

Appendix B: Presentation of research matrix and coding process

Number	Personal information	Good evidence - Code	1 Supervisor A	2 Supervisor B	3 Supervisor C	4 Supervisor D	Mini Evaluation 1	5 Supervisor E	6 Supervisor F	7 Superintendent A	8 Superintendent B	9 Supervisor G	10 Superintendent C	11 Supervisor H	12 Supervisor I	13 Supervisor J	14 Supervisor K	15 Steering committee-Member	16 Facilitator A	17 Facilitator B	18 Manager - A	19 Manager - B	20 General manager
	Date of interview		25-Aug	29-Aug	01-Sep	01-Sep		06-Sep	09-Sep	14-Sep	15-Sep	20-Sep	30-Sep	30-Sep	03-Oct	03-Oct	04-Oct	04-Oct	25-Sep	05-Oct	01-Oct	05-Oct	05-Oct
	Age		39	40	47	36		52	39	44	33	35	41	40	31	38	36	NA	NA	NA	NA	NA	NA
	Race (A- African/W - White/I - Indian)		W	A	A	A		W	A	W	W	I	W	W	I	W	A	NA	NA	NA	NA	NA	NA
	Period in current position (years)		1	4	15	11		12	2	4	1	1	3	9	6	2	3	NA	NA	NA	NA	NA	NA
	Employment by CML (years)		3	16	27	1		12	20	18	9	1	7	17	1	3	15	NA	NA	NA	NA	NA	NA
	Barriers (Encountered)																						
6.1	Senior management commitment		1	1	1	1	4	P	1	1	P	P	1	1 Alt	1	1	1	1 Alt	1	1	1	1	1
6.2	Lack of vision		1	P	P	1	4	P	1	1	P	P	P	P	1	P	1	P	P	P	P		P
6.3	Inappropriate timing		P	P	P	P	2	P	P	1	0	0	1	0	0	P	P	P	1	1	1	1	1
6.4	Lack of empowerment		P	P	1	1	3	1	0	1	0	P	P	P	1	1	P	1	P	P	P	P	P
6.5	Pre-conditioning		1	P	1	1	4	1	1	1	1	P	1	1	P	P	1	1	1	1		1	1
6.6	Institutional barriers		P	P	P	1	3	1	1	1	P	P	P	1	P	P	P	P	P	P	P	P	P
6.7	Measures and rewards		1	1	1	1	4	1	1	1	1	P	P	P	0	P	P	1	P	P	P	P	P
6.8	Team development				P	1	3	1	0	0	0	P	P	P	0	0	0	1	1	P	P	P	P
6.9	IR		P	1	P	0	3	0	0	0	0	1	1	0	P	P	P	1	1	1	1	1	1
	Barriers (Presented)																						
6.10.1	Mismatched		0	P	P	P	2	P	1	1	1	1	1	1	1	1	0	1	1	1	1		1
6.10.2	Training and development		0	P	P	P	1	1	1	1	1	1	P	1	P	P	P	0	P	1	1	1	1
6.10.3	Reluctance to change		1	1	P	1	3	P	P	1	1	1	P	1	1	1	1	P	P	P	P	P	P
6.10.4	Fear of Making Mistakes		0	P	P	P	1	P	1	1	0	P	P	P	0	P	1	0	1	P	P	P	
6.10.5	Workload		1	P	P	P	4	P	1	1	1	P	1	P	0	P	1	P	1	1	1	1	1
	Barriers (New)																						
6.11.1	Mismatch of initiative		1	0	1	1	3	1	1	1	0	0	1	1	0	1	1	1	1	1	1	1	1
6.11.2	Subordinates fear of making mistakes		1	0	0	1	2	1	0	0	0	P	0	1	1	1	1		0	0	0	0	0
6.11.3	Stable workforce		1	0	0	0	1	0	0	1	1	0	P	0	P	0	1	P	P	P	P	P	P

Appendix C: Flow Chart of key themes and barriers

Barriers (Encountered)			
6.1	Senior management commitment	6.1.1 Key barrier - lack of senior management commitment. Specific issues (a) time constraint - (Underlying theme {LINKED to lack of empowerment - management operating at too low a level}) (b) lack of support regarding resources specifically information - (Underlying theme: Not simply day to day information, but rather lack of feedback on management intent and agenda. Management very cautious about raising past issues.) Additional barrier - Middle management support. Evident that there was a correlation between superintendents buy-in and team performance. 6.1.2 No evidence - T/W wrong reason. Specific issue (a) lack of proper communication regarding the need for T/W - (Underlying theme {LINKED to lack of proper pre-conditioning of employees}) . Implication: Reduce motivational capacity and resistance encountered from team members. Management not good at communicating this created suspicion amongst employees	
6.2	Lack of vision	Potential barrier - Strategy very important. Specific issues (a) important of understanding - if too difficult employees cannot associate their circumstances with it and it loses its purpose - (Underlying theme {linked to lack of empowerment - no involvement}). Implications: Difficult for supervisor to understand direction, and effectively align teams.	
6.3	Inappropriate timing	No evidence - inappropriate timing. Specific issues - General feeling that T/W would have been easier excepted if it was rolled out immediately after process reengineering. Implications: The longer it was delayed the more it created a mindset of 'every person for himself'.	
6.4	Lack of empowerment	Key barrier - lack of empowerment. Specific issues (a) Perception that supervisors were empowered, emerged that they were excluded for strategic decision making - not empowered - (Underlying theme- lack of empowerment - all levels operated at too low a level therefore preventing empowerment lower down - TRUST). Implications: Create lack of trust between shop floor and supervisors, Difficult to change management style, inability to make decisions themselves. Lack of empowerment and involvement also increased resistance from shop-floor employees. See new initiatives as something that will fail.	
6.5	Pre-conditioning	6.5.1 Key barrier - Insufficient training. Specific issues (a) supervisors not well prepared to facilitate T/W (Underlying theme - management tend to ignore the importance of training - shallow view due to optimistic targets) 6.5.2 Lack of proper communication regarding need for t/w . Implications: Impaired facilitation, credibility and motivational capacity of supervisors	
6.6	Institutional barriers	6.6.1 Key barrier - History and culture. Specific issues (a) identified was the mismatch of programmed to company history and culture. (Underlying theme however was the fact that management was cautious of the potential outcome instead of focus on value add - (LINKED to TRUST and empowerment). 6.6.2 Key barrier lack of CML to adapt policies to suit T/W. (LINKED to TRUST and empowerment). Implication: Difficulty due to mismatch of initiative with company specific culture. Motivational capacity of supervisor	
6.7	Measures and rewards	6.7.1. Key barrier - inappropriate measures. Specific issues (a) Measures became stick to hit supervisors (b) penalized teams for lack of management commitment (did not achieve goal). (Underlying theme - CML culture to be optimistic about initiatives, resulting in a 'shallow' implementation {LINKED to institutional - readiness} . 6.7.2. Key Barrier - lack of appropriate rewards. Specific issues (a) No benefit for employees to perform better. (b) Rewards linked to individual performance. Implications: Dampened enthusiasm and created fear - window dressing. Limited motivational capacity and drove wrong behavior	
6.8	Team development	Potential barrier - Improper team development. Specific Issues (a) Team roles not taken into consideration (Underlying theme {LINKED to lack of participation}). New barrier the commitment from contractors. Saw that there was an issue with commitment (Underlying theme - however company policy excluded contractors form team work due to license fees.) Implication: Difficulty with regards to assigning responsibility. Difficulty to gain commitment.	
6.9	IR	Key Barrier - Poor industrial relations. Specific issues (a) Unions did not want to be seen as taking sides. (Underlying theme poor relationship between management and shop floor employees. Unions and employees suspicion and lack trust in management {LINKED to lack of empowerment, TRUST and historical relationships}) Implication: Employees strong followers of union, lack of involvement created additional resistance - supervisor seen as part of management. Management did not make sufficient use of the opportunity to build the relationship - unions were not invited to form part of t/w development.	
Barriers (Presented)			
6.10.1	Mismatched	Key Barrier - Supervisors' lack of people management skills. (Underlying theme is the fact that improper selection processes placed emphasis on technical experience). Additional Barrier a lack of technical skills. Specific issues (a) perceived competency and therefore ultimately respect linked to technical experience. (Underlying theme poor selection as well as training programmers - new supervisors {LINKED to training and development policies}) Implication: Inability to manage people and therefore difficult to facilitate teamwork. on the other hand, lack of technical experience also resulted in a lack of respect	
6.10.2	Training and development	Potential barrier - Lack of effective training and development. Specific issues (a) Supervisors and senior management supported the fact that there was a lack of sufficient training and development of supervisors (Underlying theme was the reduction in supervisory level - required a new 'type of supervisor' and that CML never adequately revised training and development policies following the implementation of change). Implication: Important to note, this did not present a immediate barrier, but will in future.	
6.10.3	Reluctance to change	Key Barrier - supervisors reluctant to change style. Specific issues (a) Initially thought that there was a reluctance from subordinates to accept accountability. Later it became apparent that this was not the case and that it was more a matter that supervisors were reluctant to change their management style (Underlying theme is that supervisors felt threatened but also {LINKED to lack of empowerment of supervisors}). Implication: Difficult for supervisor to change management style to facilitative	
6.10.4	Fear of Making Mistakes	Potential Barrier - Fear of making mistakes Specific issues (a) CML very rigid and driven by policies and procedures. (Underlying theme - CML culture did not encourage mistakes {LINKED to lack of empowerment and participation}). Very important observation was the fact that white supervisors had a much higher fear for making mistakes - reason for this is due to employee service - know what was the consequences in the past. Implication: difficult to allow learning through mistakes - curb empowerment and innovation	
6.10.5	Workload	Contrary to Literature - Underlying theme - at CML workload did increase due to above barriers. Implication: negativity towards teamwork - fail to see benefit	
Barriers (New)			
6.11.1	Mismatch of initiative		
6.11.2	Subordinates fear of making mistakes		
6.11.3	Stable workforce		

