiality?
3. What do you think of confidentiality and how does it affect you?
4. How do you handle conflict?
5. What is important to you when communicating with clients and colleagues?
6. Please give a scenario where you made a mistake a work, how did you deal with that?
7. What do you know about the work that you have being interviewed for?
8. Why do you think you are the best person for this job?

I like open-ended question because they give the other person many opportunities to share his or her knowledge with ~~less~~fewer boundaries.

8 PERFORMANCE AGREEMENT FOR ERIN AND THE EMPLOYER

Performance agreement between Erin Brockovich and her organization

Name _____

Period _____

Title _____

Date _____

This agreement will be used to measure the indicated employee`s performance toward the firm.

This agreement will be evaluated in the form of an appraisal at the end of each agreed period.

The results of the appraisal will be used to benefit the employee and to identify areas of improvement.

KPA	Weight (%)
Organising meeting with the client	20

Effective communication with stakeholders	20
Documenting and management of information	20
Writing of reports	20
TOTAL	100
KPIs	Weight (%)
Time management	20
Working with a team	20
Company regulations and procedures	30
Communication	30
TOTAL	100

Employee signature

Employer signature

Date

Date

9 PERFORMANCE ASSESSMENT TEMPLATE FOR ERIN

Performance assessment form for Erin Brockovich

Name _____

Evaluation period _____

Title _____

Date _____

Performance review

This performance review will be based on the job description signed by the employer and the employee

Ratings will be as the performance ratings below

Performance rating definitions

Description	Variable	Meaning
Outstanding	5	Performance is consistently superior
Exceeds expectation	4	Performance is routinely above job requirements
Meets expectation	3	Performance is regularly competent and dependable
Below expectation	2	Performance fails to meet job requirements on a frequent basis
Unsatisfactory	1	Performance is consistently unacceptable

Job description	Employee rating	Employer rating
Investigate the facts of a case		
Conduct research on relevant laws, regulations and legal articles		
Organise and maintain documents		
Gather and arrange evidence and other legal documents for attorney review and case preparation		
Write reports to help lawyers prepare for trials		
Draft correspondences and legal documents such as contracts, and mortgages		
Get affidavits and other formal statements that may be used as evidence in court		
Help lawyers during trials by handling exhibits, taking notes or reviewing trial transcripts		

File exhibits, briefs, appeals and other legal documents with the court or opposing counsel		
Call clients, witnesses, lawyers and outside vendors to schedule interviews, meetings and depositions		

Different ratings conflict resolution

Training and development needs based on the ratings

Employee signature

Employer signature

10 EVALUATION OF ERIN'S JOB

According to Hackman and Oldman (1976:255), Job characteristics brings the link between work characteristics and employee's response to work.

- Task identity: This becomes clear when an identified task requires to be achieved. Erin did her best to ensure that the victims get the justice they deserve. She was never deterred in her endeavour to ensure that the victims are compensated accordingly.
- Skill variety: This relates to the extend at which one has to demonstrated that she can do more than one specific skills at a time. Research is one area that need you to be able to have more than one skills. Erin had to master more than one skills when she was investigating the issue around the illness of the community members.
- Task significant: This is when the work has an impact on the goals of the company. The work done by Erin on the community had a very positive impact on the Masry's

law firm. The impact was not only on the fact that the community got justice they deserved but it was also because the fact that the firm benefitted financially.

- **Autonomy:** The likely vent in any organisation is when employees or workers are allowed or given the opportunity to plan and arrange their work. Erin was able to arrange her work better when she does that on her own. It was clear when she took some time off from work and travelled to the lab to find out more about the quality of water being consumed in the area.
- **Feedback:** This is about giving direct feedback to the employee or employees. Ed was able to give Erin feedback when he was giving her the cheque.

11 ERIN'S LOCUS OF CONTROL

The concept around the locus of control was introduced in the 1950's by Julian Rotter. It views the perception that an individual has about her power over her circumstances. According to Saleem (2011:16) individual with an internal locus of control believes that they have a full control of what's happening in their life. Erin is a high self-esteem employee who works hard to ensure that her esteem is not affected by poor performance. She is seen as an employee that is able to produce what is expected of her and more. Although not easily controlled, on the movie it was clear that Erin is a person that believes in herself and her determination to get things done. This was first seen on her first interview on a movie as she indicated that she does have challenges like anyone else but she is determined to learn and do her best in any job she can be given.

12 ERIN'S RELATIONSHIPS

According to Hasan and Teng (2017:12), work-life balance is when an employee is able to balance work-work and her social life, work and still be able to attend to other life needs. The author encourages companies and organisations to ensure that their policies support s work-life balance.

Erin's relationships were intensively affected by her work. She hardly spent time with the kids and they were changing from one nanny to another. They ended up being in the care of her new boyfriend. The kids got used to her boyfriend and had a better relationship with him more than with her.

Relationship with her boyfriend was also affected as she hardly spent time with him. Her boyfriend turned into a nanny more than being a lover. The boyfriend decided to leave her because even when she went out with him and the kids, most of the time she will be reading trying to come to terms with her research and understanding the contents of the case.

My recommendation will be that Erin should schedule her daily activities in such a way she will be able to spend enough time with her family. Where there is too much to be done at home, my advice will be to wait until everyone is asleep and then continue with work. In this way, your family members will not feel the negative impact of you working at home.

13 ERIN'S WORK ENGAGEMENT LEVELS

According to Kahn (1990) work engagement refers to the harnessing of employee to be able to perform their duties diligently when engaging with stakeholders. Erin's work engagements failed to obey the protocol at the beginning of the movie. But later Erin was a good employee who was fully engaged with her manager to ensure that her point is understood. Erin managed to have a connection with her clients and they did not want to open up to anyone else by Erin.

14 COMPARE AND EVALUATE THE CULTURE OF THE TWO LAW FIRMS.

According to Kernek (2016:7), the organisation culture is an exclusive combination of the principles that each organisation believes in.

- Innovation and risk taking: This refers to being creative with a view of improving the way things are normally done. The action goes hand in hand with taking a risk because the results are not known. Convincing the community that justice will be served and that they must all sign undertaken which was a huge risk taken by Ed and Erin. On the other hand, Kurt's firm did not change and rather did not take the case on trial because they fear loose.
- Attention to details: This refers to being able to look deeper than anyone can think or see. Erin was so committed to this project that she ended up knowing each family and the impact the water had on its members. On the other hand, Kurt's firm did nothing to ensure that they know better of what was happening to the families of those affected.

- Outcome orientation: This refers to being able to set goals and ensuring that you put measures in place for those goals to be realised. Ed knew that they have an opportunity to win this case and they went through all the trouble to get the signatures as an indication that the community is behind them. Kurt's on the other hand did nothing out of the ordinary to prove that they will win a case.
- Team orientation: The plan should always be based on approaching the objective as a team
- People orientation: The organisation should also focus on ensuring that people are motivated to take part in teamwork.
- Stability: That's the extend at which the organisation emphasize their resoluteness and ensure that cohesiveness within the organisation is maintained.
- Aggressiveness: That's the appetite the organisation has in order to win.

15 ERIN AS A TEAM PLAYER

Ellis et al (2005) in agreement with Woods and West state the following as generic teamwork skills:

- Conflict resolution skills: At the beginning of the video, Erin is seen a person who only want to go with her thoughts but not considering other team players. That's was evident when she was shouting and other colleagues because of how she believed they are looking at her.
- Collaborative problem solving skills: Erin was able to work with Ed even though at the beginning of the video they were not collaborating. This is seen later on the video when Erin worked with Ed to ensure that signatures are collected from the community members
- Norming: This is a stage at which critics are no longer considered seriously by the group. Erin demonstrated that when the other Law firm indicated that they don't have the power to take this case further.
- Communication skills: Erin did not have good communication skills; she communicated to her manager and subordinates as if she was communicating with her kids. She will make noise before she could even hear the other party out.

- Performing: This refers to the team being able to clearly execute their duties to the best expectations. Erin was later seen as a very important asset in the organisation as she was able to plan her work and understanding of her duties better.
- Goal setting and performance management skills: Erin worked hard on this one she had set her goal but her performance was not guided by the policies of the company.
- Planning and task coordination skills: Erin was sharp with planning and coordinating skills. She planned her work and coordinated it well in the manner that even when a new firm is introduced they are able to work on her research.
- Based on the analysis of generic team-work skills Erin was not a good team player.

16 CONCLUSION

In conclusion, I learned that at the beginning of the video, Erin was a short-tempered employee who was very difficult to work with.

Later in the video, it was clear that Erin improved her working relationship with the team and was committed to the task given. It is clear this people are different but with the right mind-set and opportunities, they can improve themselves and improve performance of the organisation.

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Behavioural aspects	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
1. The importance of emotional intelligence	1	2	3	4	5 X
2. How to deal with difficult people in the workplace (Mavericks)	1	2	3	4	5 X
3 How the concept of personality affects behaviour	1	2	3	4 X	5
4.. How motivation affects behaviour and how it may change over time	1	2	3	4 X	5
5. Help me to understand and apply career development theories	1	2	3 X	4	5
6. How to compile a job description and job specification based on a job analysis	1	2	3	4 X	5
7. How to develop behaviorally typed of questions for a job interview	1	2	3	4 X	5
8. How to compile a performance agreement	1	2	3	4 X	5
9. How to develop a performance assessment template	1	2	3	4 X	5
10. How job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	1	2	3	4	5 X

Behavioural aspects	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
11. Help me to understand how core self-evaluation impact emotions	1	2	3	4 X	5
12. Help me understand the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	1	2	3	4	5 X
13. Give me a good understanding and insight of work engagement	1	2	3 X	4	5
14. Better understanding of the importance of organisational culture	1	2	3	4 X	5
15. How to become a better team player	1	2	3	4	5 X
16. Overall, this was a very effective exercise and should be used again.	1	2	3	4	5 X

Rubric to assess the portfolio of evidence

<u>Name:</u>
<u>Module:</u>
<u>Date:</u>

Rate the learners' mastery of the sixteen competencies and compliance with four presentation and technical aspects on a 6-point Likert scale.

<u>Not yet competent</u>	<u>Very poor competency</u>	<u>Below average competency</u>	<u>Average competency</u>	<u>Above-average competency</u>	<u>Excellent competency</u>
<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>

<u>Competencies</u>	<u>Not yet competent</u>	<u>Very poor competency</u>	<u>Below average competency</u>	<u>Average competency</u>	<u>Above-average competency</u>	<u>Excellent competency</u>
<u>1. The learner understands the importance of emotional intelligence and can apply their theoretical knowledge</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4x</u>	<u>5</u>
<u>2. The learner is competent in dealing with difficult people in the workplace (Mavericks)</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>3. The learner understands how the concept of personality affects behaviour in the workplace</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>4. The learner understands how motivation affects behaviour and how it may change over time</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4x</u>	<u>5</u>
<u>5. The learner demonstrated a clear understanding and can apply career development theories</u>	<u>0</u>	<u>1x</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>6. The learner can compile a job description and job specification based on a job analysis</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>7. The learner has demonstrated the ability to develop behaviorally type of questions for a job interview</u>	<u>0</u>	<u>1</u>	<u>2x</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>8. The learner has demonstrated he or she can compile a performance agreement</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>

<u>Competencies</u>	<u>Not yet competent</u>	<u>Very poor competency</u>	<u>Below average competency</u>	<u>Average competency</u>	<u>Above-average competency</u>	<u>Excellent competency</u>
<u>9. The learner knows how to develop a performance assessment template</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>10. The learner has a clear understanding of how job design impact motivation based on the Job Characteristics Model of Hackman and Oldham</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>11. The learner has a good understanding of how core self-evaluation impact emotions</u>	<u>0</u>	<u>1x</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>12. The learner understands the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance</u>	<u>0</u>	<u>1x</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>13. The learner have demonstrated a good understanding and insight into the concept of work engagement</u>	<u>0</u>	<u>1x</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>14. The learner showed that he or she understands the importance of organisational culture and how to evaluate the type of organisational culture</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>15. The learner understands the importance of teamwork and how to become a better team player by learning the critical skills for teamwork</u>	<u>0</u>	<u>1</u>	<u>2x</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>16. Overall, the learner demonstrated that he or she had mastered the various theories' and constructs dealt with in Strategic Talent Management and can apply his or her knowledge in practice.</u>	<u>0</u>	<u>1</u>	<u>2x</u>	<u>3</u>	<u>4</u>	<u>5</u>

<u>Competencies</u>	<u>Not yet competent</u>	<u>Very poor competency</u>	<u>Below average competency</u>	<u>Average competency</u>	<u>Above-average competency</u>	<u>Excellent competency</u>
<u>Presentation and technical aspects</u>						
<u>17. The table of contents, references and list of sources are noted correctly</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>18. Writing - the style and language (grammar) meet the requirements</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>19. Independent (own) thought is reflected, and insight into the various questions was demonstrated</u>	<u>0</u>	<u>1</u>	<u>2x</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>20. Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3x</u>	<u>4</u>	<u>5</u>
<u>Comments:</u>						
<u>Mark obtained</u>			<u>Total Mark</u>			
	<u>50</u>		<u>100</u>			
<u>Deduction for plagiarism if any</u>						
<u>Final Mark out of 100</u>						
<u>Moderator mark</u>			<u>100</u>			
<u>Moderator name:</u>						
<u>Moderator signature:</u>						
<u>Date of moderating:</u>						

Plagiarism:

Plagiarism Report. Marks deducted for plagiarism infringements

- -10 (5 % - 20 % out of single source)
- -20 (21 % - 40 % out of single source)
- Allocate 0% (41 % - 60 % out of single source)
- Disciplinary steps (anything higher than 60 %)

Deduct the following marks if:

Total similarity index is between 20% -29% deduct 5%

Total similarity index is between 30% – 39% deduct 10%

Total similarity index is between 40% - 49% deduct 20%

Total similarity index of more than 50% (failed score 0%, student allowed a second opportunity to revised POE depending on the seriousness of plagiarism).

Examiner: Professor PA Botha


