

Strategic Talent Management

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1. INTRODUCTION

I am currently working as a Supply Chain Manager. I have a B Com Accounting degree but found myself in Supply Chain Management. After completing my degree, I was employed as a supply chain graduate for a platinum mine in Rustenburg. During the graduate program, I was based at the procurement department for 12 months and at the contracts department for the remaining 12 months. The program was 24 months long.

Supply chain plays a big role in the mining industry. Mines extract minerals from underground and sell them to the market. The prices for the minerals are determined by the market, so mines are price takers. This means that mines do not have control over the sales price. They only have control over the cost price. For them to be competitive and profitable, the cost price must be lower than the sales price.

Cost of sales is a product of quantities and the unit price. Quantities used are influenced and determined by the end users. The quantities used must be linked to production. The unit price is influenced by supply chain as that is the price paid for goods and services procured on a daily basis.

My role in procurement involved normal daily buying (procurement) and also capital procurement which was mostly stay in business projects. My role in the contracts department entailed creation of contracts for services and goods that were used at the mine on a regular basis. These are goods and services that influenced the cost of sales. The advantage with contracts is that prices are fixed for a period of time, so there is price stability. The price escalation formula is also defined in the contracts, so it makes it easier to understand the elements that impact on pricing. Not having contracts with suppliers in place results in a lack of price stability which negatively affect the cost of sales

I have mostly been in the mining sector. I started in the platinum sector and now I am in the coal mining sector. My employer, Exxaro Resources, has operations in Limpopo, Mpumalanga and Kwazulu Natal. Coal is mined and supplied to Eskom power stations

to be used in the generation of power. Some of the coal is used by local ferrochrome furnace plants. The rest of the coal is exported.

The mining sector has been the backbone of South Africa's economy. The sector has also absorbed more people through employment opportunities. The sector has shed more jobs since the Marika Massacre. Policy uncertainty has also contributed in the lack of investment in the sector.

An average mine takes between 10 to 20 years. This covers sampling, applying for relevant licenses to sinking. During this period, capital has to be invested in the mine infrastructure and working capital to cover operational costs. These costs are incurred before the mine operates. Considering the number of years it takes before the mine starts generating income, investors need assurance that policy will remain stable. Policy uncertainty negatively impacts the ability of the sector to grow.

With the rise in the power of unions in the mines, labour uncertainty has risen. This is caused by the fact that unions use strike actions to address disputes with employers. Strikes and disputes between labour unions have potential to negatively impact on production outputs.

In my current role as Supply Chain Manager, I am responsible for procurement, warehousing, contracts and repairs/reconditioning. I have 4 supervisors under me responsible for the departments mentioned above. This position is my first management stint. I have previously worked as a specialist in previous roles. Working as a specialist meant that I work alone on most of my work activities. It empowered me to manage my own work and timelines to ensure that deadlines are met.

Managing people is challenging because people think differently. The mine that I am working is new, so I have an opportunity to inculcate correct values. I have also been involved in the recruitment of most of the team members.

The next level after my position is that of Group Manager Supply Chain Management. I would like to be in my current role for at least 5 years and then move into any role in the Supply Chain Sustainability (SCS) space. SCM includes reporting spend to the Department of Minerals, Resources and Energy (DMRE) and enterprise development. This role will give me exposure to the challenges that smaller companies face. My

experience in procurement will place me in a good position to assist small businesses to access opportunities in the mining sector.

I am currently serving as a Deputy Chairperson of the estate board. I accepted the appointment to serve in the board because I would like to serve in the company boards in future. The role has exposed to the oversight role that the board plays.

With the board experience and exposure to all the areas in supply chain management, I believe that I will be a suitable candidate for any senior role in supply chain, risk , enterprise develop and small business funding.

2. INDUSTRY ASSESSMENT

The Fourth Industrial Revolution has disrupted the world. It has demonstrated that technology can be used to improve business processes. The Covid-19 lockdown has also exposed how businesses need to fast-track the adoption of the Fourth Industrial Revolution. During the lockdown, social distance policies were introduced which prohibited work places to consist of complete teams.

This impacted negatively on production of goods and the rendering of services. China as the key manufacturer in the world was also impacted. This resulted in shortage of products that are used in production process across the world.

The Fourth Industrial Revolution has introduced technologies like:

- Internet of things;
- Artificial intelligence
- Big data
- Machine learning
- Robotics
- Virtual, Augmented and Mixed Reality

These technologies have started to impact on the type of jobs that exist in companies. For example, a role of an administrator which entails tasks that are mostly repetitive in nature can be done by technology. This means that certain roles with repetitive tasks might cease to exist in future.

Technology generates data which has to be analysed and interpreted to draw meaningful conclusions. Data enables real time decision making. Companies have started training data specialists to take advantage of the data generated from technology.

In future, the skills that are likely to be important includes:

- Analytical skills
- Creative skills
- Emotional intelligence
- Active learning
- Judgement and decision making

- Interpersonal skills
- Leadership skills
- Diversity and cultural intelligence
- Technology skills
- Embracing change

These skills will render some positions redundant. The future employee will be empowered and will not require an office to operate. The future employee will be able to operate from anywhere. With data, they will also be able to take decisions at the right time.

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My employer Exxaro embraced technology earlier. From 2017, they started empowering employees with tools to work from anywhere. Employees were also taken through the yellow belt training that focuses on lean. These investments by Exxaro resulted in empowered employees who did not stop working during the lockdown. Employees continued working from home using technology platforms like Microsoft teams.

Some of the Exxaro operations have implemented the digital twin which is a mirror image of some of the equipment used. The digital twin enables an official to monitor the equipment in a mobile device. This helps with proactively managing potential breakdowns proactively monitoring them remotely. When a component has an error, the digital twin is able to show the exact error in the component. This ensures that officials do not waste time looking to identify a problem. Once the problem has been identified, relevant spares are prepared and taken to solve the problem.

In my current role as a Supply Chain Manager, I have been asked to embed technology in the supply chain warehouse at the mine. I am currently in a process of determinin the technology roadmap for the warehouse. The roadmap will inform the direction to be taken. The compilation of the road map will look at the capabilities that we have at the mine together with the support that supply chain would like to provide to the mine.

One of the areas that we want to use technology for is issuing stock after hours. Currently we have a person on standby after hours who attends to the after hours or weekend requests. We would like to explore a solution that can do away with that. We

also want to embed technology that can assist with predicting required stock levels based on the consumption and planned maintenance. Currently stock levels are influenced by the past. We would like to change that to have stock levels that can be influenced by current and future events.

Another solution that we are considering is of using robots to pack and move items around the warehouse. This will require proper barcoding to enable the robots to read them. It will result in the current warehouse personnel only focusing on improving the management of the warehouse. It will also give them more time to review and analyse data. This means that the skills required for warehousing will change from being mostly manual hard labour to more analytical. Employees who do not embrace technology will become redundant.

As explained above, I see myself in a senior role in supply chain. I have demonstrated above that the future jobs will change. The role of an executive for supply chain will also change. It will require an individual who embraces technology. The individual will also be expected to demonstrate the following skills:

- Analytical skills
- Creative skills
- Emotional intelligence
- Active learning
- Judgement and decision making
- Interpersonal skills
- Leadership skills
- Diversity and cultural intelligence
- Technology skills

These skills will empower an executive for supply chain to be successful in his role. I need to sharpen my skills in those areas to ensure that I am ready for the next role. Already, the MBA has assisted to develop key competencies in me which will come in handy in future.

3. CONCEPTUAL THEORETICAL FRAMEWORK OF SELF-ASSESSMENT

SELF AWARENESS

The table below summarises the scores:

Subscales	Yours score	Converted into %
Refelctive self-devleopent	40	32%
Acceptance	38	30%
Proactive at work	30	24%
Emotional costs	18	14%

Self awareness is an exercise that is done by an individual to see understand themselves more, clearly and objectively. The self awareness theory acknowledges that individuals cannot be expected to be objective when conducting this exercise. They are however expected to be thorough and honest to ensure that they derive value.

This exercise helps determine areas that require attention in an individual. This exercise allows us to consider our thoughts, feelings and actions and comparing if they are in line with our values and standards.

According to research on this topic, as individuals we have control over our standards and we can change our standards if our behavior does not match to them (Dana, Lalwani, & Duval, 1997).

According to the self- awareness theory, there are two likely outcomes of the assessment:

- *We “pass,” or find alignment between ourselves and our standards.*
- *We “fail” or find a discrepancy between ourselves and our standards (Silvia & Duval, 2001).*

Based on my results, the following became clear:

- I need to do this exercise regularly to ensure that I connect my actions with my values
- I need to understand more and also ensure that I do more thinking before taking decisions.
- Emotional awareness emerged as one of the areas that require improvement
- Given the fact that I previously worked in Specialist roles, I need to invest time in understanding people more to improve work relationships.

From research, self-awareness has the following benefits:

- Aid in better decision making
- Empower with ability to see things from the perspective of others
- Encourages positive self-development and make us more proactive

EMOTIONAL INTELLIGENCE SELF-ASSESSMENT

Individuals have emotions. Emotions determine how we react to situations. Lack of control over emotions can have negative consequences.

Family dynamics – family conditions play a big role in influencing the emotions of people. For example, if one is going through a divorce, they are likely to react in a certain way. Another example is if one is suffering from prolonged illness or depression

Workplace dynamics – toxic working spaces influences the emotions of people. A toxic working space negatively impacts on employees.

Results from the table

Self-awareness		Managing emotions		Motivating oneself		Empathy		Social Skill	
1	3	2	3	3	4	4	2	5	2
6	4	7	4	8	3	9	2	10	2
11	3	12	1	13	3	14	3	15	3
16	3	17	4	18	3	19	3	20	3
21	3	22	3	23	3	24	2	25	3
26	3	27	3	28	4	29	3	30	3

31	4	32	4	33	4	34	2	35	2
36	3	37	3	38	3	39	3	40	3
41	3	42	3	43	3	44	3	45	3
46	3	47	3	48	3	49	2	50	3

Total	32	Total	31	Total	33	Total	25	Total	27
=		=		=		=		=	
(SA)		(ME)		(MO)		(E)		(SS)	

Interpretation of results

35-50	This area is a <i>strength</i> for you.
18-34	<i>Giving attention</i> to where you feel you are weakest will pay dividends.
10-17	Make this area a <i>development priority</i> .

Emotional intelligence refers to a measure of an individual's ability to manage their own emotions, emotions of other people and both individually (SkillsYouNeed. N/A).

Individuals with a higher emotional intelligence manage interpersonal relationships with ease. They are also more aware about their emotional state. Being aware of your emotional state can assist to reduce stress which can cause depression if not managed.

Emotional intelligence can be learnt and practiced by individuals to ensure that they are more aware of their emotional state. Lack of emotional intelligence can create unnecessary conflicts and create a toxic working space. It is important for managers to be able to manage their emotions.

Table from

Personal Skills or Competences	Social Skills or Competences
<i>How we manage ourselves</i>	<i>How we handle relationships with others</i>
▸ Self-awareness ▸ Emotional awareness ▸ Accurate self-assessment ▸ Self-confidence ▸ Self-regulation ▸ Self-control ▸ Trustworthiness ▸ Conscientiousness ▸ Adaptability ▸ Innovation ▸ Motivation ▸ Achievement drive ▸ Commitment ▸ Initiative ▸ Optimism	▸ Empathy ▸ Understanding others ▸ Developing others ▸ Service orientation ▸ Leveraging diversity ▸ Political awareness ▸ Social Skills ▸ Influence ▸ Communication ▸ Conflict management ▸ Leadership ▸ Change catalyst ▸ Building bonds ▸ Collaboration and cooperation ▸ Team capabilities

PERSONALITY TEST

Scores

$$E = 20 + (1) \underline{3} - (6) \underline{1} + (11) \underline{3} - (16) \underline{4} + (21) \underline{3} - (26) \underline{4} + (31) \underline{3} - (36) \underline{4} + (41) \underline{3} - (46) \underline{4} = 52 \underline{\quad}$$

$$A = 14 - (2) \underline{3} + (7) \underline{3} - (12) \underline{1} + (17) \underline{3} - (22) \underline{3} + (27) \underline{3} - (32) \underline{4} + (37) \underline{3} + (42) \underline{4} + (47) \underline{2} = 40 \underline{\quad}$$

$$C = 14 + (3) \underline{4} - (8) \underline{3} + (13) \underline{3} - (18) \underline{5} + (23) \underline{4} - (28) \underline{4} + (33) \underline{3} - (38) \underline{4} + (43) \underline{4} + (48) \underline{3} = 51 \underline{\quad}$$

$$N = 38 - (4) \underline{3} + (9) \underline{4} - (14) \underline{4} + (19) \underline{3} - (24) \underline{4} - (29) \underline{3} - (34) \underline{4} - (39) \underline{3} - (44) \underline{3} - (49) \underline{4} = 73 \underline{\quad}$$

$$O = 8 + (5) \underline{4} - (10) \underline{1} + (15) \underline{4} - (20) \underline{3} + (25) \underline{4} - (30) \underline{4} + (35) \underline{3} + (40) \underline{4} + (45) \underline{3} + (50) \underline{5} = 46 \underline{\quad}$$

Guide

The scores you calculate should be between zero and forty. Below is a description of each trait.

- **Extroversion (E)** is the personality trait of seeking fulfilment from sources outside the self or in community. High scorers tend to be very social, while low scorers prefer to work on their projects alone.
- **Agreeableness (A)** reflects many individuals adjust their behaviour to suit others. High scorers are typically polite and like people. Low scorers tend to 'tell it like it is'.
- **Conscientiousness (C)** is the personality trait of being honest and hardworking. High scorers tend to follow the rules and prefer clean homes. Low scorers may be messy and cheat others.
- **Neuroticism (N)** is the personality trait of being emotional.
- **Openness to Experience (O)** is the personality trait of seeking new experience and intellectual pursuits. People that obtain high scores may daydream a lot. Low scorers may be very down to earth.

Feedback

I only achieved less between zero and forty on Agreeableness

Constructs

Human beings have different characters. These characters are developed over a period of time. The characters can serve as career limiting or result in career growth. It is important for companies to recruit characters that compliment each other. The personality characters must not be the same. Personality characters must take into account that each character has a positive and negative side.

ORGANISATIONAL COMMITMENT

If an individual has a higher job satisfaction, they are most likely to stay for long in the company. A lower job satisfaction can result in a high job turnover.

Scales and items	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither	Slightly agree	Moderately Agree	Strongly Agree
Affective Commitment Scale Items 37							
1. I would be very happy to spend the rest of my career with this organisation.	1	2	3	4	5	6	7X
2. I enjoy discussing my organisation with people outside it.	1	2	3	4	5	6	7X
3. I really feel as if this organisation's problems are my own.	1	2	3	4	5	6X	7
4. I think that I could easily become as attached to another organisation as I am to this one. (reversed scored)	7	6	5	4	3X	2	1
5. I do not feel like 'part of the family' at my organisation. (reversed scored)	7	6	5	4	3X	2	1

Scales and items	Strongly	Moderately	Slightly	Neither	Slightly agree	Moderately	Strongly
6. I do not feel 'emotionally attached' to this organisation. (reversed scored)	7	6	5	4	3X	2	1
7. This organisation has a great deal of personal meaning for me.	1	2	3	4	5X	6	7
8. I do not feel a strong sense of belonging to my organisation. (reversed)	7	6	5	4	3X	2	1
Continuance Commitment Scale Items 21							
1. I am not afraid of what might happen if I quit my job without having another one lined up. (reversed scored)	7	6	5	4	3X	2	1
2. It would be very hard for me to leave my organisation right now, even if I	1	2	3	4	5X	6	7
3. Too much in my life would be disrupted if I decided I wanted to leave	1	2	3	4	5X	6	7
4. It wouldn't be too costly for me to leave my organisation now. (reversed)	7	6	5	4	3X	2	1
5. Right now, staying with my organisation is a matter of necessity as	1	2	3	4	5X	6	7
6. I feel that I have too few options to consider leaving this organisation.	1	2	3	4	5X	6	7
7. One of the few serious consequences of leaving this organisation would be the	1	2	3	4	5X	6	7
8. One of the major reasons I continue to work for this organisation is that leaving	1	2	3	4	5X	6	7
Normative Commitment Scale Items							
1. I think that people these days move from company to company too often.	1	2	3	4	5X	6	7

Scales and items	Strongly	Moderately	Slightly	Neither	Slightly agree	Moderately	Strongly
2. I do not believe that a person must always be loyal to his or her	7	6	5	4	3X	2	1
3. Jumping from organisation to organisation does not seem at all	7	6	5	4	3X	2	1
4. One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore	1	2	3	4	5X	6	7
5. If I got another offer for a better job elsewhere, I would not feel it was right to	1	2	3	4	5X	6	7
6. I was taught to believe in the value of remaining loyal to one organisation.	1	2	3	4	5	6X	7
7. Things were better in the days when people stayed with one organisation for	1	2	3	4	5	6X	7
8. I do not think that wanting to be a "company man" or "company woman" is	7	6	5	4	3	2X	1

JOB SATISFACTION

Subscales and items	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree
Work itself 22							

Subscales and items	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree
1. Overall, I am very pleased with the types of activities that I do on my job.	1	2	3	4	5	6X	7
2. I would be more content with my job if I were doing tasks that are different from	7	6	5	4	3	2X	1
3. I am more satisfied with the types of work I currently do that with almost any	1	2	3	4	5	6X	7
4. All in all, I am very satisfied with the things I do at work.	1	2	3	4	5	6X	7
5. All in all, I would rather have some other kind of duties in my work (reverse-	7	6	5	4	3	2X	1
Supervision 6							
6. Overall, I am very pleased with the way my manager supervises me.	1	2	3	4	5	6X	7
7. I would be more content with my job if my manager did not work here.	7	6	5	4	3	2X	1
8. I am more satisfied with my manager than with almost anyone I have ever worked for.	1	2	3	4	5	6X	7

Subscales and items	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree
9. All in all, I am very satisfied with this person as my manager.	1	2	3	4	5	6X	7
10. All in all, I would rather work for some other manager. (reversed-scored) 16	7	6	5	4	3X	2	1
Co-workers							
11. Overall, I am very pleased to work with my co-workers.	1	2	3	4X	5	6	7
12. I would be more content with my job if my co-workers did not work here.	7	6	5	4X	3	2	1
13. I am more satisfied with my co-workers than with almost anyone I have	1	2	3	4	5X	6	7
14. All in all, I am very satisfied with my co-workers	1	2	3	4	5X	6	7
15. All in all, I would rather work with some other kind of co-workers	7	6	5	4X	3	2	1
Pay							
16. Overall, I am very pleased with how much money I earn	1	2	3	4X	5	6	7
17. I would be more content with my job if my pay were not so low. (reversed)	7	6	5	4	3X	2	1
18. I am more satisfied with my pay now than I have almost ever been	1	2	3	4	5X	6	7

Subscales and items	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree
19. All in all, I am very satisfied with my pay	1	2	3	4X	5	6	7
20. All in all, I would rather have better pay (reversed-scored) 20	7	6	5	4X	3	2	1
Promotion							
21. Overall, I am very pleased with my opportunities for promotion	1	2	3	4	5X	6	7
22. I would be more content with my job if my promotion opportunities were not	7	6	5	4	3	2X	1
23. I am more satisfied with my opportunities for promotion now than	1	2	3	4	5	6X	7
24. All in all, I am very satisfied with my chances for promotion	1	2	3	4	5X	6	7
25. All in all, I would rather have more opportunities for promotion (reversed)	7	6	5	4	3X	2	1

What about decision making style?

WORK RELATED QUALITY OF LIFE

Guide

Norm scores	GWB	HWI	JCS	CAW	WCS	SAW	Full score
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Lower	6-21	3-10	6-21	3-10	3-10	2-6	23-81
Average	22-25	11-13	22-25	11-12	11-13	7-8	82-90
High	26-30	14-15	26-30	13-15	14-15	9-10	91-115

Scores Attained

GWB – 16 – Lower score

HWI – 10 – Lower score

JCS – 25 - Average

CAW – 12 - Average

WCS – 11 - Average

SAW – 5 - Lower

SELF MOTIVATION

This relates to the ability to see the bright side in the midst of all negative things

Results

in my life.					
Add the number of "X's" in each vertical column & place number in the yellow box:	0	0	5	7	0
Multiply number in yellow box by number beneath it; put total in green box:	x 1	x 2	x 3	x 4	x 5
Add the 5 numbers in the green boxes & write total score in purple box:	0	0	15	28	0
TOTAL ASSESSMENT SCORE:					

Implications

Up to 36	You likely allow your personal doubts and/or fears to keep you from succeeding at times. You may not believe in your own skills, abilities and talents, which may have caused a lack of self-confidence and/or self-esteem. Start by setting small goals that with hard work, you know you can attain. Once you've achieved a few successes, reward yourself and celebrate these achievements. As you begin to gradually increase your level of stretch in your goals, be sure to build a strong, positive support system around you who can help you stay focused and determined.
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JOB STRESS SELF-ASSESSMENT

Each job has its own associated stress level. The more senior the job, the higher the stress levels. The stress levels are caused by the fact decisions that one has to take while in a certain position. Another factor is the type of things that an individual gets exposed to in his job. For example, the cash van drivers are low level employees but have high stress due the high attacks in cash vans.

A company CEO has stress because the decisions that he takes on a daily basis can influence whether the company continues to operate or closes down.

The job stress level must be linked to the salary to compensate for the stress. Stress can cause depression or other diseases if not controlled.

WELLNESS SELF-ASSESSMENT

The theory of wellness looks at a person as a whole. It covers the physical, emotional, spiritual and many other facets of a human being.

An employee who lacks wellness (any) is a risk to an organization. Such employees can create toxic working spaces if not controlled. Wellness can also result in less sick leave by employees.

Companies need to be interested in human beings as a whole. Focus on the output of the individual is not sustainable. A company that looks after wellness of employees is likely to retain them.

BURNOUT

This relates working longer hours without taking sufficient break. The body of a human being was developed to work a certain number of hours and rest. Resting helps to recharge the energy levels. Resting helps the brain to relax.

Working for longer hours without regular break can create health problems for the individual. Companies must look at burnout as a serious concern.

4. SKILLS LEARNING – STAR

Situation

I had a difference with one of the supervisors reporting to me regarding her work.

Task

This required me to use people management skills to resolve the conflict

Actions

- Arranged a meeting
- I allowed the supervisor an opportunity to expand on their concerns.
- I also explained the issue from my view
- I showed her the bigger picture of what I was trying to explain to her
- I showed her the impact of the poor performance on the company

Results

- We both agreed that we need to have regular meetings
- The meetings must be open and allow for issues to be discussed openly and freely
- She saw the matter from my point of view and promised to support me going forward.

5. PLAN FOR PROFESSIONAL DEVELOPMENT AND CONTINUOUS IMPROVEMENT

Following the exercises that I have done; I have concluded that the following areas require attention:

- Leadership skills
- People management skills
- Emotional intelligence
- Avoid the risk of burn out

Under normal circumstances, we are kept busy by work and neglect important things in our lives. I have committed to run these exercises at least once a year to identify areas that require attention.

Career Goals

- Grow to become a senior manager
- Develop my leadership skills
- Develop my emotional intelligence
- Develop my ability to be decisive when required
- Development my strategic thinking abilities

Plan to address the gaps:

- Register for Master of Business Administration
- Participate in workplace projects on innovation
- Accept invitation to chair disciplinary hearings to develop my decision making skills
- Continue to serve in the estate boards to gain experience

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RUBRIC TO ASSESS THE PORTFOLIO OF EVIDENCE

Name: Bernard Makgaka 32918585
Module:
Date:

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

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
1. TITLE PAGE, TABLE OF CONTENT, ABSTRACT AND INTRODUCTION	3/5					
Is the title page correct and the title a good representation of the content? Is the table of content correct? Does the abstract appropriately demarcate the POE? Does the introduction give a clear and sequential indication of the structure of the POE?	0	1	2	3x	4	5
2. INTRODUCTION TO YOUR POSITION	17/25					
Introduction to your current position	0	1	2	3	4x	5
Introduction to the industry currently employed in	0	1	2	3	4x	5
General career goals	0	1	2	3x	4	5

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
Direction you want to follow	0	1	2	3x	4	5
• Brief job description	0	1	2	3x	4	5
3. INDUSTRY ASSESSMENT	14/20					
Impact of the Fourth Industrial Revolution on the future of work.	0	1	2	3x	4	5
Skills required to succeed in the Fourth Industrial Revolution.	0	1	2	3x	4	5
A job/position analysis and explaining the specific position (s) you see yourself working in the future.	0	1	2	3	4x	5
• Required competencies and skills needed for this/these positions.	0	1	2	3	4x	5
4. CONCEPTUAL-THEORETICAL FRAMEWORK OF SELF-ASSESSMENT CONSTRUCTS This section focus on the theoretical foundation of the self-assessment constructs. You have to define the constructs and discuss one (1) contemporary theory on which they are based.	4/80					
4.1 Self-awareness Understand the theoretical foundation of self-awareness	0	1x	2	3	4	5
4.2 Emotional intelligence Understand the theoretical framework of EI	0x	1	2	3	4	5
4.3 Personality traits Demonstrate an understanding of personality theory	0x	1	2	3	4	5

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
4.4 Organisational commitment Understand the theoretical foundation of organisational commitment	0x	1	2	3	4	5
4.5 Job satisfaction Understand the construct, theory and facets of job satisfaction	0X	1	2	3	4	5
4.6 Decision-making style Demonstrated insight of decision-making theory	0x	1	2	3	4	5
4.7 Quality of working life Demonstrate an understanding of the construct and theory of quality of work-life or QWL	0x	1	2	3	4	5
4.8 Self-motivation Understand the construct and theory of motivation	0x	1	2	3	4	5
4.9 Training programmes Understand the theory of training and demonstrated the capacity to assess a training programme	0x	1	2	3	4	5
4.10 Performance management behaviour Understand performance management behaviour theory	0x	1	2	3	4	5
4.11 Career path Understand how personality traits influence career choices and how to plan your career	0x	1	2	3	4	5
4.12 Job stress Understand that job stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker	0	1x	2	3	4	5

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
4.13 Wellness To understand the construct and theory of wellness	0	1	2x	3	4	5
4.14 Work engagement Understand the construct and theory of work engagement	0x	1	2	3	4	5
4.15 Burnout To understand the meaning, theory and symptoms of burnout and the consequences of burnout	0x	1	2	3	4	5
4.16 Cultural intelligence Demonstrate an understanding of the construct and theory of CQ	0x	1	2	3	4	5
5. SKILL LEARNING	4/5					
Use STAR technique (e.g., Situation, Task, Actions taken, Results achieved) to describe examples when you applied the people management skills to your work and/or personal lives and then provide an assessment outcome and reflection on the lessons learned.	0	1	2	3	4x	5
6. RESULTS OF SELF ASSESSMENT'S	8/20					
6.1 Used descriptive statistics to calculate scores.	0	1	2x	3	4	5
6.2 Presented scores in graphs and tables	0	1	2x	3	4	5
6.3 Discussion of scores	0	1	2x	3	4	5
6.4 Discussion of strengths and weaknesses regarding each assessment	0	1	2x	3	4	5

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
7. PLAN FOR PROFESSIONAL DEVELOPMENT AND CONTINUOUS IMPROVEMENT	12/25					
7.1 Clarify what insights you gained about yourself from the self-assessments and how the assessments led to a better understanding of your full potential in their professional capacity and fit for your desired positions.	0	1	2	3x	4	5
7.2 Specify your career goals	0	1	2	3x	4	5
7.3 Supplement your goals with a gap analysis identifying your current skills, and needed skills, that are required for successful achievement of your desired career position(s).	0	1	2	3x	4	5
7.4 Compilation of detailed plans for achieving these goals, including incremental steps.	0	1	2	3x	4	5
7.5 Indication of your perceived rewards and benefits for achieving each goal.	0x	1	2	3	4	5
8. PRESENTATION AND TECHNICAL ASPECTS	8/20					
8.1 Writing - the style and language (grammar) meet the requirements	0	1	2x	3	4	5
8.2 Is the stylistic and technical refinement in order?	0	1	2x	3	4	5
8.3 Is the references in the text and reference list correct according to the Harvard referencing style	0	1	2x	3	4	5
8.3 Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors	0	1	2x	3	4	5

Competency levels		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
Comments:							
Mark obtained		70/200					
Deduction for plagiarism if any							
Examiner Final Mark out of 100%:		35/100					
Moderator name		Moderator Mark	/100				

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).