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MBAB 822: Strategic Talent Management: Portfolio of Evidence

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[Abstract ?](#)

SECTION ONE

1. POSITION AND INDUSTRY ASSESSMENT

1.1 Introduction to position and industry.

I am currently employed as a Project Coordinator at the Department of Environment, Forestry, and Fisheries. Our Department has different branches that are responsible for different environmental programmes. I am working in a programmed Working for Water which is housed under the Department's branch called Environmental Programmes. The branch is further divided into three (3) Chief Directorates: Natural Resource Management (NRM), Environmental Protection and Infrastructure Programme (EPIP), and Information Management and Sector Coordination (IMSC). The programme focuses on the eradication of invasive alien plants in terrestrial land and water courses such as rivers, dams, and lakes.

Our industry is nature conservation and environmental management. The Department of Environment, Forestry, and Fisheries is the custodian of environmental management in South Africa. This industry involves other fields such as forestry, environmental science, geography, ecology, biological sciences, and botany.

As a Project Coordinator my duties are as follows:

- Providing project planning support services to the project by developing a strategic clearing plan and an Annual Plan of Operation (APO) for approval of budget allocation
- Facilitating the implementation of project plans through the establishment of stakeholder engagement.
- Monitoring implementation of project plans by conducting site audits to ensure compliance with Working for Water policies/standards, health and safety prescripts and various environment and agriculture legislation which govern alien vegetation control
- Rendering project close out services by conducting final site inspections and facilitating in the handing over of cleared land to the land user.

In addition to eradication of invasive alien plants, Project Coordinators in Natural Resource Management are tasked to do compliance monitoring, donga reclamation, veld restoration, and curtailment of bush encroachment. These tasks require specialties such Geographical information systems (GIS), land management practices knowledge, farm management, and ecological restoration. The Department has appointed service providers to act as implementing agents for these projects. Project Coordinators are also required to manage and monitor the work done by the implementing agents. These includes financial reporting, project planning, tendering, training and development, and supply chain management.

I am currently holding a Bachelor of Arts Degree in Environmental Management and Bachelor of Science Degree in Geography. Through obtaining a Master's Degree in Business Administration, I aim to focus on gaps that are in the Department in terms of managing environmental management programmes. As a Project Coordinator at the Department of Environmental Affairs, I have identified gaps within the Project Management field that leads to failure of most projects due to lack of business administration and management skills within the Programmes. As a young and dynamic Environmentalist, I would like to work on closing those gaps through the introduction of strategic interventions aimed at sustainably improving the management and coordination of projects through proper business administration, financial and budget management, operations management and people management skills to improve the running of projects within the public sector. The qualification will also enable me to be employable in Management and Strategic positions which nowadays require high level of knowledge and skills related to Business Administration, General Management, and Leadership. Another rare skill that is required in managerial positions is Emotional Intelligence, the skill and trait will play a major role in my career through guidance of dealing with stakeholders and subordinates in a corporate environment.

Through the years I have worked in the public sector, I have engaged with people on a daily basis and this shown me that Communication and Organizational skills are very key in the corporate world and the MBA teaches such skills. As a public servant I am learning the relationships within the different units in the public sector so that I will be

able to initiate my own consulting firm which will rely solely on my skills for operational management. My aim is to combine the environmental management Programmes and business administration side of the corporate world to create strategic solutions aimed at addressing environmental problems sustainably, on relevant time frames, at a lesser cost and with quality results.

1.2 Industry Assessment

The Fourth Industrial Revolution (4IR) is defined as a the current and developing environment in which disruptive technologies and trends such as the Internet of Things (IoT), robotics, virtual reality (VR) and artificial intelligence (AI) are changing the way we live and work (World Economic Forum (2020). The introduction of 4IR has impacted negatively on employment and the level of education in the world. As it stands the, state of education and employment in South Africa is deteriorating and the prevalence of the revolution will worsen the situation. Most people will lose jobs as most of their duties will be done by robots. This was affirmed by Change.com (2017) in their publication that stated that, by the year 2022 an estimated one-fifth of the world's workforce will be negatively affected by the prevalence of artificial intelligence and automation. They further stressed that most companies who believes in technology, will reduce their workforce by 50% as robots will be replacing an estimated eight hundred million workers across the globe.

In terms of being on par with the developments that comes with the 4IR, the government should plan ahead to try and save many jobs. Government ought to put resources into the improvement of reskilling projects and make these accessible to company owners and workers. Many companies have opted to use machines as they are very productive, cannot go on strike and also destroy companies' assets like humans. Except if government changes the culture of the workforce through education programmes, the rate of machinery-use will increase and also increase job losses in the country (EE Publishers, 2020).

According to Corfe (2015), the prevalence of 4IR can play the following roles in assisting environmental specialists with their jobs:

- **Air Quality Monitoring:** The use of low power wide area networks to track air quality.
- **Using technologies to remove pollution and carbon from the air:** Environmental specialist need to be equipped with skills of operating emerging technologies such as robotic trees, parasitic drones, air-cleaning buses, and air separation plants.

The use of robotics will play a huge role in improving ways of managing the environment in the near future. As there is a clear plan of opening an environmental consultancy firm in the near future, the firm will focus on environmental problems such as water scarcity, water security, and natural water resource management. According to the World Economic Forum (2020), there are 5 ways of addressing water security through the 4IR Technologies. They are:

- **Blockchain for improved water resource management:** Blockchain technology uses ledgers to record transactions between parties. This technology can be used by environmental consulting companies for servicing entities such as the government and municipalities to assist them with tracking water usage in residential areas. It can further be used to prevent fraudulent behaviour related to tampering with water quality data. The technique can also be used for recording water quality and quantity that will inform decision makers such as the state in terms of decision making. In this case environmental professionals will need to be equipped with technological skills of operating machines and technology to be used for the above-mentioned processes.
- **Decentralized water reuse systems:** Environmental specialists can further work on advising the government on the ways of reusing water. The technology behind this is known as membrane bioreactor technology (MBR). It can be used to decentralise water system in a cost effective manner where this technology comes with features of Internet of Things (IoT) and Artificial Intelligence (AI) that will enable the water users and providers to reuse water and install decentralising water systems in residential and industrial areas.

- **Basin-level insights to manage water risk:** Environmental Scientist can also work in advisory roles in consulting for government institutions to manage water sustainably. This can be done through monitoring watersheds health and tracking and mitigating water-related risks. The 4IR technologies to be used for these processes includes satellite imagery, earth observation, and remote sensing. The use of Internet of Things and Artificial Intelligence can boost the techniques of detecting and managing water basin risks earlier. These technologies require cartographic, GIS, and map reading skills.
- **Advanced materials for producing new sources of water:** Desalinization of sea water is one of the methods to be used to source water especially in water scarce countries. The process require highly technical skills for it to be successful and efficient. The 4IR has introduced graphene-based membranes that are used to desalinise water. In this case, environmental consulting firms can procure these technologies to assist water management institutions on the process of desalinizing sea water. Additionally, they can work in processes such as rain water harvesting and installation of mechanisms of performing such a process
- **Water- and sanitation-smart cities:** The development of smart cities is growing at a rapid rate. Such cities require basic services such as access to clean and drinkable water and proper sanitation facilities. Environmental technologies that comes with the 4IR can be used to digitize sanitation. These technologies involves installation of sensors and Wi-Fi facilities in sanitation facilities and water management points to generate data on water use, consumer behaviour, and public health. Such data can be used by the government for sewage works maintenance, water treatment, and route optimization for waste collection and transport. Environmental scientists can also work in advising IT companies in erecting these technologies and also ensure that these technologies are environmentally friendly.

Personally, the plan is to continue with project management for environmental projects. My aim is to head a managerial position in the public sector that is focused on environmental management and green technology. In green technology, the use of 4IR technologies will be of importance as to improve the ways things are done. Artificial

intelligence can enhance the efficiency and effectiveness of solar energy. Furthermore, these technologies can reduce the number of working hours spent on solar energy doing due diligence. Additionally, the use of artificial intelligence in green technology (can optimize energy system forecasting, introduce the use of smart grids for electricity use, improved and accurate renewable energy plant assessment, and further detect the predictability of demand and supply of renewables (GMI, 2018, p.2).

According to Rezzani (2018), project managers in the 4IR will be main leaders of projects and main strategic decision makers for companies in the near future. With the changes that are brought by the 4IR, project management professionals can adopt lean management and virtual project management. Rezzani (2018) further states that the list of soft skills required in project management in the era of 4IR are as follows:

- Communication skills
- Authority
- Team management
- Management of contingencies
- Negotiation skills
- Learning from mistakes
- Active listening

SECTION TWO

2.1 Self-Assessment Constructs

According to Nkem & Pharm (2015), self-assessment is defined as a process of continuous reflection, self judgement, and self-monitoring to enable one to identify strengths and clarity for areas of improvement. Self-assessment involves learning from own experience; judging one's personal, academic, professional performance; evaluating personal characteristics based on evidence, standards, and explicit criteria for the sole purpose of quality improvement and performance improvement. The process further involves actions such as planning, reflecting, acting, implementing, evaluating, and recording (Nkem & Pharm, 2015).

Zimmerman & Moylan (2009) explains that self-assessment is a self-regulatory process which can be used in the academic or professional environment to monitor progress and identify areas that needs improvement. The below illustration shows the self-regulation model by Zimmerman & Moylan (2009).

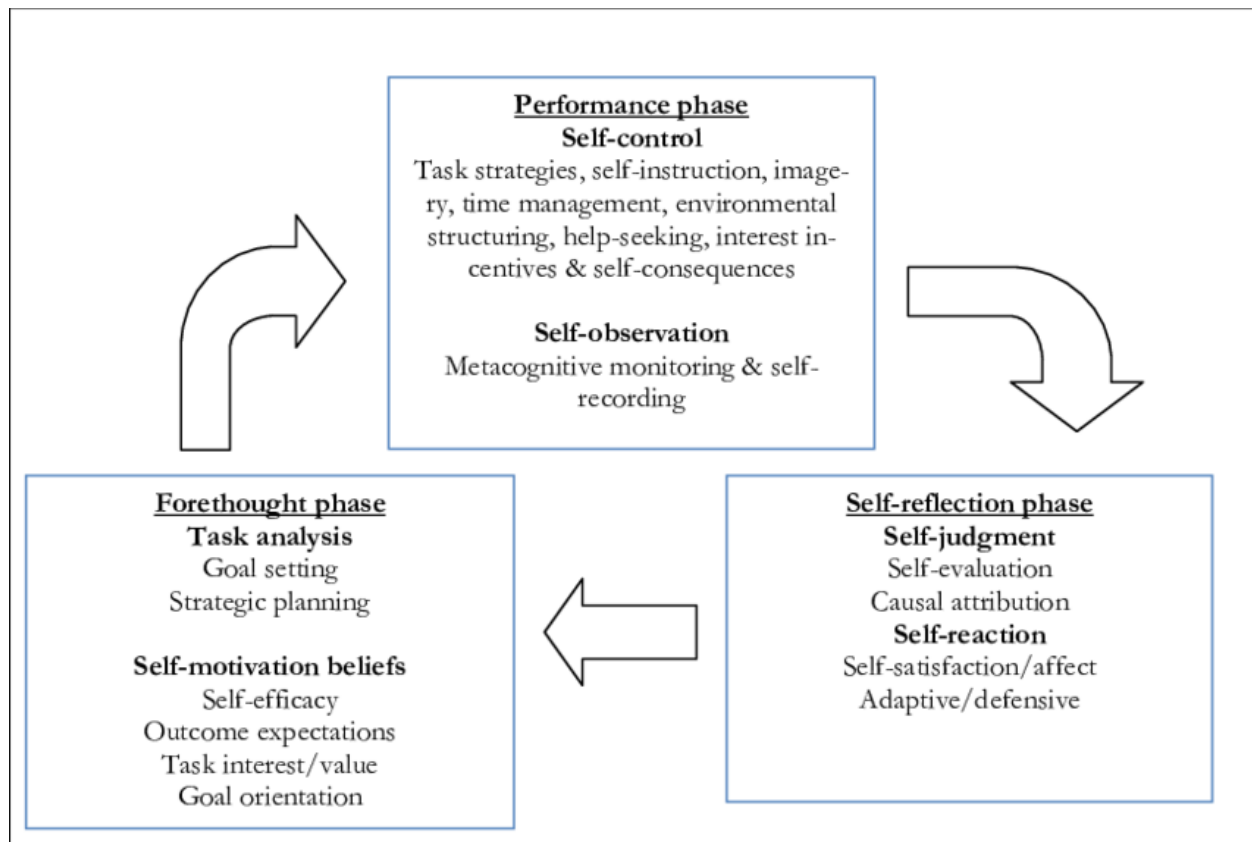


Figure 1. Self-regulation phases and processes (Zimmerman y Moylan, 2009).

2.2 Theories of self-assessment

According to McMillan and Hearn (2008), there are three theories of self-assessment and they are explained as follows:

1. Cognitive and Constructivist Learning and Motivation Theory

The theory explains self-assessment as a process of learning and motivation. It further stresses the importance of organising, evaluating, and internalising when learning. In this theory, the important factor is connecting new knowledge, understandings, and skills that have been previously learned and used. The cognitive and constructivist

theory has subset theory which is called a goal-theory. The goal-theory explains the cognitive theory as a theory of how students should internalise different types of goals and the effects of such goals on self-assessment. This theory is further divided into two types of goals which are explained as follows:

- **A Mastery goal:** it provides guidance to students to focus on what needs to be done to improve knowledge, understanding, and skill. In this case, students learn to master the art of cognitive processes such as thinking, self- monitoring, and solution generation. This enables them to monitor their progress and check if they are on track with learning.
- **Performance goal:** it is a performance driven goal. The emphasis is put more on what can be done to ensure that positive outcomes are achieved. It further stresses the importance of being able to perform and conform to standards that will ensure a positive outcome.

2 Metacognition

Metacognition involves the capacity of monitoring, evaluating, and knowing what to do for performance improvement. This is done through regular practice of cognitive skills such as checking understanding, determining the outcome, planning of learning activities, managing time, and multitasking between different learning activities. This theory describes self-monitoring and self-evaluation as two important metacognitive skills.

3 Self-Efficacy

Self-assessment is influenced by self-efficacy's perception which plays a bigger role in motivation. Self-efficacy involves the process of workers or students estimating what they can do and how is it likely to become a success. Perceptions of self are integral part of self-efficacy and act as guiding principles to the ability, knowledge, and skills of performing well in an academic or corporate environment. In a work environment self-efficacy helps workers to self-assess to be able to know if they are doing the right thing when given tasks, what strategies work best for them when completing tasks, and which ones does not work for them and hinders them from completing their tasks successfully.

Another important factor in self-efficacy is self-evaluation. It enables workers to identify what they have mastered and what needs more work for improvement. Self-evaluation further improves the knowledge of workers in

SECTION THREE

3.1 Self-Assessment(POE Template)

3.2 Skill Learning (Star Technique)

PEOPLE MANAGEMENT SKILLS

4 To assess people management skills in a corporate and life environments

	SITUATION	TASK	ACTION	RESULT
	Situation and Background	What was required of me	What was done, how and what tools were used	End results
NO.1	Landowners refusing to grant access to work in their properties	Negotiation to with landowners to grand access for clearing invasive alien plants in their properties	Set an appointment for a meeting and prepared a presentation on the dangers of invasive alien plants and the relevant regulations.	The landowners understood what is required of them as property owners in terms of environmental management and its regulations and

				they eventually granted us access
NO.2	Forming a partnership with stakeholders	To engage with municipalities on partnership for environmental projects in their areas of jurisdiction	Stakeholder engagement processes such as meeting and public participation	I managed to secure a partnership deal with the municipalities and agreeing on 50/50 partnership in the project funding and reporting was required on a monthly basis
NO.3	Conflict Resolution	Disagreements between a site supervisor and his employees	Assessed the cause of the problem then called a meeting to discuss the solutions	I have managed to bring unity and promote teamwork between the workers and their supervisor
NO.4	Negotiating budgets cuts with Service Providers	Convincing service providers to allow to implement our projects with the	Conducted a meeting for negotiations	The service provider agreed to implement our projects with the cut.

		allocated budget that was cut from the original proposed budget		However, we reached an agreement of reducing the number of workers that were initially planned for the project
NO.5	Late arrival of contractors on project sites	Addressing the issue of late arrival	Conducted a toolbox talk about the issue and it is affecting the team to meet its targets on time	The team arrived on time and worked the normal working hours
NO.6	Absenteeism without valid reasons in projects	To understand the issues causing absenteeism	Conducted a meeting with the team and showed them the work policies and disciplinary actions related to absenteeism without valid reasons	The team members understood the implications and started reporting when absent and also provided proof of why they were absent from work

Source: Adapted from Microsoft (2020)

3.3 Comprehensive Summary

3.3.1 Self-Awareness Assessment

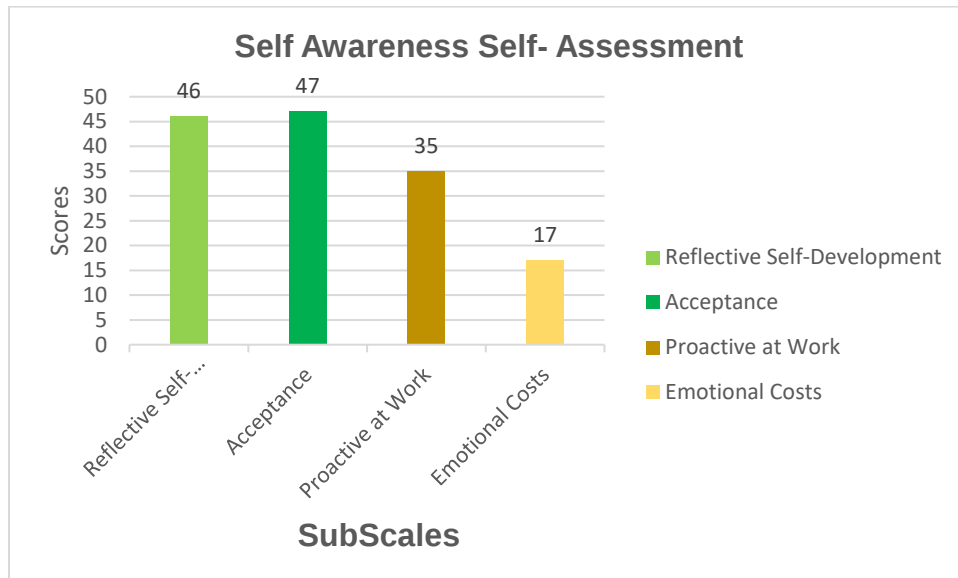


Figure 1: Self- Awareness Self-Assessment

The above figure depicts the self-awareness self-assessment. The scores depicted on the figure shows that the respondent scored 83% on reflective self-development, 88% on acceptance, 77% of being proactive at work, and 48% on emotional costs. The recorded scores indicates that the respondents has strengths on

In terms of improving on emotional costs the important factor is to identify my emotional weaknesses. According to NickWignall.com (2019), one way of improving self-awareness is through knowing your emotional weaknesses. It is further stated that understanding of our emotional weaknesses enables us to tolerate the discomfort of our weaknesses to a point where they do not influence our decision making. Learning to understand our emotional weaknesses can further unlock wealth of insight about ourselves. This was affirmed by Mayer (2018) who alluded that there are ways of improving self-awareness in relation to our emotions. Mayer (2018) stresses explains that ways of improving self-awareness in relation to our emotions are as follows:

- **Identifying your triggers:** Identifying a person, situation, and condition that triggers your emotion prompts one to certain actions. Furthermore, it is also important to identify reasons behind the triggers. This skill enables us to improve our emotional intelligence as it allows one to develop the skills and ability to control the outcome.
- **Not judging your feelings:** The important skill on this aspect is to understand the nature of an emotion. Once it is understandable, you have the ability to find out what your mind is communicating to you. In that way, you allow yourself not to judge the emotions and eventually such emotions run their course without controlling you.
- **Not making decision in a bad mood:** Decisions that are guided by emotions are usually wrong. This is because bad moods take control of our brains. The solution is to take note of the situation and accept it as it is. Once you have accepted it, you postpone the decision making part until you are out of that zone.
- **Making decision in good mood:** Being ecstatic can also make one to make wrong decisions. The excitement that comes with being in a good mood often triggers our mind to not think straight to a point where we make bad decisions. In a corporate world, one can make wrong calculation decisions due to not paying attention to details of what they are working on. Good moods should be paid attention to as we do with bad moods especially in a corporate environment where decisions are determinants of the company's success or failure.
- **Checking yourself especially when under stress:** Self-awareness is mostly an internal process. However, there are external implications attached to the internal situation. It is therefore important to pay attention to your normal self and up-normal self in cases of stresses and emotions. Noticing those changes can enable one to detect stress factors in the future before they affect the conscious mind.

3.3.2 Emotional Intelligence Self-Assessment

Emotional Competencies	Scores
Self-Awareness	8
Managing Emotions	0
Motivating Oneself	3
Empathy	21
Social Skills	13
Total	45

Table 1: Emotional Intelligence Self-Assessment Scores

The above table depicts that results of the emotional intelligence self-assessment. According to the scores, the respondent scored 8 for self-awareness; 0 for managing emotions in a workplace; 3 for motivating oneself; 21 for empathy; and 13 for social skills. The scores totals to 45 which indicates that the respondent has an emotional intelligence strength though there is a need for improvement on managing emotions and self-awareness aspects of emotional intelligence.

There are various strategies of improving emotional intelligence for oneself. According to Crompton (2010), it is important for one to pay attention to how they feel in a work environment. This is the first step to a more effective self-management behaviour. This was affirmed by Parker Associates (2014) in their tips of self-management where they stated that self-awareness relates to understanding yourself in a sense of your strengths, what enjoy doing at work, and where your passion lies. Parkers Associates further explains knowing the above aspects of yourself enables you to understand yourself better and to know what triggers your emotional well-being.

In terms of managing emotions, American Management Association (2020) alludes that one must use the following six-step process:

- **Identify and accept your emotion:** Identifying and accepting your emotional reactions such as anger, fear, frustration, and shyness enables one to develop a mechanism of self-control in a workplace.

- **Identify your self-talk:** In a workplace people often respond by talking to themselves when facing an emotion-triggering situation. Self-talk expressions such “Here we go again” are often said by employees when dealing with a difficult situation. The solution behind this is identifying these expressions and working on the response mechanism instead of self-talking.
- **Identify your physical responses:** physical responses such as red and hot face when one is angry and aggressive handshakes are common responses of showing emotions. Workers need to pay more attention to these responses in their workplace as they might ruin their reputation and image. Fellow workers might not know how to approach someone who shows red faces when irritated.
- **Affirm your rights:** Affirming your rights involves knowing that you are the person who has the right to control you. This also relates to control yourself in difficult and emotion-triggering situations.
- **Replace nonproductive self-talk and/or physical responses with “in-control” responses:** This can be done through taking deep breaths when being confronted with a situation to trigger your emotions. Alternatively, taking a walk and getting some air on the outskirts of the work premises to avoid being emotional.
- **Strategically communicate:** This involves listening to understand not to respond; and listening for feeling, content, and intent. This will enable the response to be well thought and the tone thereof to be a well manner that shows that the responder understood the intention of what was being communicated to them.

3.3.3 Personality Self-Assessment

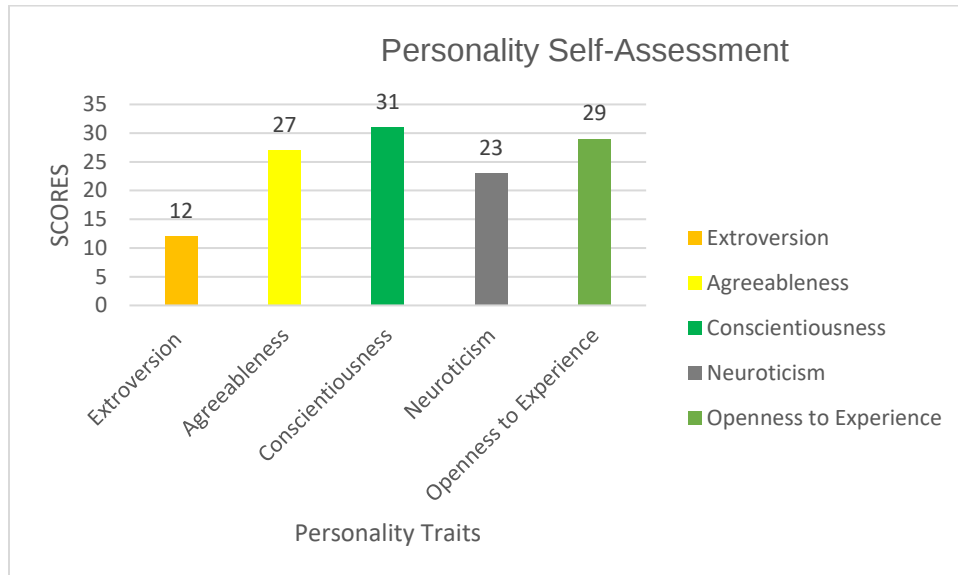


Figure 2: Personality Self- Assessment

The above figure depicts a personality self-assessment. The respondent scores a total of 12 on extroversion; 27 on agreeableness; 31 on conscientiousness; 23 on neuroticism; and 29 on openness to experience. The scores indicates that the respondents prefers working alone in doing work project; on agreeableness, the respondent's score proves that he likes people and is polite; on conscientiousness, the respondent proved to be the one who does things by the book; on neuroticism, the respondent portrays a non-emotional being; whereas on being open to experience, he proved to be a person who seeks new experience in the job world.

3.3.4 Organisational Commitment Self-Assessment

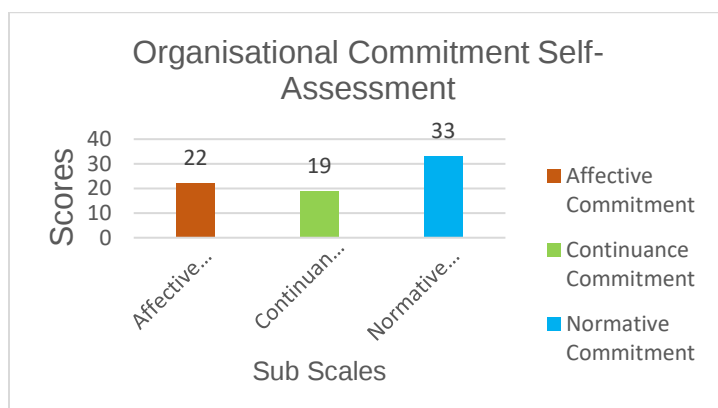


Figure 3: Organisational Commitment Self-Assessment

The above figure depicts the scores obtained from the organisational commitment self-assessment. The scores indicate the levels of commitment to the organisation by the respondent. Low scores show less commitment whereas higher scores on organisational commitment traits prove that the respondent is committed.

According to Van der Werf (2020) the importance is to create a bond between the organisation and its employees to enable employees to understand the desired goals and objectives of the organisation. It is of utmost importance for workers to be committed to their organisation as this will boost their drive into putting more effort in increasing the productivity and ensuring that the company's goals are achieved. Campbell (2015) explains that workers can show commitment to their jobs and organisations by doing the following:

- **Seeing the good in all situations:** There is no organisation that does not experience or have problems. The focus of employees should be around building a character that fits their job situation. Employees should strive to be solution-driven and avoid negativity at all cost. Furthermore, employees should learn to value every aspect of their career and understand that being grateful for smaller achievements create a room for bigger opportunities.
- **Working Hard:** Employees should work hard to ensure greater achievements for their organisation. Working hard includes going an extra mile, working more hours to reach deadlines, being creative, and being resourceful. This enables one to put more focus on the goals of the company than monetary incentives. Through hard work and commitment, growth and incentives are guaranteed.
- **Expanding:** Employees should always set higher goals for themselves within their organisation especially after reaching certain milestones. Success is achieved through setting higher goals and a certain level of achievement. The level of achievement that is required for growth is related to dreaming big and having a clear plan of growth within the organisation. The growth plan should have time-frames and a map mind indicating the steps to be taken to get to the highest level.

- **Being Passionate about your job:** Passion ignites hard work. Employees should find passion in what they do. Lack of passion can promote laziness and lack of commitment. Being passionate about your work enables you to work harder and learn more about your job. The experience that comes with hard-work and passion fuels growth and more focus. This also improves performance and create a room for growth opportunities such as promotion to bigger and managerial positions.
- **Seeking feedback:** Many employees become less committed to their jobs because there is no feedback given by their line managers or supervisors. However, employees should also seek feedback from their managers. Feedback helps employees to grow and improve where there is a need for improvement. Seeking feedback is another way of personal and professional growth.

3.3.5 Job Satisfaction Self-Assessment



Figure 4: Job Satisfaction Self-Assessment

The above figure depicts scores of the respondent on job satisfaction self-assessment. The scores indicate that the respondent is satisfied with the work itself, the supervision, and the relationship with the co-workers. The lower scores indicate that the respondent is not satisfied with the pay and the promotion opportunities in the organisation.

3.3.6 Decision-Making Style Self-Assessment

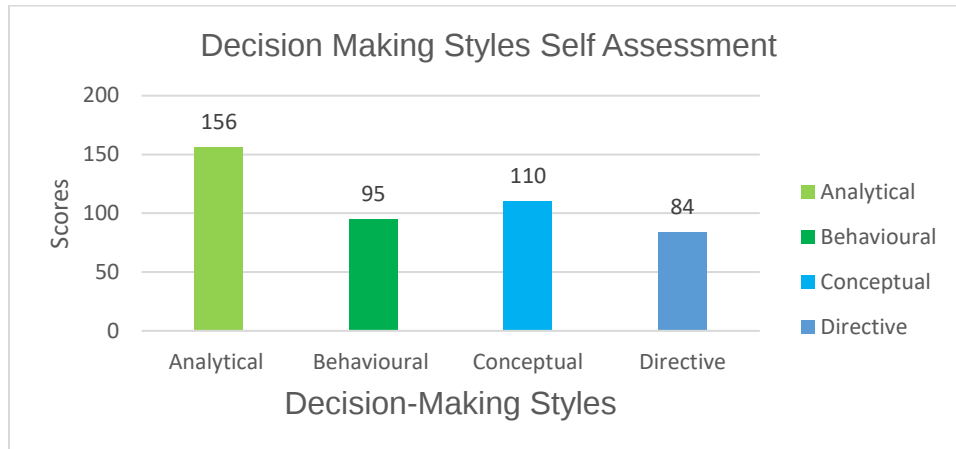


Figure 5: Decision-Making Style Self-Assessment

The above figure depicts scores of the respondent on the preferred decision making styles. According to the scores, the analytical, behavioral, and conceptual decision making styles were the most preferred ones and proved to be very dominant in the assessment. Whereas the directive decision making styles was found to be only dominant in the respondent's assessment

3.3.7 Work-Related Quality of Life Self-Assessment

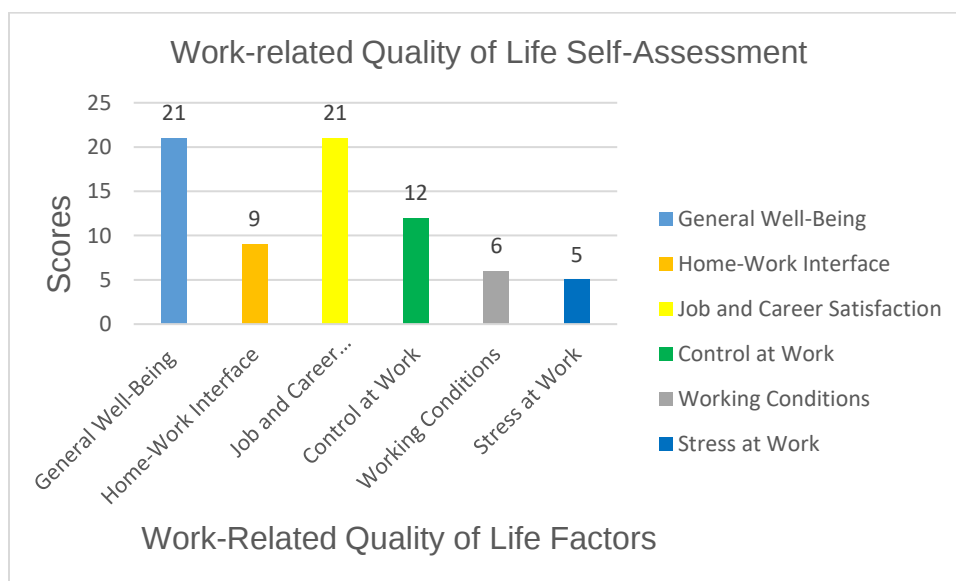


Figure 6: Work-Related Quality of Life Self-Assessment

The above figure depicts the work-related quality of life self-assessment. The scores indicates that the respondent has an average work related quality of life on factors such as general well-being, job and career satisfaction, and control at work. Consequently, the respondent indicated to be having a poor work-balance. Furthermore, the respondent showed to be not satisfied with the working conditions. However, the stress level of the respondent proved to be low.

It is important for every employee to maintain a positive work-life balance as the two complements one another. There are strategies to achieving a great work balance. The below table shows the strategies of achieving a work-life balance as alluded by Kehl (2012)

Strategies for Maintaining Work-Life Balance	Explanations
1. Track Your Time	Have a time log for every personal and work related tasks
2. Determine Your Priorities	Analyse and list your top work and home priorities and allocate time to each priority
3. Set Specific Goals	List your priorities and turn them into measurable goals
4. Schedule Scrupulously	Plan your work and life activities for example, diarise them
5. Establish Boundaries	Have boundaries on what to do and what not to do both at home and work. Such boundaries should be communicated to your line manager
6. Take Care of Your Health	Maintain a good diet and exercise to keep your body and mind in good shape to be able to perform tasks at work and home
7. Nurture Your Family/Relationships	Making your relationships a priority. They must not affect your work and vice versa

8. Make Time for Yourself	Rest as much as you can and find time to meditate and feed your spiritual being
9. Leave Work at Work	Learn to not take work home as that might distract your family time
10.Exercise Your Options	Work according to flexi hours or alternatively work from home if your organisation allows you. This lessens the work stress and the time spent in travelling to and from work
11.Work Smarter Not Harder	Use resources at your disposal to spend less time on doing one tasks
12.Know When to Ask for Help	Do not strive to be a superman or superwoman. Ask for help if there workload is more and whenever you are feeling overwhelmed

Table 2: Strategies for Maintaining Work-Life Balance

Poor working conditions affects employees' performance. According to Freedman (2020), a positive working environment boosts employees' morale, retention, and productivity. Freedman (2020) states that employers should ensure that employees are comfortable and happy with their working conditions as those are some of the main drivers of productivity. Freedman (2020) suggest that following improvements can aid in improving working conditions:

- Improving the lighting
- Making the office more comfortable
- Improving communication

Pope (2020) also affirms that working conditions can demoralise employees. Pope (2020) suggest the following as a coping mechanisms for employees who are not satisfied with their working conditions:

- Personalize your work space

- Sterilising your work environment for tidiness
- Open windows for ventilation and natural light or have air fresheners
- Keeping a well-balanced temperature in your work space

Stress management is another important factor for employees to remain functional in a workplace. The below are the stress management strategies as compiled by Health Zone (2016)

Stress Management Strategy 1: Avoid unnecessary stress ▪ Learn how to say “NO” ▪ Avoid people who stress you out ▪ Take control of your environment ▪ Avoid arguments ▪ Reduce your to-do list	Stress Management Strategy 2: Alter the Situation ▪ Express your feelings calmly instead of bottling them up ▪ Be willing to compromise ▪ Be more assertive ▪ Manage your time better
Stress Management Strategy 3: Adapt to the stressor ▪ Reframe your problems ▪ Look at the big picture ▪ Adjust your standards ▪ Focus on the positive	Stress Management Strategy 4: Accept the things you cannot change ▪ Don’t try to control the uncontrollable ▪ Look for the upside ▪ Share your feelings ▪ Learn to forgive
Stress Management Strategy 5: Adopt a healthy lifestyle ▪ Exercise regularly 3 -5 times/week ▪ Eat a healthy diet ▪ Reduce caffeine and sugar ▪ Avoid alcohol, cigarettes & drugs ▪ Get plenty of sleep	Stress Management Strategy 6: Make time for fun and relaxation ▪ Set aside relaxation time ▪ Connect with others socially ▪ Do something that you enjoy everyday ▪ Keep your sense of humor

Figure 7: Stress Management Strategies. Source: Health Zone (2016)

3.3.8 Self-Motivation Assessment

Self-Motivation Assessment Score	Score Interpretation
4*5=20 7*5=35 55	(51-60) Excellent in planning, Prioritisation, and getting the right things done

Table 3: Self-Motivation Assessment

The above table depicts scores of a respondent on self-motivation assessment. It is depicted the respondent is a self-motivated employee as the interpretation of the scores indicates that the respondent makes effort in staying motivated and focused on setting goals and also achieving them.

Self-motivation is an important skills for workers to stay put to the commitments of achieving greatness in their workplace. It is the driving force that pushes employees to do things without being told or micromanaged. There are different elements of self-motivation. According to the Skills You Need.com (2020), the elements of self-motivation includes personal drive to achieve, commitment to goals, being initiative, and being resilient to challenges. Porter (2018) agrees with the above statement as he points out ways of staying motivated as the following:

- Break overwhelming tasks up into smaller pieces.
- Setting deadlines
- Stepping out of comfort zone
- Being open to criticism
- Being enthusiastic about your job

Porter's strategies of staying motivated affirmed by Oh (2014) in her list of 5 strategies of staying motivated at work as follows:

- Setting personal goals
- Suggesting new ideas
- Creating a work schedule

- Forging friendships
- Being yourself

3.3.9 Training Programme Self-Assessment

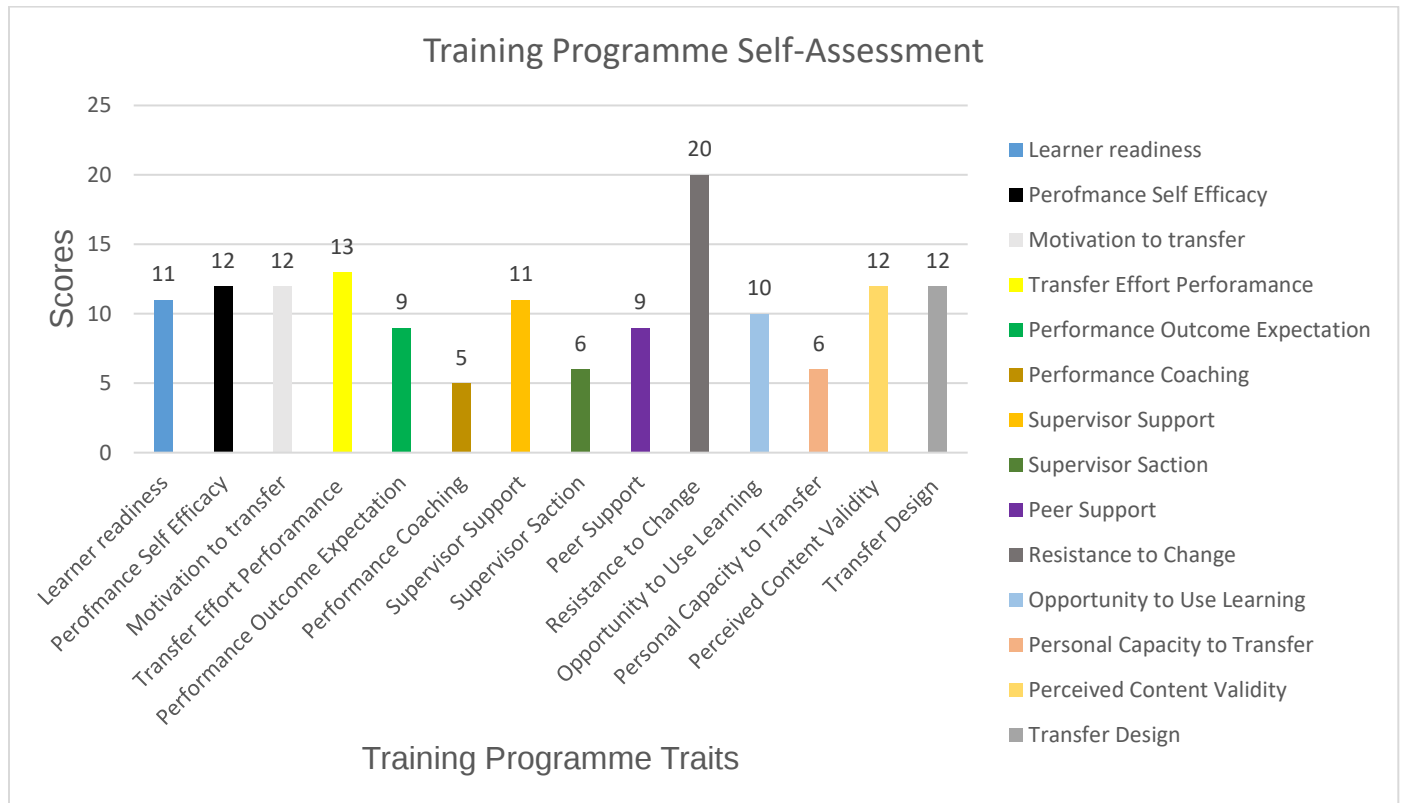


Figure 8: Training Programme Self-Assessment

The above figure depicts the training programme self-assessment. The higher scores indicates that the respondent had a positive response to certain training programme factors. Whereas the lower scores proves that the responded had a negative response to other training programme factors. There are notable equal scores on performance self-efficacy, motivation to transfer, perceived content validity, and transfer design. Consequently, factors such as learner readiness and supervisor support also had the same response. Additionally, factors such as performance outcome and peer support has the same scores and supervisor sanction and personal capacity to transfer also had the same lower scores.

3.3.10 Performance Management Behaviour Self-Assessment

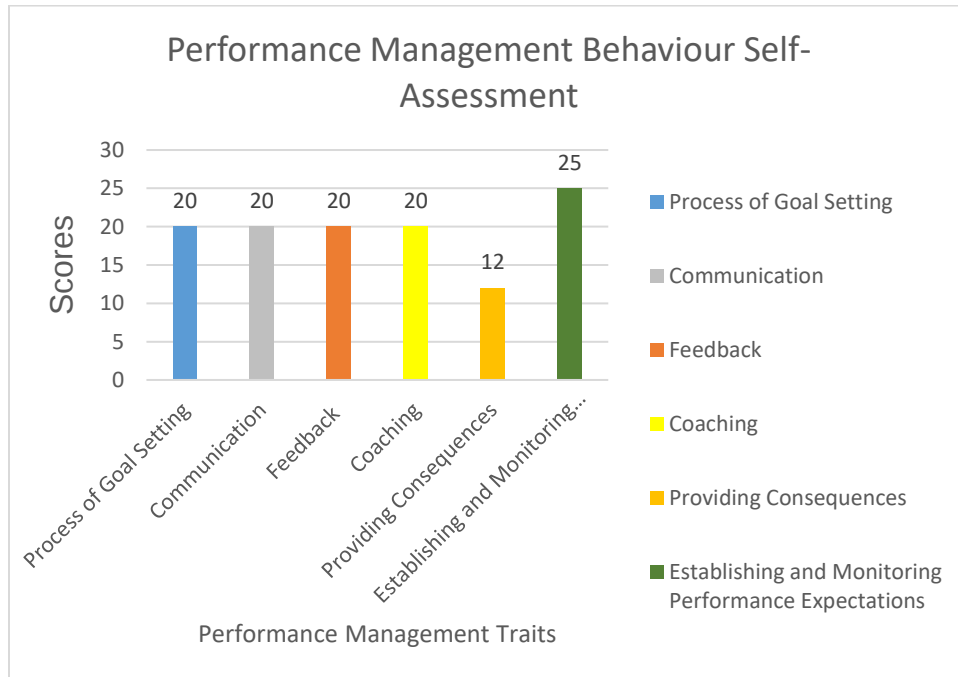


Figure 9: Performance Management Behaviour Self-Assessment

The above figure depicts the performance management behavior of a respondent. The scores indicate that the respondent has a good behavior in goal setting, communication, feedback, and coaching as that is notable with the equal scores. Consequently, the respondent proved to be average on providing consequences to his subordinates. Additionally, the respondent has the best behavior in terms of establishing and monitoring performance expectations as that is notable with the highest score above all the other traits.

3.3.11 Career Path Self-Assessment

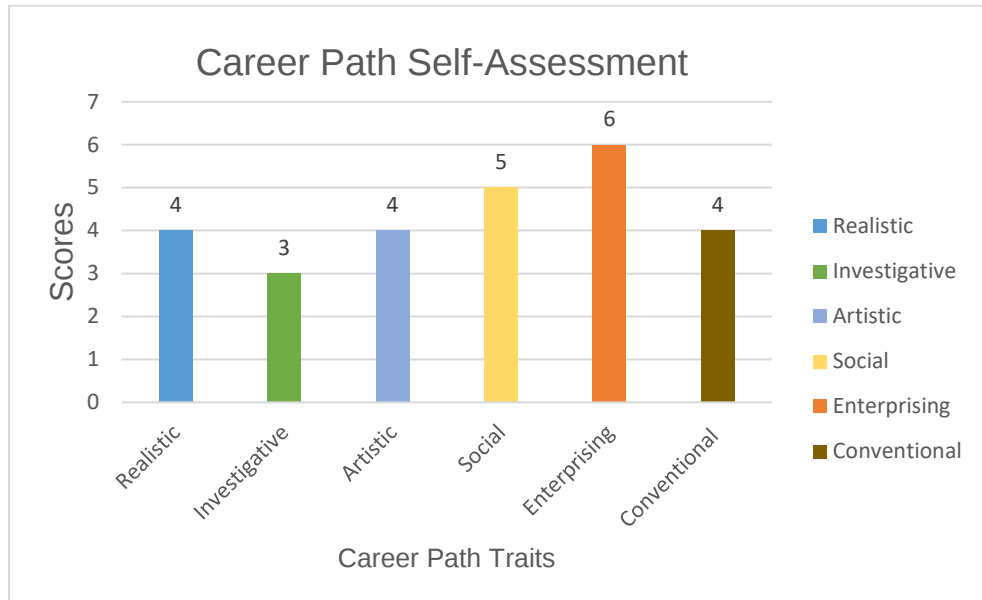


Figure 10: Career Path Self-Assessment

My Interest Code

Career Path Traits	Scores
Enterprising	21
Conventional	19

Table 4: My Interest Code

The above figures depict scores of a respondent on career path self-assessment. The scores indicate that the respondent has average interests in being realistic, artistic, and conventional as the traits have got the same scores. Furthermore, the respondent proved to have huge interest in being social and enterprising as the traits have higher scores. Additionally, there is a low interest in being investigative. On interest codes, the respondent proved to have huge interest in being conventional and enterprising in their career path. The higher score in enterprising indicates that the respondent has interest in business-related careers in industries such as real estate, law, international trade and banking. Additionally, the high score in being conventional proves that the respondent can further pursue careers in accounting, insurance, administration, and data processing.

3.3.12 Job Stress Self-Assessment

Job Stress Traits	Scores
I feel little enthusiasm for doing my job.	4
I feel tired, even with adequate sleep.	1
I feel frustrated in carrying out my responsibilities at work.	1
I am moody, irritable, or impatient over small inconveniences.	0
I want to withdraw from the constant demands on my time and energy.	1
I feel negative, futile, or depressed about my job.	1
My decision-making ability seems less than usual.	0
I think that I am not as efficient as I should be.	4
The quality of my work is less than it should be.	0
I feel physically, emotionally or spiritually depleted.	0
My resistance to illness is lowered.	1
My interest in sex is lowered.	0
I am eating more or less, drinking more coffee, tea or sodas, smoking more cigarettes, or using more alcohol or drugs in order to cope with my job.	0
I am feeling emotionally callous about the problems and needs of others.	0

My communication with my boss, co-workers, friends, or family seems strained.	1
I am forgetful.	1
I am having difficulty concentrating.	0
I am easily bored.	1
I feel a sense of dissatisfaction, of something wrong or missing.	1
_____ 20. When I ask myself why I get up and go to work, the only answer that occurs is “my paycheck.”	0
Total	17

Table 5: Job Stress Self-Assessment

The above table depicts the job stress self-assessment. The scores indicates that the respondent is coping with the job stress. This is indicated by the low scores in most of the job stress traits.

3.3.13 Wellness Self-Assessment

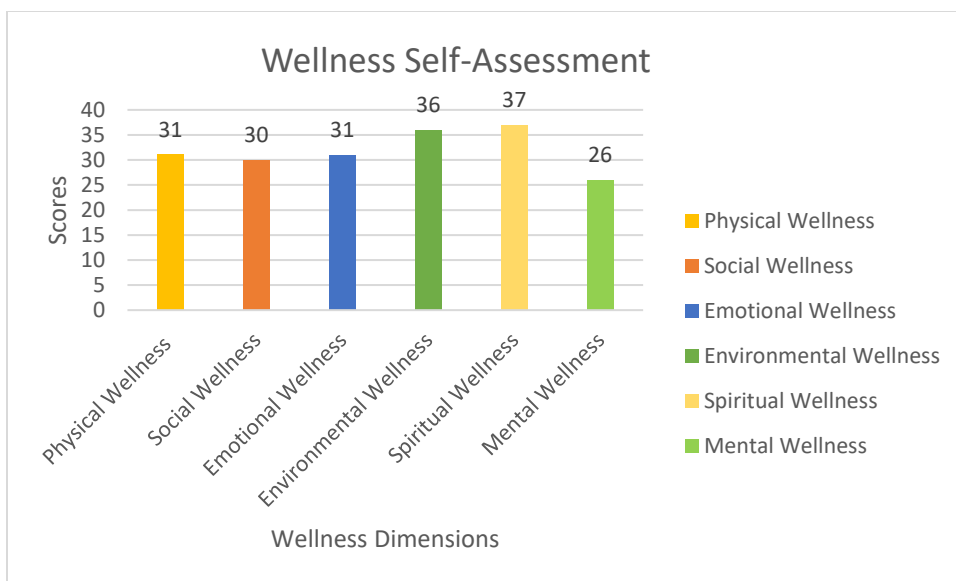


Figure 11: Wellness Self-Assessment

The above depicts well self-assessment. The respondent's scores indicates positive on all dimensions of wellness except for mental wellness. The respondents has an average response of 30 on the first five dimensions. The last dimension is notable with a score less than 30 which shows that his mental wellness is in good condition.

Wellness is an important aspect for a human body. According to Geekie (2016), employees can improve their wellbeing in a workplace through the following ways:

- Employees should know their company's vision and values so that they can relate and respect them.
- Working smarter can also improve one's wellness as they will smart way of doing their work without being overworked
- Employees should expose themselves to natural light to boost their moods in a workplace
- Being creative through adding colourful furniture and other resources in a workspace. This can calm one's nerves and can be a source of inspiration
- Employees should be fit for their work. Their fitness can be lifted by exercising and getting enough rest

3.3.14 Engagement Self-Assessment

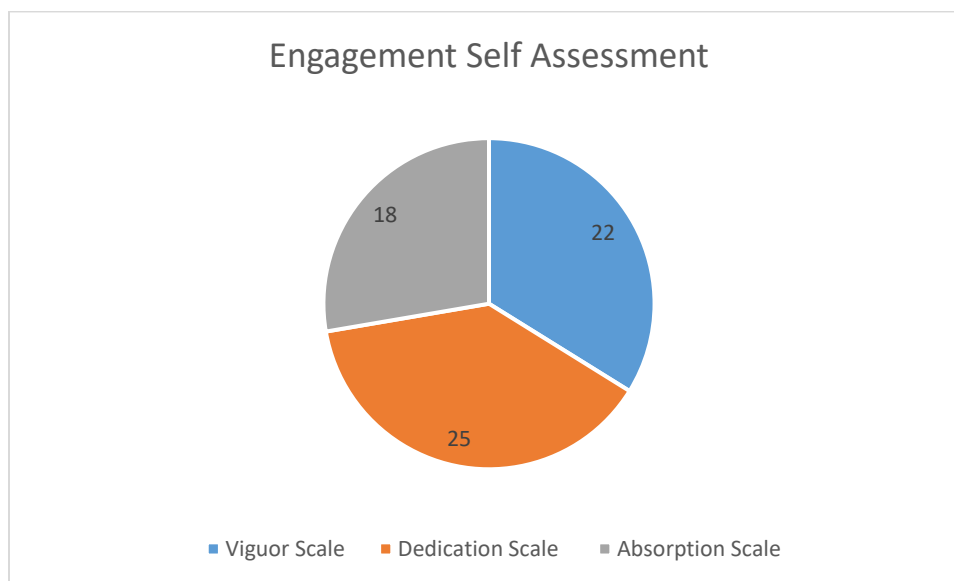


Figure 12: Engagement Self-Assessment

The above figure depicts scores respondent's engagement self-assessment. The scores indicates that the respondent has a better engagement scale on being vigour and dedicated. Whereas the absorption scale shows that the respondent's score indicates less engagement.

For employees to improve their workplace engagement, they should strive to be willing to go an extra mile in learning to engage in their environment. SHRM (2020) states that for workers to be fully engage to their work, they must possess the following characters:

- They must be optimistic.
- They should also be team-oriented so that they will be able to perform well in team work.
- They should go above and beyond. This means they must be willing to go an extra mile for their jobs and organisation to see it being successful.
- Employees should also be selfless. Selfish employees are not easily engageable.
- Employees who are willing to be more engaged at work should show a passion for learning. This enables them to grow and learn new skills.
- They must be willing to accept criticism.

3.3.15 Burnout Self-Assessment

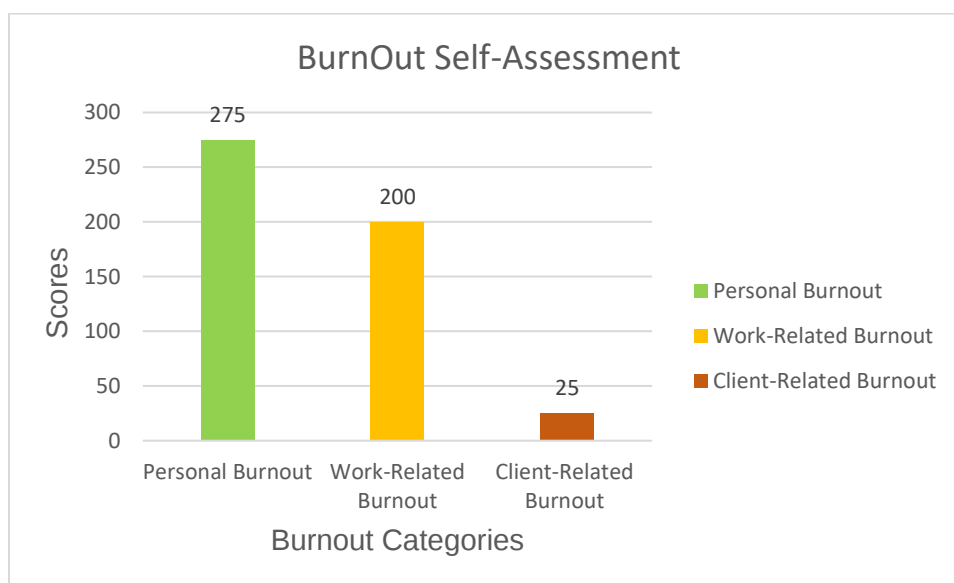


Figure 13: Burnout Self-Assessment

The figure above depicts the respondent's assessment on burnout categories. The respondent shows to have a high personal burnout score which proves that there is an element of exhaustion experienced by the respondent though it does not occur more often. Work wise, the respondent proved to have been exhausted by his work though the exhaustion, tiredness, and being drained occurs sometimes and are to a low degree. In terms of working with clients, the respondents tend to be drained and frustrated though the levels are at the lowest degree which indicates that the respondent can still continue working with clients.

Personal burnout can be triggered by fatigue and lack of motivation. Which are also triggered by factors such as poor working conditions and lack of appreciation in a workplace. However, this can be overcome through personal workouts in the morning, focusing on the positive side at work, and self-motivation. Working with clients requires passion and patience. It is recommended that employees that are working with clients should enroll for a course in stakeholder engagement and management to understand the basics of managing stakeholders.

3.3.16 Cultural Intelligence Self-Assessment

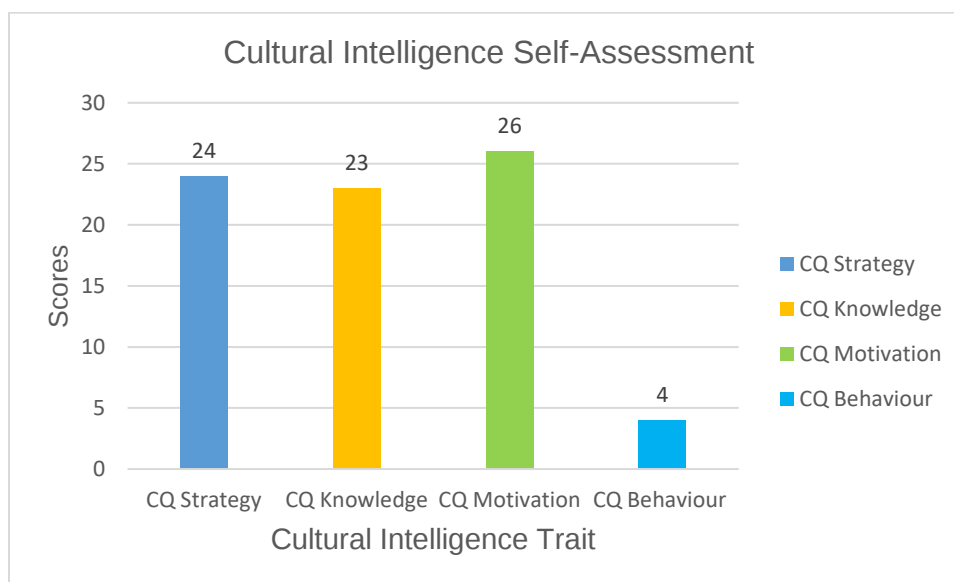


Figure 14: Cultural Intelligence Self-Assessment

The above figure depicts the respondent assessment on cultural intelligence. The scores indicates that the respondent has a good strategy on cultural intelligence as he agreed to be conscious of the cultural knowledge on daily interactions with people from different cultural backgrounds. The respondent also shown to have knowledge of different cultural backgrounds, their values, and different systems. Consequently, the respondent proved to be motivated to adapt to different cultures around him. Additionally, the respondent lower score on cultural intelligence behaviour proves that he is not influenced by other cultures to change his accent, tone and other aspects when it is required by other cultures.

Section Four

Plan for Professional Development and Continuous Improvement

Current Situation	I am Project Coordinator of Natural Resource Management in the Department of Environmental Affairs
Career Goals	To be promoted to a managerial post in the Natural Resource Management. Post such as Assistant Director and Deputy Director
Skills Gap	• Learning more about leadership and management • I need an in depth understanding in all programme management within the Environmental Programmes Branch in the Department • I want to learn more about people management and emotional intelligence

Actions	• Doing a course in Advanced Management Development Programme • Involve myself in different roles in programme management in the Department • Completing an MBA
Evaluation	1 Year

Competencies to be addressed (Skills Gap)	Proposed Actions	Responsibility	Time Frame	Expected Outcomes (Rewards)
Leadership and Management	Attending a short course in Advanced Development Management Programme	Employee and Employer's contribution	February 2021	To learn more about Leadership and Management in a corporate environment
People Management and Emotional Intelligence	Attending a short course in People Management and Emotional Intelligence at National School of Government	Employee and Employer's contribution	April 2021	To capacitate myself with the right knowledge relating human management and emotional intelligence

Environmental Programmes Management	Assisting with different tasks in the programme management and also doing a course in Environmental Management Project Management	Employee and Employer's contribution	June 2021	To gain more knowledge in environmental project and programme and compliance issues relating to environmental programme management
Business Administration	Completing an MBA	Employee contribution	December 2021	To improve my skills in general business administration and organisational management

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RUBRIC TO ASSESS THE PORTFOLIO OF EVIDENCE

Name: Samson Alex
Mithileni
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	2/5					
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	2x	3	4	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

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
General career goals	0	1	2	3	4x	5
Direction you want to follow	0	1	2	3	4x	5
• Brief job description	0	1	2	3	4x	5
3. INDUSTRY ASSESSMENT	16/20					
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	3	4x	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.	0/80					
4.1 Self-awareness Understand the theoretical foundation of self-awareness	0x	1	2	3	4	5

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
4.2 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
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

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
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	0x	1	2	3	4	5
4.13 Wellness To understand the construct and theory of wellness	0x	1	2	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	5/5					
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	0	1	2	3	4	5x

Competency levels	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
lives and then provide an assessment outcome and reflection on the lessons learned.						
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
7. PLAN FOR PROFESSIONAL DEVELOPMENT AND CONTINUOUS IMPROVEMENT	19/25					
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	3	4x	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	3	4x	5
7.4 Compilation of detailed plans for achieving these goals, including incremental steps.	0	1	2	3	4x	5

Competency levels			Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
7.5 Indication of your perceived rewards and benefits for achieving each goal.			0	1	2	3	4x	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	3	4x	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	3x	4	5
Comments:								
Mark obtained			92/200					
Deduction for plagiarism if any								
Examiner Final Mark out of 100%:			46/100					
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).