



BUSINESS SCHOOL
BESIGHEIDSKOOL
SEKOLO SA KGWEBO



SOLEMN DECLARATION – INDIVIDUAL ASSIGNMENT

Solemn declaration by student

Module:	Strategic	Talent
	Management	
Module Code:	MBAB 822	
Assignment:	Portfolio of Evidence	
Assignment due date:	05 Nov 2020	

I, ML Kau (35884258) declare herewith that the assignment which I herewith submit to the North-West University as partial completion of the requirements set for the MBA degree, is my own work.

Signature of student: **ML Kau** Student number: **35884258**

Signed at **Brakpan** on this **01** day of **November 2020**

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1. Abstract

This portfolio of evidence is the study Strategic Talent Management offered by Professor Petrus Botha at North West University. This POE evaluates my personal strengths and weaknesses in people management skills, and it covers plan for my professional development and continuous improvement.

The following the following main concepts:

- Current position and future of my career.
- Conceptual theories to guide me in people's management.
- Self-assessment.
- Interpretation of self-assessment results.
- Career development

2. Introduction of my position

I am currently employed as an Engineering Manager at G&W Minerals Wadeville, East of Johannesburg. I have been in the current position for 5 years. I am currently reporting to the Managing Director, holding General Machinery Regulation legal appointment (GMR2.1). As a GMR 2.1 appointee under General Machinery of Occupational Health and Safety of 1993, I must sure all machinery on site complies to the standard and all employees working on moving machinery are trained and declared competent.

I am working G&W Minerals, which is a subsidiary of ZIMCO group. Our corporate office is situated in Wadeville Johannesburg, East of Johannesburg. G&W Minerals supplies industrial minerals locally and internationally. They are leaders in products like Bentonite, Attapulgate, Kaolin, Anthracite, HVCB3 coal, Kingston clay, Moss clay, Limestone, Terradura and CS5. Our products are used in industries like, ferrochrome's, foundries, water treatment, agricultural, civil drilling, and dam sealing

ZIMCO group is owned by ECOBAT TECHNOLOGIES in AMERICA. ZIMCO group have two divisions which are Lead Divisions and Industrial Divisions. Lead Divisions consists of Frys Metal, Castle Lead and Associative Additives. Industrial Divisions consists of G&W Minerals, Dutton Plastic Engineering, Sondor, Zinchem and Zimalco.

I am holding BTech in Mechanical Engineering, Master in Engineering Management and Government Certificate of Competency (GCC). My career goal is to become an Operations Manager in 2 years' time and of cause be Managing Director within the same business or group. In my career succession plan, I have already qualified to be Operations Manager, in terms of qualifications and experience I exceed the requirements. Every year when we do personal appraisals, it was mentioned to me that I am ready for promotion.

I took a decision in 2019 to further studies, and in this decision I have decided to study MBA at North West University, with this qualification I can be able to run business as it includes necessary tools to make decision in all disciplines of the business. With MBA qualification I can even be an entrepreneur.

My duties are as follows:

- Legally appointed as GMR2.1

- Accountable for proactive and preventive maintenance of the factory properly within the budget requirements and capital expenditure.
- Manage Engineering Department employees to maximize their potential and effectiveness
- Facilitate projects
- Responsible for Health and Safety of Employees
- Leads maintenance strategies and implement Continuous Improvement Techniques
- Project Management
- Ensures engineering team delivers high standards of cleanliness and reliability of production machinery and facility
- Responsible for Electrical and Mechanical Maintenance
- Assist with annual and project-based budget development
- Provides technical support and leadership to Engineering team
- Identify plant issues before they become source of downtime to production
- People's management

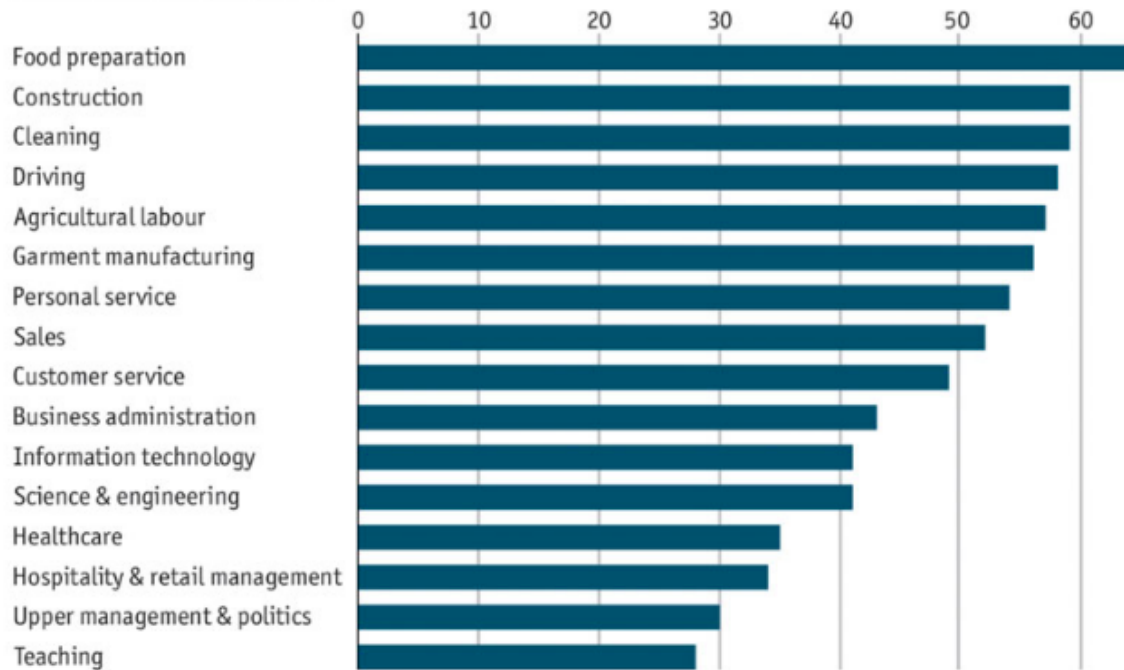
3. Industry Assessment

(Sean Hinton, 2018), stated that Fourth Industrial Revolution is driven mostly by technologies such as Artificial Intelligence, Automation, Big Data and Cloud Computing. The demand of work and labour market is rapidly changing. McKinsey mentioned that businesses will be impacted by the adoption of Artificial Intelligence and Automation. There are recent developments in United Kingdom and Germany, and they are projecting that by 2025 50% most businesses automation will minimise number of workforces by 2030, where robots will replace almost 800 million workforces around the world.

The picture below shows projected or future automated jobs per industry.

Automated for the people

Automation risk by job type, %



Source: OECD

(Source Sean Hinton, 2018) Estimated future automated industries

(Sean Hiltom, 2018) mentioned impact area that must considered in Fourth Industrial Revolution, and they are:

- Technological, industries like logistics, financial, manufacturing and aerospace will progress in Artificial Intelligence, robotics, 3D printing and Internet of Things, will put mist industries under pressure to remain competitive in their market. Businesses will be forced to have understanding on these technologies will impact their businesses and how they can adopt them. As previously mentioned, robots replace almost 800 million workforces around the world.
- Economic, factors in economic production are, labour, capital, and enterprise. Only 25% of its entrepreneurial capacity is attained and this number is declining annually. Support must be given to those individual entrepreneurs that are in small business that are in fuel business today
- Social, technology continues to change societal values, almost more than 36% of the United States employees are freelancers because of autonomy, flexibility,

and extra income. He further estimated that by 2027 almost more than half of American employees will be freelancers.

- Education and training, business is forced to put more focus on skills needed to ensure that their workforce have necessary skill to close identified gaps. Skills that are in demand must be acquired by workforce to adapt changes in their roles and responsibilities.

My future goal is to be the Managing Director in group or G&W Minerals , I still feel that I would need engineering skills as it will be easier to me to assist operations personnel to come up with innovation ideas. (Waveforum, 2019) mentioned that the demand in the infrastructure industry is growing very fast, but there is a lack skills, that is the engineering sector must address this gap required in the engineering sector. In the world of Fourth Industrial Revolution, we need to be smarter, innovative and comes up with solutions. Training is the biggest challenge like solving complex problems and anticipating.

(Waveforum, 2019) mentioned four steps that needs to be addressed in the engineering, namely:

- Inspiring the next generation
- Honesty, brave and bold
- Flexibility
- Support and value your employees

(Anatasia Belyn, 2020) mentioned the skills that I require in the world of Fourth Industrial Revolutions and they are:

- Solving complex problems.
- Relationship with others.
- Peoples management.
- Critical thinking.
- Negotiation skills.
- Quality control
- Service orientation
- Judgement including decision making skills.
- Active listening

- Creativity

4 Conceptual, theoretical framework of self-assessment constructs

4.1 Self-awareness

Self-awareness is defined as perception of individual personality which includes, strengths and weaknesses, beliefs, thoughts, and emotions. It also allows individuals to know how to perceive you, your attitude and how to respond to them

(Tasha Eurich, 2018) mentioned in her article that self-awareness makes individuals to make good decisions, create stronger relationships and communicate more successfully. Individuals are likely to cheat, and steal. Effective leaders of the business with satisfied workforce can work together and make the business more profitable.

(Tasha Eurich, 2018) mentioned two categories of self-awareness, namely:

- Internal self-awareness, is where individuals recognise his or her values, passion, aspirations, feelings, behaviour, strengths, and weaknesses, including impact on others. Self-awareness is related to job and relationship satisfaction, personal happiness, and social control, this is normally related to stress, depression, and anxiety.
- External self-awareness, it how individuals understands others. In her article is mentioned that more skilled individuals shows empathy and takes others perspective. Those leaders who sees themselves as employees, they always have good relationship with their employees, they always feel more satisfied and confident with them.

	Low external self-awareness	High external self-awareness
High internal self-awareness	INTROSPECTORS They're clear on who they are but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success.	AWARE They know who they are, what they want to accomplish, and seek out and value others' opinions. This is where leaders begin to fully realize the true benefits of self-awareness.
Low internal self-awareness	SEEKERS They don't yet know who they are, what they stand for, or how their teams see them. As a result, they might feel stuck or frustrated with their performance and relationships.	PLEASERS They can be so focused on appearing a certain way to others that they could be overlooking what matters to them. Over time, they tend to make choices that aren't in service of their own success and fulfillment.

Source (Tasha Eurich, 2018) Self Awareness Archetypes

Four types of self-awareness archetypes are explained above.

(EI, 2019) stated the following ways on how self- awareness can be improved:

- Better relationships
- Moods improvements
- Better thinking and decision making
- Successful communication
- Maximise productivity

4.2 Emotional Intelligence

(Sultana & Aldehayyat, 2018: 485) defined emotional intelligence as the subset of social intelligence that include capability to monitor individuals and other people feelings and emotions.

(Tom Jager, 2018) mentioned important skills of emotional intelligence ad they are:

- Self-awareness, capabilities to recognise and understand other people emotions.
- Self-regulation, capabilities to think before doing anything.
- Sympathy, to identify and understand motivations coming from other people.
- Social skills, capabilities to successfully manage relationships.

(Tom Jager, 2018) further mentioned the following benefits of emotional intelligence.

- Effective communication.
- Effective managing difficult circumstances.
- Identifying risks to employee's health.
- Making everyone comfortable to share ideas and worries.
- Open feedback to all employees.
- Conflict resolution

Low emotional intelligence can bring the following to the organisation:

- Blame game situation.
- Criticism.
- Employees not socialising with one another.
- Poor handling of stress.

- Lack of empathy.

4.3 Personal traits

Personality traits is defined as an individual's characteristics pattern of behaviour or feelings. Personality traits imply regularity and stability of individual who scores high on a specific trait.

(Stephanie Pappas, 2017) mentioned five major traits under personality and they are:

- Agreeableness, it measures the kindness and warmth of people. When someone is agreeable it is easier to trust, help and compassionate them. They are always suspicious within themselves and not corporate very easily. They get threatened very easily when someone is more successful than them.
- Openness, this is where individuals are open to learn new experience. In this trait people are open to enjoy the adventure. Open people are always saying "variety is the spice of life". Most of the time they stick to their habit. To change personality is very hard, but openness personality trait changes in adulthood.
- Conscientiousness, in this trait, individuals are very organized, dependable with good discipline, and very focused to achieve their goals. They are good planners in everything they do. This trait is much linked to achieving something very good on the job.
- Extraversion or introversion, this type of people normally they need their space to process everything. They always tend to be confident and jolly in social interactions.
- Neuroticism, is where individuals are anxious, moody, fearful, frustrated, guilty and jealousy. Most people feel offended when they called neurotic. Their behaviour lacks emotional stability

4.4 Organisational commitment

Organisation commitment is the strength of an individual bond with the organization. (Kalkavan & Katrinili, 2014:1140) stated in their research that if the organisation is committed to employees, employees commit themselves to customers and their work, and this reduces absenteeism and employee turnover. They further mentioned that employees who does not commit themselves to the organisation, chances are they will leave the organisation, come late at work and high rate of absenteeism will be seen as they don't themselves as part of the organisation.

(Hashim, 2014:790) stated in his article that organisation commitment is divided into three distinct forms, namely:

- Affective commitment is where employees are emotionally and fully committed to the organisation. This is where employees stay with organisation and deliver what is required.
- Continuance commitment is where employees seek for recognition based on costs and tend to leave organisation at end of the day.
- Normative commitment refers to employees committed based on the obligation of the organisation.

(Hashim, 2014:790) mentioned that organisation commitment and job satisfaction are variables that predicts of attitude. Training and development also play an important role in employee commitment toward the organisation.

4.5 Job satisfaction

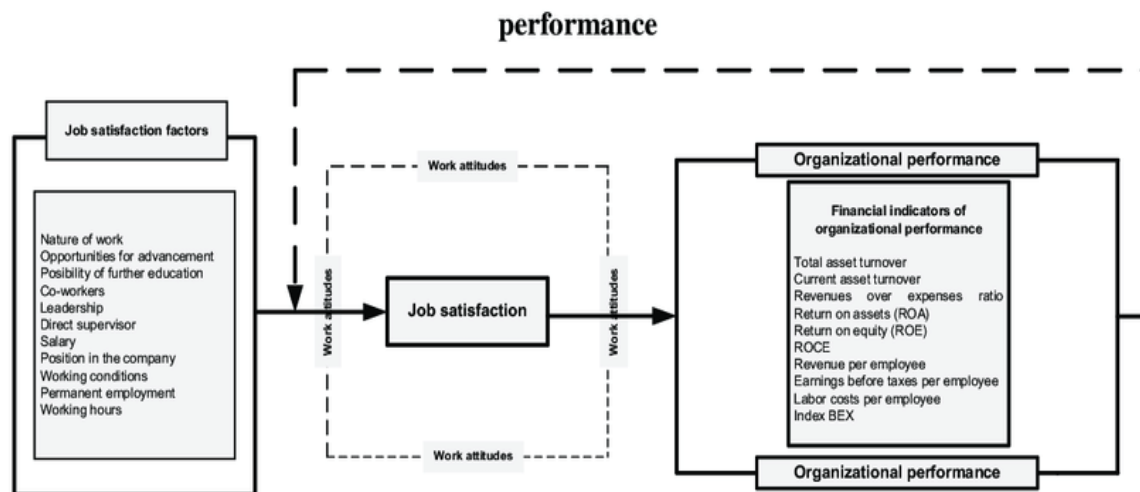
(Raziq & Maulabakhsh, 2015:718) defined job satisfaction is defined as the angle of emotions that the workforce poses in their role they are playing at the workplace. (Raziq & Maulabakhsh, 2015:718) mentioned that job satisfaction plays an important role for motivation, and it encourages employees to deliver good results. Working environment also have a effect on job satisfaction, that is why the organisation has to ensure that employees are provided with flexible working environment, where their opinions are valued, in that case they feel that they are part of the organisation.

(Zarin Bathena, 2018), mentioned that most organizations see job satisfaction as salary and recreational activities. Most employees make impression based on salary and incarnational activities. Employers need to do comparison between employees needs and organisation goals. Respect also play an important role in the organisation, on whether employees can have trust in management, security of their career path and how they get paid in terms of their salaries. Organisation that invest career path and salaries of their employees can be profitable in a long term.

(Zarin Bathena, 2018), further mentioned that about 48% of people seek jobs to acquire new skills, 39 % better work life balance and 34% better income.

Job satisfaction is very crucial part of the workforce lifecycle, and it further motivates them to remain loyal and stay employed with organisation. Human resource department together with senior management must look closely at the organisation

policies, including culture as it has an impact on how employees are and will, and this will help to reap financial and equity benefits.



Source (Bakotic, 2016:121), conceptual model between job satisfaction and organisation performance

(Bakotic, 2016:121) conducted a research within 40 organisations where she investigated employees on job satisfaction, based on her research she developed a model below. Data was collected in the form of questionnaires in the financial infatuations. She further emphasises on the importance on job satisfaction as it brings positive results to the organisation. She also mentioned that the relationship between organisation performance and job satisfaction is very complex.

4.6 Decision making style

(Ejimambo, 2015:2) defined decision making as a choice chosen within alternatives, with advantages and disadvantages with supporting information on the decision taken. (Ejimambo, 2015) in his article mentioned the theoretical framework of Kurt Lewin where he mentioned leadership decision making styles.

Autocratic	Participative	Delegative
Autocratic leadership, otherwise known as authoritative, is a leadership style by which leaders have absolute control over a group, make choices and all decisions in the organization based on their own ideas and judgments and rarely accept any advice from followers.	Participative, which is also known as democratic is a leadership style that allows and encourages members of the group to share, express their ideas, and take a more participative role in the decision-making process of the organization.	Laissez-faire leadership, also known as delegative, also known as laissez-faire is a type of leadership style in which leaders by providing the tools and resources needed (with little guidance) are hands-off and allow group members to make the decisions in their organizations.

Source (2015:3) Kurt Lewin decision making styles

(VU, 2019) mentioned that SWOT analysis as one tools used by management for decision making.

(VU, 2019) discussed SWOT analysis as follows:

- Strengths, where individuals identify where he or she does better, this include internal and external strengths.
- Weaknesses, identification of all areas of improvement, why certain area is lacking, how does it that impact on the organisation. Which weaknesses cannot be seen from the organisation?
- Opportunities, strengths help to identify opportunities while weaknesses can open new opportunities for the organisation.
- Threats, one need to identify what prevents to achieve your objective or goal. This is what normally threatening the business, what prevents the business to be profitable.



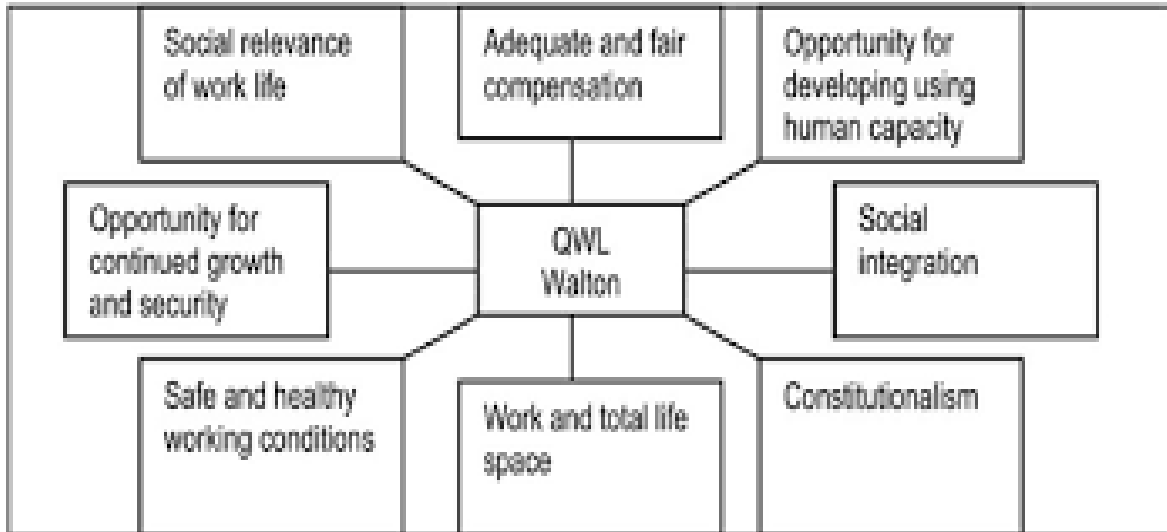
Source (VU, 2019) SWOT analysis for decision making

4.7 Quality of working life

(Horst et al., 2014:88) mentioned that the concept of Quality of Working Life (QWL) started in 1970's. This concept was introduced at the International Labour Relations Conference in 1972 in New York City. The objective was to share knowledge and commence reasonable theory and practice on how to make conditions of humane working life. QWL relates to a series of business objectives, conditions including practices which gives employees of the business to recognise that they are safe, satisfied and have greater chances for growth and development.

(Horst et al., 2014:88), mentioned that mixture of strategies, procedures and ambience connected to workplace that absolutely, increase and support the employee satisfaction, with the aim of improving work conditions of employees.

According to (Horst et al., 2014:88), there are numerous methods that are developed in seeking to quality issues with regards to impact on productivity. (Horst et al., 2014:88) discussed eight-dimensional constructs, and they are shown at the figure below



Source (Horst et al., 2014:88) Eight dimensional constructs by Walton

(Sari, et al., 2019:75), mentioned that QWL has a very huge positive and outstanding influence job satisfaction and motivating employees.

4.8 Self-motivation

(Elle Kaplan, 2017) mentioned that to stay motivated does not comes naturally, and most people takes wrong directions when it comes to self-motivation. It is proved that 90% of people are likely to achieve goals. One needs to be specific and not make unrealistic objectives. To be on control and own makes most people motivated to do or achieve their objectives.

According to (Beetroot, 2020), self-motivated do the following:

- Put more effort or work extra mile.
- Always willing to learn new things and take training where necessary.
- They are responsible for their actions.
- They are good team players.

Managers or leaders can recognise self-motivated easier, the output speaks a lot.

4.9 Training programmes

(Elnaga & Imran. 2013:138) mentioned that most businesses realised the importance of training employees to improve productivity. Successful training programs assist employees to get familiarity with the desired technologies.

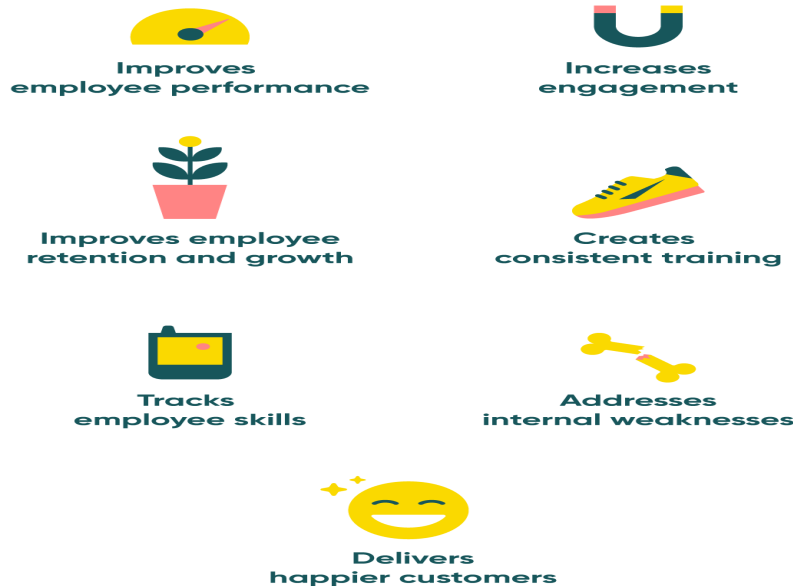
According to (Elnaga & Imran. 2013:139), training can be given in form of coaching, mentoring, peers collaboration, and participation by subordinates. Training programs does not only empower employees, but it betters their thinking ability and innovation to make better decision and improve productivity.

Training is very crucial tool for the business to redecorate the performance of employees for benefit of the success of the business. Employees can only become more efficient they are trained properly. (Elnaga & Imran. 2013:139) mentioned the following benefits to the business:

- Better job satisfaction
- Morale
- Innovation
- Increased process efficiency

All above mentioned benefits can easily result in good business profit and better working methods.

Importance of Training Employees



Source (Emma O’Niell, 2020) Importance of training employees

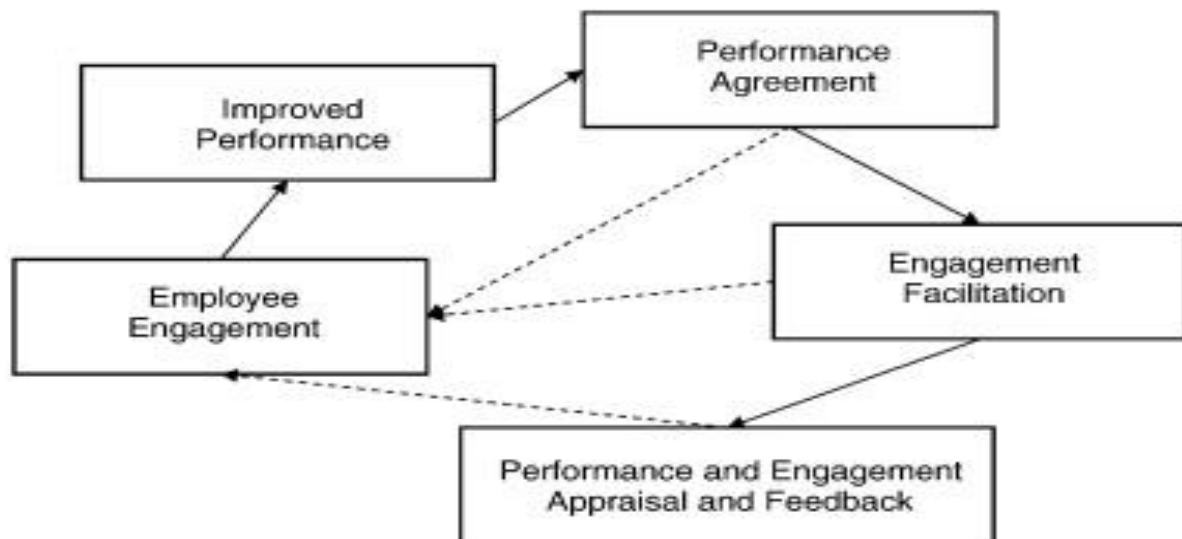
4.10 Performance management behaviour

According to (Ahmed & Ramzan, 2013:65) employees’ performance is a concern to many organisations. Organisations consider employees as their assets. Employee who performs well, takes the organisation to success and vice versa. At the end of the day, the success or failure of the organisation is determined by the performance of employees.

According to (Kagaari *et al*, 2010:508) performance management directs and support the workforce to perform effectively in line with the requirements of the business. Management together with the workforce need to pay attention to improve the relationship, these also includes job satisfaction and commitment from both parties.

(Gruman & Saks, 2011:127) developed a model for establishing performance objectives for employees, performance assessment and giving feedback to employees. The models consist of variables such as business strategy, technology, and business norms.

According to (Gruman & Saks, 2011: 127) this model consists of a series like performance goal setting, monitoring, performance appraisal including feedback and improved performance.



Source (Gruman & Saks, 2011: 128) The engagement management model

(Kristin Ryba, 2020) mentioned that management have a huge role on employee engagement. She further mentioned three things that managers can do better in performance management which are:

- Opportunities for growth and development.
- Appreciation.
- Communication including feedback on employee performance.

According to (Kristin Ryba, 2020), HR plays an important role in the organisation. HR can assist managers in performance management by doing the following:

- Getting employee feedback
- Breaking down engagement metrics into action plans.

4.11 Career path

(Alkhelil, 2016: 139) mentioned that career choice is vital in individual life. Career planning tie up with the needs of the job, aptitude interest and personality. Management manages the business; therefore, they need the following competencies mentioned by (Alkhelil, 2016: 141):

- Analytical capabilities, capabilities to analyse problems and solve them in undetermined conditions.
- Interpersonal skills, capabilities to lead and supervise the team towards achieving business goals and strategies.
- Emotional skills, ability to encourage unlike exhausting a crisis and the ability to apply authority without guilt.

According to (Hussain *et al*, 2011:2253) the success of the career is dependent on affinity between personality and job requirements.

(Hussain *et al*, 2012:2253) mentioned five model of personality, which describes individuals, and they are:

- Agreeableness: describes individuals that are helpful and accommodating. This people are social and very friendly and generous in negotiations to keep the balance dissenter concerns. They believe in helping others, moreover they are very honest and trustworthy. They do not have concerns for other people concerns, they help others and forget about their interest. They are very selfish at work, always suspicious at work about other, and don't help people easily
- Openness: they are very sensitive to their inner concept, scrutinise matters in a different way. Sometimes they dislike variation and changes, they like to stick their routine at work.
- Extraversion: they always seek excitement in their life and most of the time they are open with others. This type of personality, people prefer to be alone and they are not comfortable with interacting with strangers, very secretive. They are very good in predicting their success in a career.
- Conscientiousness: they are very highly influenced in their careers in any organisation. They are very careful in planning their future, very cautious in their surroundings. Very good in predicting and trying risk. They do excellent job without any faults.
- Neuroticism: full of anger, stress, depression and tend to blame themselves. They are easily trapped by their stress, very emotional and anxious. They lack emotional intelligence held by mental disorder, which later result in their health. They always fail in their careers, rank low personality trait among all

(Ashley Stahl, 2018) mentioned three steps to develop the career which are:

- Self-reflection.
- SMART (goal setting).
- Development of the plan.

4.12 Job stress

According to (Trivellas, 2013:719), stress affect productivity and business performance. Stress can be caused by working environment, workload, management style, working relationships, support from the business, career development, conflict etc.

According to (Ekienabor 2016:126), when you start a new job it can stressful, if individuals felt inexperience, failure to cope with workload and being uncomfortable around everyone at work. On the other hand, where person gets support from colleagues, they will be experienced and successful on the jib. People making noise, ringing telephones in the office can cause stress. Some people can work well under stress, be productive and still be able to meet deadlines. Organization jib stress may result in reduction of quality including quantity of employee's performance, high absenteeism and turnover, high medical attention and complains from employees. (Ekienabor 2016:126) also stress problems can discussed in three levels, namely

- Individual, employees are responsible for their well-being by identifying harmful emotional and work patterns before they outstretch disaster proportions.
- Social, employees contribute to solve problems.
- Organisational, employees are required to aware of business structure that they may come up with creative approach to compose changes that will eliminate and relieve stress

Measuring productivity of the business has to do with labour costs, total labour cost per unit and output. Person's performance depends on potential to do the job, management support and support given to employees.

(Leblanc & Marques, 2019) mentioned chronic work stress can cause psychological syndrome called burnout. Signs of burnout are surprised exhaustion, suspicion, and sense of inefficacy.

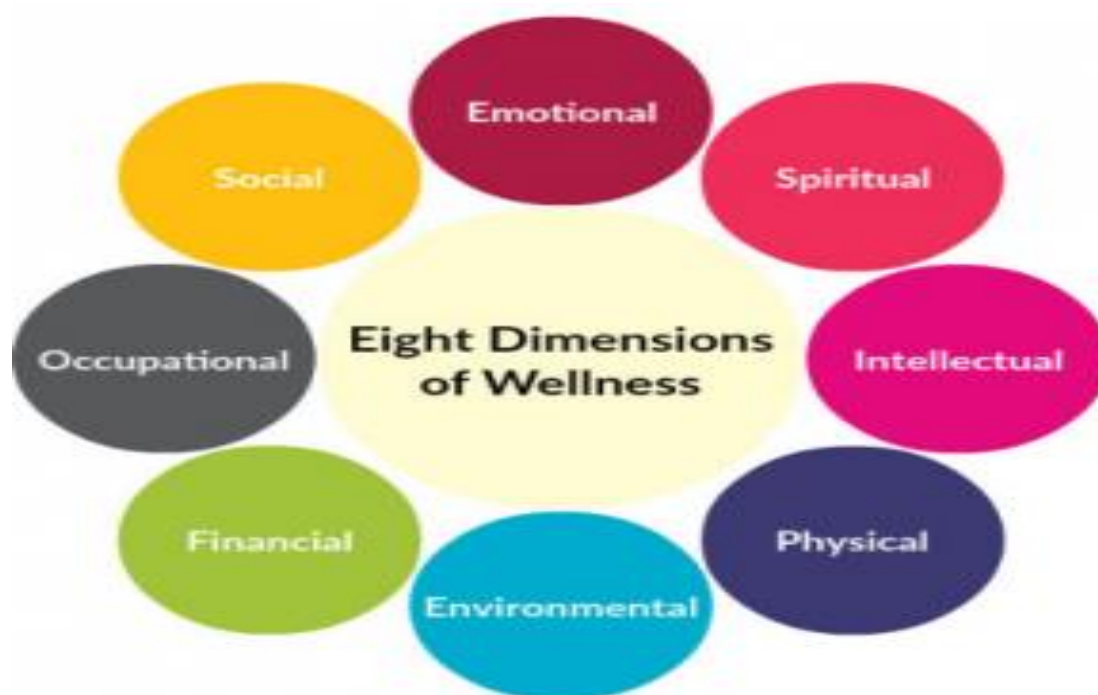
For the individual	For the workplace/organisation
Threats to: • Health • Well being/quality of life • Functioning/goal achievement • Self esteem/confidence • Personal development	- Increased absenteeism and turnover - Reduced quantity and quality of work - Reduced job satisfaction and morale - Problems of recruitment - Poor communication and increased conflict

Source (S Michie, 2002) Stress threads

4.13 Wellness

(Matthew Chouinard, 2019) defined wellness as individual's feelings in their perfect state of wellbeing which sometimes can be different from others.

According to (Matthew Chouinard, 2019), there is a huge connection between health and wellness, the following 8 dimensions were discussed.



Source (Matthew Chouinard, 2019) Dimensions of wellness

- Physical, ability to manage daily life and give back how we think.
- Social, how individual communicate with others, relationships, values, beliefs, lifestyle, these are very crucial factors of social wellbeing
- Spiritual, capabilities of experiencing and combining the purpose of loving.
- Intellectual, the importance of gaining and maintaining intellectual wellness to assist in expanding the knowledge and skills to be able to enjoy life.
- Financial, potential to meet basic needs and feel secure in life.
- Emotional, coping in life and generating meaningful relationships with people.
- Occupational, to enjoy your work, one should pursue a career that aligns your own interests and passions. One needs to try not to create unrealistic performance expectations.
- Environmental, reaching good health by inhabiting pleasant, stimulating environment supporting wellbeing.

4.14 Work engagement

(Strom *et al*, 2014:71) mentioned that most businesses have employees that are productive, valuable, cognitively and engaged in their work. Businesses are forced to inspire employees to focus on preparing a working environment that supports employees, always keeping them motivated and positive not only on their work but also the entire business.

According to (Mark Terry, 2020) businesses can build engagement based on the following:

- Permit flexibility, employers are encouraged to have leeway most especially when work is completed.
- Form community, creating a situation where employees feels important makes engagement easier. Employees likes their voice to be heard, ideas been taken into consideration
- Awards, employees like to be recognized when came up with an idea that made changes in the business. Giving feedback on the business performance can contribute more on engagement.

4.15 Burnout

According to (West *et al*, 2018:516) defined burnout as syndrome which is work related which includes emotional exhaustion, depersonalization, and sense of reduced personal achievement. Burnout is clear from plausible constructs like stress and depression.

(Calmer, 2020) mentioned symptoms of burnout and they are:

- Demotivated at work.
- Reduced energy levels.
- Reduced productivity.
- Reduced resistance to illness.
- Always away from work.
- Physical, mental, and emotional fatigue.
- Negative outlook on work and life.

4.16 Cultural intelligence

(Yamine Yehia, 2018) defined cultural intelligence as the potential for people, firms, and businesses to relate to cultural various situation and work successfully in them.

According to (Margo Paz, 2015) most organisations are hiring foreign talents to grow their business. It is very crucial to learn how to work with people from different cultures. Cultural intelligence is very crucial in establishing cooperation within people of different cultures, traditions, nationalities, and discipline.

(Margo Paz, 2015) mentioned the following benefits of cultural intelligence:

- Generating good relationship which in turn gives importance to people differences
- Communicating successfully to different cultures in the organisation.
- Working towards common goal
- Improving teamwork in groups.
- Motivating employees to do their best for the organisation.
- Giving tools to employees for organisation success.

5. Skills learning

Situation: There was a situation at work where the production foreman wanted to force employees to work unsafe, and these would have ended in Lost Time Injury (LTI).

Task: The foreman asked his team to work on a task where none of his team were trained and declared competent. The task was to work in a confined space (raw material silo) without proper procedure and risk assessment.

Action: The matter was reported to me by the safety representative on shift. The following morning, I had to schedule a meeting with the foreman.

Results: I have explained the importance of following Occupational Health and Safety on site. I have advised him that failure to follow rules and regulations he might end up losing his job. Our company takes safety very seriously and most people were dismissed in the group by not following the right procedures.

I have also organised training for me to be trained on duties employees by an external company called NOSA. This was also part of his personal development.

6. Results of self-assessment

Self-Awareness

Statistics					
		Reflective Self-Development	Acceptance	Proactive at Work	Emotional Cots
N	Valid	11	11	9	7
	Missing	0	0	2	4
Mean		4.5455	4.2727	3.7778	1.7143
Std. Error of Mean		.20730	.30424	.40062	.35952
Median		5.0000	5.0000	4.0000	1.0000
Std. Deviation		.68755	1.00905	1.20185	.95119
Variance		.473	1.018	1.444	.905
Range		2.00	2.00	3.00	2.00
Sum		50.00	47.00	34.00	12.00

Total score

Subscales	My score	Conversion in %
Reflection self-development	50	91%
Acceptance	44	80%
Proactive at work	25	56%
Emotional costs	12	34%

Based on the above on reflection self-development and acceptance there is no gap. Proactive at work is mostly people dragging their feet most especially when I am waiting for information from them to do my work. For emotional cost, people make me to be emotional when they fail to deliver and not meet deadlines.

Emotional Intelligence

Statistics						
		Self-Awareness	Managing Emotions	Motivating oneself	Empathy	Social Skill
N	Valid	10	10	10	10	10
	Missing	0	0	0	0	0
Mean		4.0000	3.1000	4.4000	3.4000	4.1000
Std. Error of Mean		.53748	.31447	.30551	.40000	.31447
Median		5.0000	3.0000	5.0000	3.0000	4.5000
Std. Deviation		1.69967	.99443	.96609	1.26491	.99443
Variance		2.889	.989	.933	1.600	.989
Range		4.00	4.00	2.00	4.00	2.00
Sum		40.00	31.00	44.00	34.00	41.00

Based on the SPSS and manual there is no huge difference when looking at the mean and median of all emotional intelligence. That means the results are true reflection of myself.

Emotional competencies score

Total (SA)	40	Total (ME)	34	Total (MO)	46	Total (E)	32	Total (SS)	43
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35-40	Area of my strength
18-34	Area of my weakness where attention must be given
10-17	Area of my development

Results above are interpreted based on the score below

Interpretation of emotional intelligence competencies

Emotional competencies	Strength	Needs attention	Development priority
Self-awareness	Good	N/A	N/A
Managing emotions	Weak	Yes	I need to attend emotional intelligence course
Motivating oneself	Good	N/A	N/A
Empathy			I must learn to put someone problems in my shoes and not put work first, even though it is difficult as I am a person who wants to meet deadlines.
Social skill	Good	N/A	N/A

Personality self-assessment test

Personality	Score
Extroversion	11
Agreeableness	31
Conscientiousness	36
Neuroticism	32
Openness to challenge (O)	28

Looking at myself and manual results above, I am falling under Conscientiousness Personality Trait. I am a very focused person who always strives to achieve the objective or goal. At work, I plan my job most especially when I plan for equipment maintenance. I make sure all resources are available and I stick to the duration of the shutdown.

Organisational Commitment

Statistics				
		Affective Commitment	Continuance Commitment	Normative Commitment
N	Valid	8	8	8
	Missing	0	0	0
Mean		6.1250	4.7500	6.2500
Std. Error of Mean		.74252	1.09789	.75000
Median		7.0000	7.0000	7.0000
Std. Deviation		2.10017	3.10530	2.12132
Variance		4.411	9.643	4.500
Range		6.00	6.00	6.00
Sum		49.00	38.00	50.00

The above results were achieved SPSS are true reflection of me. Therefore, the results are accurate. The company I am working is very good organisation whereby those who perform, and delivery get recognised. In my succession plan, the next promotion is Operations Manager followed by Managing Director. I do not mind working organisation until I go on pension. Senior management managed to see potential on me that is why I approached to study MBA which was already in my plans, and good news is that the organisation is paying for studies.

Job satisfaction

Statistics						
		Work itself	Supervision	Co-Workers	Pay	Promotion
N	Valid	5	5	5	5	5
	Missing	0	0	0	0	0
Mean		7.0000	7.0000	6.2000	6.0000	6.2000
Median		7.0000	7.0000	6.0000	6.0000	6.0000
Std. Deviation		.00000	.00000	.44721	.00000	.44721
Variance		.000	.000	.200	.000	.200
Range		.00	.00	1.00	.00	1.00
Sum		35.00	35.00	31.00	30.00	31.00

The results obtained from SPSS. To me, it is up to individuals to maintain job satisfaction. Job title and salary will not determine my happiness within the organisation but working environment will do. It is very crucial to choose the right

career and type of industry you want to work for. Just for interest sake, I did not take my current job due to salary, but took it based on the benefits and working conditions of the organisation. I have realised I have a future in this organisation that is why I am willing to retire working for this organisation because there is future for me.

Decision making

	Least Preferred	Backup	Dominant	Very Dominant
(A) Analytical	20 to 82	83 to 96	97 to 104	105 to 160
(B) Behavioral	20 to 47	48 to 61	62 to 69	70 to 160
(C) Conceptual	20 to 72	73 to 86	87 to 94	95 to 160
(D) Direct	20 to 67	68 to 81	82 to 89	90 to 160

I can influence others when come to decision making, that excites me a lot I am able to make things happen. I also use SWOT analysis to make strategic decision for the organisation. For example, if I have to determine between the two equipment, which one must go down on maintenance, I first look at SWOT analysis to be how this can have an impact on our customers and how our competitors will benefit from my decision. Our organisation has a very good reputation with its customers, one thing that I always am to harm our customers profitability. I always ensure that every first week of the I took one machine at a time for proper inspection and maintenance.

Work related quality of Life

Statistics							
		General well-being	Home-Work Interface	Job Career Satisfaction	Control at Work	Working Conditions	Stress at Work
N	Valid	6	3	6	3	3	2
	Missing	0	3	0	3	3	4
Mean		4.3333	5.0000	5.0000	4.6667	5.0000	3.5000
Median		4.0000	5.0000	5.0000	5.0000	5.0000	3.5000
Std. Deviation		.51640	.00000	.00000	.57735	.00000	.70711
Variance		.267	.000	.000	.333	.000	.500
Range		1.00	.00	.00	1.00	.00	1.00
Sum		26.00	15.00	30.00	14.00	15.00	7.00

Norm scores	GWB	HWI	JCS	CAW	WCS	SAW	Full score
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

Based on SPSS and manual scoring results, everthing is balanced, stess at work is caused by people dragging their feets. Mostly is happens when I had to wait for them to do my job. Especially when I am waiting for production to handover machine for maintenance or delays from suppliers or contractors running late on commissioning or repairs.

Self-motivation assessment

	X 1	X 2	X 3	X 4	X 5
Add numbers in boxes and write total	4	0	0		11
Total assessment score	59				

Based on my score, I am good in influencing other for good things for the success of the business and myself. Sometimes it is difficult to me to get people to my level, especially lazy people who want to be told to do their job. As a senior manager I have powers to get things even though it creates problems sometimes

Training Programme

		Learner Readiness	Performance Self-efficacy	Motivation to transfer	Transfer effort performance expectation	Performance outcome expectation	Performance coaching	Supervisor support	Supervisor sanction	Peer support	Resistance to change	Opportunity to use learning	Personal capacity to transfer	Perceived content validity	Transfer design
N	Valid	3	3	3	3	3	3	3	3	3	9	3	3	3	3
	Missing	6	6	6	6	6	6	6	6	6	0	6	6	6	6
Mean		3	4.3333	5	5	4.6667	4	5	1	5	2.6667	5	1	5	4
Std. Error of Mean		0	0.66667	0	0	0.33333	0	0	0	0	0.4714	0	0	0	0
Median		3	5	5	5	5	4	5	1	5	3	5	1	5	4
Std. Deviation		0	1.1547	0	0	0.57735	0	0	0	0	1.41421	0	0	0	0
Variance		0	1.333	0	0	0.333	0	0	0	0	2	0	0	0	0
Range		0	2	0	0	1	0	0	0	0	3	0	0	0	0
Sum		9	13	15	15	14	12	15	3	15	24	15	3	15	12

Training programme in our organization is excellent. Good performers are identified, and they are developed.

Performance Management

Statistics							
		Process of Goal Setting	Communication	Feedback	Coaching	Providing consequences	Establishing performance expectations
N	Valid	5	4	5	5	3	5
	Missing	3	4	3	3	5	3
Mean		4.6000	4.5000	5.0000	5.0000	3.0000	5.0000
Std. Error of Mean		.24495	.50000	.00000	.00000	.00000	.00000
Median		5.0000	5.0000	5.0000	5.0000	3.0000	5.0000
Std. Deviation		.54772	1.00000	.00000	.00000	.00000	.00000
Variance		.300	1.000	.000	.000	.000	.000
Range		1.00	2.00	.00	.00	.00	.00
Sum		23.00	18.00	25.00	25.00	9.00	25.00

Performance management is good according SPSS results. I communicate with those individuals who are not performing.

Career path self-assessment

Manual score on career self-assessment shows that I am an engineer and I like working with numbers and investigate problems.

R = 5, I = 7, A = 1, S = 0, E = 0, and C = 0.

Job stress self-assessment

On job stress self-assessment, I have scored 9. This simply means I am coping with stress on my job.

Personal Wellness

Statistics							
		Physical Wellness	Social Wellness	Emotional Wellness	Environmental Wellness	Spiritual Wellness	Mental Wellness
N	Valid	10	10	10	10	10	10
	Missing	0	0	0	0	0	0
Mean		3.3000	3.9000	3.3000	3.5000	3.7000	3.8000
Std. Error of Mean		.30000	.10000	.33500	.16667	.15275	.13333
Median		3.5000	4.0000	4.0000	3.5000	4.0000	4.0000
Std. Deviation		.94868	.31623	1.05935	.52705	.48305	.42164
Variance		.900	.100	1.122	.278	.233	.178
Range		3.00	1.00	3.00	1.00	1.00	1.00
Sum		33.00	39.00	33.00	35.00	37.00	38.00

	Ideal score	My score
Physical wellness	40	40
Social wellness	40	38
Emotional wellness	40	34
Environmental wellness	40	27
Spiritual wellness	40	37
Mental wellness	40	38

Based on the results above, my personal wellness is good. I need to take care of my environmental wellness as I have scored 27. My environmental wellness is at risk. I will seek help in environmental wellness.

Engagement Self-Assessment

Statistics				
		Vigour	Dedication scale	Absorption scale
N	Valid	6	5	6
	Missing	4	5	4
Mean		4.6667	6.0000	3.5000
Std. Error of Mean		.95452	.00000	1.11803
Median		5.5000	6.0000	5.0000
Std. Deviation		2.33809	.00000	2.73861
Variance		5.467	.000	7.500
Range		6.00	.00	6.00
Sum		28.00	30.00	21.00

Engagement subscales	Scores
Vigour scale	28
Dedication scale	30
Absorption scale	21
Total engagement	79

I need to work on improving my absorption scale

Burnout

Part one: Personal burnout

Personal burnout	Score				
	100 (Always)	75 (Often)	50 (Seldom)	25 (Sometimes)	0 (Never)
1. How often do I feel tired?					
2. I often do I physically feel exhausted?					
3. How often do I emotionally exhausted?					
4. How often do I think: I cannot take anymore?					
5. How often do I feel worn out?					
6. How often do I feel weak and susceptible to illness?					

When I often feel that I cannot take it anymore it mostly when delay me do to my job.

Part two: work related burnout

	Ratings				
Work related burnout	Very high degree	High degree	Somewhat	Low degree	Very low degree
1. Is my work emotionally exhausting?					
2. Do I feel burnout because of my work?					
3. Does my work frustrates me?					
	Always	Often	Sometimes	Seldom	Never
4. Do I feel worn-out at the end of the working day					
5. Am I exhausted in the morning at the thought of another day at work?					
6. Do I feel that every working hour is tiring for me?					
7. Do I have enough energy for family and friend's leisure?					

I always try to balance things in my life. Most important thing I always priorities

Part three: Client burnout

	Ratings				
Client burnout	Very high degree	High degree	Somewhat	Low degree	Very low degree
1. Do I find frustrating clients					
2. Do I find it frustrating to work with clients					
3. Does it drain my energy to work with clients?					
4. Do I fee that I give more than I get back when I work with clients?					
Ratings					
	Always	Often	Sometimes	Seldom	Never
5. Am I tired of working with clients?					
6. Do I sometimes wonder how long I will be able to continue working with clients?					

I do not work with clients.

Cultural Intelligence

Statistics					
		CQ-Strategy	CQ-Knowledge	CQ-Motivation	CQ-Behaviour
N	Valid	4	5	5	5
	Missing	6	5	5	5
Mean		5.2500	3.4000	5.8000	1.0000
Std. Error of Mean		1.75000	.60000	1.20000	.00000
Median		7.0000	4.0000	7.0000	1.0000
Std. Deviation		3.50000	1.34164	2.68328	.00000
Variance		12.250	1.800	7.200	.000
Range		7.00	3.00	6.00	.00
Sum		21.00	17.00	29.00	5.00

Looking at the SPSS results, my CQ behaviour and Knowledge are very low, since in some cultures most people behave differently. I do not really interfere in cultural because some people feel offended, I rather keep quiet to avoid conflict.

Strengths and weaknesses of the assessment

Self-assessment

Strengths	Weaknesses
Reflective self-development	Emotional costs
Acceptance	
Proactive at work	

Emotional intelligence

Strengths	Weaknesses
Self-awareness	
Managing emotions	
Motivating oneself	
Empathy	
Social skills	

Personal assessment

Strengths	Weaknesses
Agreeableness	Extroversion
Conscientiousness	
Neurotic	
Openness	

Organisational assessment

Strengths	Weaknesses
Affective commitment scale	
Continuance commitment scale	
Normative commitment	

Job satisfaction

Strengths	Weaknesses
Work itself	
Supervision	
Co workers	
Pay	
Promotion	

Decision making style

Strengths	Weaknesses
Analytical	
Behaviour	
Conceptual	
Directive	

Work quality of life assessment

Strengths	Weaknesses
General well being	Stress at work
Home-work interface	
Job career satisfaction	
Control at work	
Working conditions	

Self-motivation assessment

Strengths	Weaknesses
Good influencer	

Training programme assessment

Strengths	Weaknesses
Learner readiness	
Performance self-efficacy	
Motivation to transfer	
Transfer effort performance expectation	
Performance coaching	
Supervisor support	

Supervision sanction	
Peer support	
Resistance to change	
Opportunity to use learning	
Personal capacity to transfer	
Perceived content validity	
Transfer design	

Performance management assessment

Strengths	Weaknesses
Process of goal setting	Communication
Statement	
Feedback	
Coaching	
Providing consequences	
Monitoring performance expectations	

Career path self-assessment

Strengths	Weaknesses
The results suites my career	

Job stress assessment

Strengths	Weaknesses
I am coping well with my work stress	

Wellness self-assessment

Strengths	Weaknesses
Physical wellness	Environmental wellness
Social wellness	
Emotional wellness	
Spiritual wellness	
Mental wellness	

Engagement self-assessment

Strengths	Weaknesses
Vigour scale	
Dedication scale	
Absorption scale	

Cultural intelligence

Strengths	Weaknesses
CQ strategy	CQ Behavior
CQ Motivation	CQ knowledge

7. Plan for my professional development and continuous improvement

This individual assessment helped to identify gaps of career. The outcome of this assessment will help me to construct personal development programme of where I want to be in future. All identified weaknesses will be addressed together with a plan of closing the gap.

Personal Development Plan

Skill gap	Skill required	Action plan
Emotional costs	To have continuous meeting or communication with involved parties to remind them about due dates.	To attend emotional cost training skills.
Extroversion	To have continuous meeting or communication with involved parties to remind them about due dates.	To learn to work with people and always follow with them.
Stress at work	To avoid stressing myself with people delaying my work or alternatively report them to their managers or supervisors	To attend stress management course.
Communication	To enough close communication with involved parties and report any default to their managers	To attend communication skills course

Environmental wellness	To familiarise myself with the environment	To spend more time with our environmental officer so that I can learn more about environment.
CQ Behavior	To learn more about culture, especially from people I work with	To spend more time with people of different culture
CQ knowledge	To learn more about culture, especially from people I work with	To spend more time with people of different culture

Plan to achieve my goals

- To complete my MBA
- To attend the following courses (Emotional costs, Extroversion, Stress at work, Communication, Environmental wellness, CQ Behavior and CQ knowledge).

Completion of MBA will be huge achievement in my career going forward. MBA is a tool I need to achieve my goal. Management will assist me to close all identified gaps in my personal development plan.

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RUBRIC TO ASSESS THE PORTFOLIO OF EVIDENCE

Name: ML Kau Student number: 35884258
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	4/5					
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	3	4x	5
2. INTRODUCTION TO YOUR POSITION	20/25					
• 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	3	4x	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	3	4x	5
• Brief job description	0	1	2	3	4x	5
3. INDUSTRY ASSESSMENT	15/20					
Impact of the Fourth Industrial Revolution on the future of work.	0	1	2	3	4x	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.	53/80					
4.1 Self-awareness Understand the theoretical foundation of self-awareness	0	1	2	3	4x	5
4.2 Emotional intelligence Understand the theoretical framework of EI	0	1	2	3	4x	5
4.3 Personality traits Demonstrate an understanding of personality theory	0	1	2	3	4x	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	0	1	2	3	4x	5
4.5 Job satisfaction Understand the construct, theory and facets of job satisfaction	0	1	2	3x	4	5
4.6 Decision-making style Demonstrated insight of decision-making theory	0	1	2	3	4x	5
4.7 Quality of working life Demonstrate an understanding of the construct and theory of quality of work-life or QWL	0	1	2	3x	4	5
4.8 Self-motivation Understand the construct and theory of motivation	0	1	2	3x	4	5
4.9 Training programmes Understand the theory of training and demonstrated the capacity to assess a training programme	0	1	2	3x	4	5
4.10 Performance management behaviour Understand performance management behaviour theory	0	1	2	3x	4	5
4.11 Career path Understand how personality traits influence career choices and how to plan your career	0	1	2x	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	1	2	3	4x	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	2	3	4x	5
4.14 Work engagement Understand the construct and theory of work engagement	0	1	2x	3	4	5
4.15 Burnout To understand the meaning, theory and symptoms of burnout and the consequences of burnout	0	1	2	3x	4	5
4.16 Cultural intelligence Demonstrate an understanding of the construct and theory of CQ	0	1	2	3x	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	16/20					
6.1 Used descriptive statistics to calculate scores.	0	1	2	3	4x	5
6.2 Presented scores in graphs and tables	0	1	2	3	4x	5
6.3 Discussion of scores	0	1	2	3	4x	5
6.4 Discussion of strengths and weaknesses regarding each assessment	0	1	2	3	4x	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	9/25					
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	3	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.	0	1	2	3	4	5
8. PRESENTATION AND TECHNICAL ASPECTS	14/20					
8.1 Writing - the style and language (grammar) meet the requirements	0	1	2	3x	4	5
8.2 Is the stylistic and technical refinement in order?	0	1	2	3x	4	5
8.3 Is the references in the text and reference list correct according to the Harvard referencing style	0	1	2	3	4x	5
8.3 Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors	0	1	2	3	4x	5

Competency levels			Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
Comments:								
Mark obtained			135/200					
Deduction for plagiarism if any								
Examiner Final Mark out of 100%:			68/100					
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).