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The Role of Supervisors in a South African Team-based

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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	0	P	P	1	P	P	P	P	P	P
6.8	Team development				P	1	3	1	0	0	0	P	P	0	0	0	1	1	P	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	P	1	P	P	P	0	P	1	1	1	1	1
6.10.3	Reluctance to change		1	1	P	1	3	P	P	1	1	1	P	1	1 - A	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	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
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

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 looses 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 {LINED 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	