

**NATIONAL CERTIFICATE: STRATEGIC MANAGEMENT  
NQF LEVEL 5  
SAQA ID #59201- LEARNING PROGRAMME ID #74512**

**MODULE TWO  
COMMUNICATION,  
TEAM BUILDING AND  
HUMAN CAPITAL MANAGEMENT**



**PORTFOLIO OF  
EVIDENCE**

LEARNER DETAILS	
Name	
Surname	
ID Number	
Group code/ name	

**NATIONAL CERTIFICATE : GENERIC MANAGEMENT  
STRATEGIC MANAGEMENT  
NQF LEVEL 5**

**MODULE TWO**

**COMMUNICATION, TEAM BUILDING AND  
HUMAN CAPITAL MANAGEMENT**

**PORTFOLIO OF EVIDENCE**

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## LEARNER DECLARATION OF AUTHENTICITY

I, \_\_\_\_\_  
(name and surname)

agree to, and will abide, by the following conditions:

- 1) I will complete all documentation as required.
- 2) All activities and tasks will be completed to the best of my abilities.
- 3) All the work I submit will be my own work.
- 4) I can only be credited for the unit standards in this module if I hand in my workbook within the specified time frame.
- 5) Should I lose this workbook, I will cover the costs to replace it and will redo all my work. I will arrange with the facilitator how to do this.
- 6) I will comply with the skills development provider's learner code of conduct.

<b>Learner signature</b>		<b>Date</b>	
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## UNIT STANDARDS : AN OVERVIEW

Unit Standard ID		Title	NQF Level	Credits
Fundamental	12433	Use communication techniques effectively	5	8
<b>Specific outcomes</b> <ol style="list-style-type: none"> <li>1. Discuss and explain a range of written and oral communication techniques used in the workplace.</li> <li>2. Lead discussions and chair meetings.</li> <li>3. Generate a variety of workplace reports using various data gathering techniques.</li> <li>4. Deliver presentations.</li> </ol>				
Unit Standard ID		Title	NQF Level	Credits
Core	252037	Build teams to achieve goals and objectives.	5	6
<b>Specific outcomes</b> <ol style="list-style-type: none"> <li>1. Demonstrate knowledge of and insight into the theory of teams and the importance of teams in workplace activities.</li> <li>2. Apply the theory of teams to team dynamics.</li> <li>3. Explain the process of building teams.</li> <li>4. Analyse the role of team leader in promoting team effectiveness.</li> <li>5. Evaluate the effectiveness of a team and propose ways to improve team effectiveness.</li> </ol>				
Unit Standard ID		Title	NQF Level	Credits
Core	252020	Create and manage an environment that promotes innovation	5	6
<b>Specific outcomes</b> <ol style="list-style-type: none"> <li>1. Analyse own unit in terms of opportunities for innovation.</li> <li>2. Demonstrate understanding of the techniques for promoting creativity.</li> <li>3. Develop a plan for creating an environment conducive to innovation.</li> <li>4. Lead a team through a creative thinking process.</li> </ol>				
Unit Standard ID		Title	NQF Level	Credits
Elective	264416	Appraise, develop and retain human capital for a function.	6	6
<b>Specific outcomes</b> <ol style="list-style-type: none"> <li>1. Develop a human capital plan for the nurturing and retention of staff.</li> <li>2. Appraise the performance of employees.</li> <li>3. Develop an action plan to address identified performance gaps and development needs.</li> <li>4. Develop an implementation plan for the action plan.</li> </ol>				

## EXIT LEVEL OUTCOMES

2. Monitor and measure performance and apply continuous or innovative improvement interventions in the unit.
3. Lead and manage a team of first line managers to enhance individual, team and unit effectiveness.
6. Enhance the development of teams and team members.

## ASSOCIATED ASSESSMENT CRITERIA

- The performance of the teams and the unit is monitored and measured according to entity's systems and procedures.
- Innovative and/or continuous improvement strategies are applied according to generally accepted theory and practice.
- Results are evaluated in relation to intended outcomes.
- The talents of each team member are evaluated according to the needs and operational requirements of the unit.
- The team is provided with direction towards fulfilment of organisational goals.
- Resources are identified and used by the leader to accomplish the objectives of the unit.
- The acquisition and enhancement of skills is facilitated through people development processes.
- Direction is given to first line managers on their possible career progression within the entity through coaching and other personal interaction.
- The diversity in the team is recognised and harnessed in order to add value to team effectiveness.

## CRITICAL CROSS-FIELD OUTCOMES (INTEGRATED)

Identify and solve problems...

- Related to workplace communication issues.
- In order to generate innovative solutions.
- In which responses show that responsible decisions using critical and creative thinking have been made when...
  - Building teams to achieve goals and objectives.
  - Developing a human capital plan for the nurturing and retention of staff.
  - Appraising the performance of employees.
  - Developing an action plan(s) to address identified performance gaps and development needs.
  - Developing an implementation plan for the action plan.

Work effectively with others...

- In a meeting situation.
- When generating new ideas.
- In building a team that contributes to the achievement of the unit's goals and objectives.
- During...
  - The appraising of employee performance.
  - The development of an action plan(s) to address identified performance gaps and developmental needs

Organise and manage oneself and one's activities responsibly and effectively...

- To effectively communicate in the workplace.
- When participating in creative and innovative processes.
- In building teams to achieve goals and objectives.
- When...
  - Developing a human capital plan for the nurturing and retention of staff.
  - Appraising the performance of employees.
  - Developing an action plan(s) to address identified performance gaps and development needs.
  - Developing an implementation plan for the action plan.

Collect, analyse, organise and critically evaluate information...

- To develop workplace reports and presentations.
- When generating ideas.
- In a way that positively contributes towards building teams to achieve goals and objectives.

Communicate effectively using visual, mathematics and language skills in the modes of oral and/or written presentations...

- When leading discussions, chairing meetings and delivering presentations.
- With stakeholders on innovative ideas generated.
- In communicating with the members of the team and others in order to build teams that achieve goals and objectives.
- when appraising the performance of employees.

continued...

Use science and technology effectively and critically...

- When applying relevant communication theories.
- To assist with idea generation and to record ideas.

Demonstrate an understanding of the world as a set of interrelated systems by...

- Explaining...
  - The relationship between the effective use of a variety of oral and written communication techniques and effective job functioning as a supervisor/senior technical person.
  - How innovations in one area could impact on another.
- Recognising that problem-solving contexts do not exist in isolation...
  - In applying knowledge of and insight into the complexity of building teams to achieve goals and objectives.
  - When developing a human capital plan for the nurturing and retention of staff.

Contribute to personal development and social and economic development of society at large, by...

- Participating as responsible citizens in the life of local, national and global communities.
- Developing entrepreneurial opportunities.

## FORMATIVE ACTIVITIES

### US12433: Use communication techniques effectively

**SO1:** Discuss and explain a range of written and oral communication techniques used in the workplace. AC 1

**SO3:** Generate a variety of workplace reports using various data gathering techniques. ACs 3-4

**SO4:** Deliver presentations. ACs 3-4

### FORMATIVE ACTIVITY 1: COMMUNICATION, PRESENTATIONS, REPORT-WRITING, AND DATA COLLECTION TECHNIQUES IN STRATEGIC MANAGEMENT

1. Recently Harvard Business conducted a research study about the most important leadership skills or competencies required from leaders in business. For senior managers, communication skills appeared three times in the top five. Communication ranked first as “inspire and motivate employees”, second as “communicates powerfully and prolifically”, and third as the “ability to develop a strategic perspective”.

This demonstrates that **to be a successful strategic manager you need to become a skilled communicator.**

Discuss the importance of workplace communication for you as a strategic manager.

2. As a strategic manager it is important for you to be aware of the different types of internal and external communication policies that exist in your organisation.

2.1 Provide two (2) examples of communication policies in your organisation.



2. As a strategic manager it is important for you to be aware of the different types of internal external communication policies in your organisation ... **continued.**

2.2 Explain how you make use of these two (2) policies in your team or department.

3. Scan the QR code below to analyse this video of Xerox's social media communication policy for employees.



Link:

<https://www.youtube.com/watch?v=W2gedew0aA4&t=2s>

Evaluate if Xerox followed the requirements in developing a communication policy.

4. Refer to this example of business writing in the workplace, and then answer the following questions:

HANDWASHING TECHNIQUE		
IMPORTANT STEPS	KEY POINTS	REASON/S
1. Apply hand wash to your hands.	Cover all surfaces of your hands.	Kill germs.
2. Rub your hands.	Do this for 5 seconds. 1. Palm to palm. 2. Palm to backs.	Clean all surfaces of each hand so germs can't survive.
3. Rub your fingers.	Do this for 15 seconds. 1. Your thumbs. 2. Interlocking your fingers. 3. Backs of fingers to your palms. 4. Tips of fingers to your palms.	Scrub the most active part of the hands where germs can come in to contact with your hands.  Clean cuticles, knuckles, and under your finger nails where
4. Dry your hands.	1. Shake your hands in basin to remove excess water. 2. Use paper towel to dry both hands.	Germs can be easily spread on wet hands.

4.1 There are four (4) main types of business writing in a workplace context.

Identify the type or types of business writing in this question 4 extract.

4.2 Motivate (using evidence from the question 4 extract) why you think this is an example of that type or types of business writing.

4.2 Motivate (using evidence from the question 4 extract) why you think this is an example of that type or types of business writing ... **continued.**

5. Nothando, the strategic manager in her marketing department, has been tasked by Human Resources to work with her team to write an instructional infographic about Covid-19 compliance when working with clients.

She is feeling uncertain as she has never written anything like this before.

- 5.1 Provide Nothando with advice, using the five (5) business writing strategies, to help her team write this Covid-19 compliance infographic.

5. Nothando, the strategic manager in her marketing department, has been tasked by Human Resources to work with her team to write an instructional infographic about Covid-19 compliance when working with clients.

She is feeling uncertain as she has never written anything like this before.

- 5.1 Provide Nothando with advice, using the five (5) business writing strategies, to help her team write this Covid-19 compliance infographic... **continued.**

6. You have been selected to attend the Strategic Management Society Annual Conference this year in Frankfurt, Germany.

On your return, you have been asked to present the important topics and your experience from this conference to the rest of the senior management team.

To do this you need to consider effective verbal and non-verbal (body language) communication.

- 6.1 Name and explain the verbal communication strategies you need to follow to successfully present your experience and topics from this conference.

- 6.1 Name and explain the verbal communication strategies you need to follow to successfully present your experience and topics from this conference ... **continued.**

- 6.2 In your presentation you need to be aware of your body language, and the body language of your audience.

Discuss four (4) different body language norms, to be aware of for yourself and your audience, during your presentation.

6.2 Discuss four (4) different body language norms, to be aware of for yourself and your audience, during your presentation ... **continued.**

6.3 Your colleagues said your presentation was a success!

This good news has motivated you to reflect on your non-verbal communication during your presentation so you can deliver another effective one in the future.

Describe three (3) non-verbal cues that you know you need to improve to become more self-aware of your non-verbal messages.

7. Data collection involves communication skills, especially when conducting research. As a strategic manager, there are four data collection methods you can rely on to conduct management specific research in your organisation.

Identify and briefly explain the data collection method you can use in the following situations:

- 7.1 Collect already available statistical data about employee attendance and time at work.

- 7.2 Gather feedback from 50 employees about their experience of the diversity training workshops.

- 7.3 Collect in-depth and confidential information from 10 employees to address their concerns about the current negative team dynamics.

- 7.4 Gather differing views, in a group setting, from a team of 6 employees about the possibility of implementing a work from home policy.

8. You need to present the feedback about the diversity training workshops online. Explain three (3) areas you will focus on when doing an **online presentation**.

9. There are different types of formal reports that strategic managers need to produce in the workplace such as the research report, periodic report, recommendation report, investigative report, feasibility report, and compliance report.

Discuss and give an example of any three (3) formal reports that you have either written or read in your workplace or in your personal life.

10. Formal business report writing is a process because it takes time and care to produce a professional document that meets your organisation's high standards.

Explain each business report writing guideline (in 1-2 sentences each) that you need to follow.



## INTEGRATED SUMMATIVE TASKS

To be performed in own time and/or at the workplace.

**US12433: Use communication techniques effectively**

**SO1:** Discuss and explain a range of written and oral communication techniques used in the workplace. AC1

**SO3:** Generate a variety of workplace reports using various data gathering techniques. ACs 3-4

### INTEGRATED SUMMATIVE TASK 1 COMMUNICATION POLICIES AND REPORTS

1. In a team (group), obtain a copy of a communication policy that is in place at your organisation. You can select an internal or external communication policy.

Review this policy, and then write a **periodic report** that addresses the following:

- 1.1 Justify the type of communication policy you selected e.g. internal or external.
- 1.2 Use the **five (5) business writing strategies** to provide suggestions to improve or not improve this communication policy. *Remember to provide evidence from the policy to support your suggestions.*
- 1.3 Ensure your periodic report follows your organisation's in-house format, and formal business report writing requirements.
- 1.4 Remember to include the names and surnames of your team or group in the correct section in this report.

#### **IMPORTANT:**

Attach your group's **periodic report** in either Microsoft Word format or Adobe Acrobat PDF and submit with this formative assessment.

You will label this **"Group 1/2/3 etc. SM5 M2 IS Task 1"**.

## FORMATIVE ACTIVITIES

**US12433: Use communication techniques effectively**

**SO2:** Lead discussions and chair meetings. AC 2

**SO3:** Generate a variety of workplace reports using various data gathering techniques. ACs 3-4

**US252020: Create and manage an environment that promotes innovation**

**SO4:** Lead a team through a creative thinking process. ACs 1-5

### FORMATIVE ACTIVITY 2: CHAIRING MEETINGS

1. As the strategic manager you have been tasked with chairing an important team meeting. This meeting stems from the focus group research that was conducted at the beginning of the month about the possibility of implementing flexible work from home in the team.

For this reason, the meeting will focus on implementing a work from home procedure for the team.

- 1.1 Explain your role as the chairperson in this meeting.

- 1.2 Discuss the purpose of a meeting agenda.

- 1.3 Provide two (2) agenda points that you will include for this meeting about implementing a work from home policy for the team.

- 1.4 Discuss what you will do, as the chairperson, to encourage creative thinking and innovative ideas about work from home in this meeting.

- 1.5 Explain what you will do to ensure you get through the business (or agenda points) on time.

- 1.6 During the meeting you notice that the topic of work from home is understandably generating conflicting views.

Discuss how you will encourage constructive disagreements about work from home during this meeting.

- 1.7 As the chairperson, and the strategic manager of this team, it is your responsibility to ensure the most beneficial decision is made for your team.

List tips to follow to ensure an appropriate decision is reached in this meeting.

- 1.8 During the meeting you realise that some of the team members are arguing and being disruptive.

Explain what you can do to deal with these difficult participants.

## INTEGRATED SUMMATIVE TASKS

To be performed in own time and/or at the workplace.

**US12433: Use communication techniques effectively**

**SO2:** Lead discussions and chair meetings. ACs 1-4

**US252020: Create and manage an environment that promotes innovation**

**SO4:** Lead a team through a creative thinking process. ACs 1-5

### INTEGRATED SUMMATIVE TASK 2 CHAIRING A MEETING

2. To demonstrate your 'chairing' skills you are required to chair a departmental meeting.

This meeting must be conducted face-to-face either online (e.g. Microsoft Teams) or physically present (e.g. in a meeting space or room).

**You are required to do the following:**

- Include the meeting agenda.
- Submit the participant list.
- Compile a feedback report about the meeting.
- This feedback report must follow the formal report writing structure.

**Please note:** if you are chairing an online meeting make sure your personal presentation, the view behind you, and your workspace is professional with no noise distractions.

#### **IMPORTANT:**

Attach your **meeting agenda**, **participant list** and **feedback report** as **one document** in either Microsoft Word format or Adobe Acrobat PDF and submit with this summative assessment.

You will label this “**Name Surname SM5 M2 IS Task 2**”.

## FORMATIVE ACTIVITIES

### **US252037: Build teams to achieve goals and objectives**

**SO1:** Demonstrate knowledge of and insight into the theory of teams and the importance of teams in workplace activities. ACs 1-3

**SO2:** Apply the theory of teams to team dynamics. ACs 1-3

**SO3:** Explain the process of building teams. ACs 1-2

**SO4:** Analyse the role of team leader in promoting team effectiveness. ACs 1-3

**SO5:** Evaluate the effectiveness of a team and propose ways to improve team effectiveness. ACs 1-2

### **US252020: Create and manage an environment that promotes innovation**

**SO1:** Analyse own unit in terms of opportunities for innovation. ACs 1-4

**SO2:** Demonstrate understanding of the techniques for promoting creativity. ACs 1-2

## **FORMATIVE ACTIVITY 3: WORKPLACE TEAMS, TEAM DYNAMICS, AND TEAM EFFECTIVENESS**

1. As a strategic manager you are aware that individual employees have unique talents and skills. You also know that when you bring these same employees together in teams their talents can be combined to assist your department to gain a competitive edge.

Explain the importance of effective teamwork, and provide two (2) examples from your own workplace team or teams.

### **Explain the importance of effective teamwork**

### **Provide two (2) examples of effective teamwork in your own workplace team or teams.**

2. There are four (4) team types that exist in organisations. These are functional teams, cross-functional teams, project teams and virtual teams.

2.1 Identify and discuss the pros and cons of the team type that you manage in your department or organisation.

Team type:	
Pros	Cons

2.2 Give examples of how you, as a strategic manager, can resolve any two (2) cons of your current workplace team.

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- 2.3 Explain any three (3) considerations you must fulfill as a strategic manager to cultivate a high performing team or teams.

3. According to Mind Tools, early career strategic managers often adopt a leadership style that they experienced from another leader during their career or that they have read about.

However, it is important to understand that there are many approaches available, and an effective strategic manager should be able to adapt and use a leadership style based on what is required.

- 3.1 Identify if you are a manager or a team leader or a combination of both, and provide evidence from your workplace to support your identification.

- 3.2 A team leader is central to promoting team effectiveness and your leadership style has a role in this.

**Name and briefly discuss your preferred leadership style**

**Provide two (2) examples of your preferred leadership style put in to practice at work**

- 3.3 The impact of Covid-19 on employees in your workplace has created the context for a different type of management approach.

Name this recommended leadership style and explain why this style is useful in a Covid -19 workplace context.

4. In an organisation a team goes through five (5) stages of team development.

Justify (using specific examples) what stage of team development your workplace team is in.

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5. The American Civil Aviation Authority discovered that more than 70% of cabin crew incidents in the database occurred on the crew's first flights together.

This was because these flight attendants did not have the opportunity in this new environment to learn from experience about their temperaments and how best to relate to each other to perform their duties effectively as a team.

These findings highlight that team dynamics is a significant aspect in a team's success.

- 5.1 Explain team dynamics in one sentence, and provide one (1) example of the explanation of team dynamics in this question 5 scenario.

<b>Explanation of team dynamics</b>
<b>One (1) example of the explanation of team dynamics in this question 6 scenario.</b>

- 5.2 Outline two (2) examples of **factors that influence team dynamics**, in this question 5 scenario, that impacted these flight attendants.

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5.3 Motivate (using examples) if your current team demonstrates positive or negative team dynamics.

5.4 Explain any three (3) ways that you can foster positive team dynamics in your current team.

5.5 Explain any three (3) ways that you can discourage negative team dynamics in your current team.

6. You have been assigned a new team that consists only of remote workers. Two are in KwaZulu-Natal, one in Eastern Cape, two in Gauteng and three in Cape Town.

They need to be able to communicate regularly both formally and informally with you and each other and you also require a project management tool to keep track of their tasks.

Describe any three (3) considerations you will implement to ensure your remote work team is as productive and engaged as your in-house team.

7. You have recently noticed elements of negative team conflict and disagreements between two team members (Nkosinathi in Cape Town and Sanele in KwaZulu-Natal) in your remote work team.

Their arguments stem from Nkosinathi and Sanele becoming frustrated with each other. This is because Nkosinathi works quickly as he wants to get the job done and move on, whereas Sanele prefers to complete each task slowly and focus on the details.

Their arguments have become so problematic that the quarreling is impacting the team's overall morale.

- 7.1 Define team conflict, and explain one (1) example to identify if this is functional or dysfunctional team conflict in this question 7 scenario.

<b>Define team conflict</b>
<b>Explain one (1) example to identify if this is functional or dysfunctional team conflict in this question 7 scenario.</b>

7.2 There are four (4) team conflict types that you need to be aware of as a strategic manager.

Motivate what type of team conflict is present in this question 7 scenario.

7.3 Explain an example of another type of team conflict that you have experienced in your current team or in a past team.

7.4 There are five (5) conflict resolution styles to use as a strategic manager.

Name and discuss the conflict resolution style that you recommend will solve the team conflict in question 7.

Provide evidence from the question 7 scenario to support your recommendation.

- 7.5 Give an example of how you will implement each step in the conflict resolution process to resolve the team conflict between Nkosinathi and Sanele in question 7.

Conflict resolution step	How will you implement this step to resolve the team conflict between Nkosinathi and Sanele?
Find a private and comfortable place to discuss the conflict.	
Stay calm and maintain steady body language.	
Communicate and listen.	
Acknowledge the conflict.	
Take note of what triggered the conflict.	
Agree to find a resolution.	
Agree on a plan for resolution.	
Check in to make sure the agreement is lasting.	

- 7.6 A successful team can help your organisation achieve phenomenal results. This means as a strategic manager you need to ask yourself the question “how effective is my team?”

Fortunately, a team effectiveness survey can assist you in answering this question.

Discuss why you should use a team effectiveness survey as a strategic manager.

## INTEGRATED SUMMATIVE TASKS

**To be performed in own time and/or at the workplace.**

### **US12433: Use communication techniques effectively**

**SO3:** Generate a variety of workplace reports using various data gathering techniques. ACs 1-4

**SO4:** Deliver presentations. ACs 1-4

### **US252037: Build teams to achieve goals and objectives**

**SO1:** Demonstrate knowledge of and insight into the theory of teams and the importance of teams in workplace activities. ACs 1-3

**SO2:** Apply the theory of teams to team dynamics. ACs 1-3

**SO3:** Explain the process of building teams. ACs 1-2

**SO4:** Analyse the role of team leader in promoting team effectiveness. ACs 1-3

**SO5:** Evaluate the effectiveness of a team and propose ways to improve team effectiveness. ACs 1-2

### **US252020: Create and manage an environment that promotes innovation**

**SO1:** Analyse own unit in terms of opportunities for innovation. ACs 1-4

**SO2:** Demonstrate understanding of the techniques for promoting creativity. ACs 1-2

## INTEGRATED SUMMATIVE TASK 3

### TEAMWORK, TEAM EFFECTIVENESS AND INNOVATION

3. A successful team can help your organisation achieve phenomenal results. This means as a strategic manager you need to have an in-depth understanding of your team.

- 3.1 Conduct a **team effectiveness survey** on a team other than your own.

It is suggested to do this with a colleague's team completing this learnership with you.

- 3.2 Present the analysed results of this survey to the team members and their manager or team leader as an online or in-house presentation.

- 3.3 Explain in the presentation (using examples from the survey) if the team demonstrates overall positive or negative team dynamics.

- 3.4 Ask for innovative feedback or solutions from the team related to the findings of their team effectiveness survey.

#### **IMPORTANT:**

Attach your presentation in Microsoft PowerPoint or convert to Adobe Acrobat PDF and submit with this summative assessment.

You will label this **“Name Surname SM5 M2 IS Task 3”**.



## FORMATIVE ACTIVITIES

**US264416: Appraise, develop and retain human capital for a function**

**SO2:** Appraise the performance of employees. ACs 1-4

**SO3:** Develop an action plan to address identified performance gaps and development needs. ACs 1-4

**SO4:** Develop an implementation plan for the action plan. ACs 1, 2, 7

**US252020: Create and manage an environment that promotes innovation**

**SO3:** Develop a plan for creating an environment conducive to innovation. ACs 1-4

### FORMATIVE ACTIVITY 4: PERFORMANCE APPRAISALS, PERFORMANCE IMPROVEMENT PLANS (PIP) AND SKILLS GAP ANALYSES

1. Most organisations follow one type of performance appraisal or review system but interestingly there is no one-method-fits-all approach.

- 1.1 There are five (5) performance appraisal methods.

Identify and explain the performance appraisal method or methods used in your organisation.

Identify the performance appraisal method or methods
Explain the performance appraisal method or methods used in your organisation

- 1.2 Briefly discuss the techniques you can follow to ensure that your performance appraisal meetings:

- Encourage two-way open discussion
- Listen actively
- Potentially manage difficult employees

- 1.3 Explain how you currently follow (or do not follow) each step in the performance appraisal process with your team.

Be honest as this is also a reflective opportunity.

<b>Before the meeting</b>
<b>At the start of the meeting</b>
<b>During the meeting</b>
<b>Towards the end of the meeting</b>

- 1.3 Explain how you currently follow (or do not follow) each step in the performance appraisal process with your team ... **continued.**

At the end of the meeting

- 
2. You are a senior manager, and you have a team of four regional managers that report to you. One of these managers, Nobuhle, has not been completing key deliverables on an important project that is due in three months.

Her most recent performance appraisal indicated most of the objectives required improvement. Nobuhle's overall performance appraisal was a two (2) rating.

You have already exhausted all opportunities for development using one-on-one meetings about what is expected, and assisted Nobuhle to try and resolve her reasons for under-performance.

There is now a risk that this national project will fail.

To prevent this from happening, you have informed Human Resources (HR) that you will start a Performance Improvement Plan (PIP) with her using a 60-day timeframe.

- 2.1 Discuss a Performance Improvement Plan (PIP), and provide two (2) examples that justify the need for a PIP in this question 2 scenario.

<b>Discuss a Performance Improvement Plan (PIP)</b>
<b>Provide two (2) examples that justify the need for a PIP in this question 2 scenario</b>

2.2 Provide examples of how you can achieve at least three (3) objectives of a PIP in this question 2 scenario.

2.3 Discuss how you will apply (put in to practice) the five (5) PIP steps to support Nobuhle's development in the question 2 scenario.

Examples must relate to the question 2 scenario.

3. A skills gap analysis provides you, as a strategic manager, with valuable insights about your employees to achieve departmental and organisational goals.

3.1 The last step, in a five (5) step skills gap analysis process, involves creating a strategy based on the findings.

Describe three (3) possible interventions that you can include in an action plan to address identified skills gaps, performance, and/or development needs.

3.2 When is the most appropriate time or times for you to conduct a skills gap analysis in your organisation, and why?

3.3 Identify who is responsible for conducting a skills gap analysis in your organisation, and explain why this person is responsible.

<b>Who is responsible for conducting a skills gap analysis in your organisation</b>
<b>Explain why this person or people are responsible</b>

**INTEGRATED SUMMATIVE TASKS**  
**To be performed in own time and/or at the workplace.**

**US264416: Appraise, develop and retain human capital for a function**

**SO2:** Appraise the performance of employees. ACs 1-4

**US12433: Use communication techniques effectively**

**SO3:** Generate a variety of workplace reports using various data gathering techniques. ACs 1-4

**INTEGRATED SUMMATIVE TASK 4**  
**PERFORMANCE APPRAISALS, PERFORMANCE IMPROVEMENT PLANS (PIP) AND**  
**SKILLS GAP ANALYSIS**

4. As a strategic manager you need to conduct productive and valuable performance appraisals, Performance Improvement Plans (PIP) when necessary, and be involved in a skills gap analysis of your team members.
  - 4.1 Submit a completed and most recent performance appraisal done on a member of your team, but remove any identifying features e.g. name and surname, job title, employee number, date of birth, signatures and so forth.
  - 4.2 Write a short reflective report (maximum two pages) on what you should (or should not) have done differently with this team member's performance review now that you have learnt the most appropriate way to conduct the performance appraisal process.
  - 4.3 Assume that your employee (in the question 4.1 performance appraisal) achieved an overall two (2) rating in the performance review. Using your organisation's Performance Improvement Plan (PIP) template, create a PIP to assist this employee to perform at his/her/their best.
  - 4.4 Create a skills gap analysis of your team.

**IMPORTANT:**

Attach the **Performance Appraisal**, **performance appraisal reflective report**, **Performance Improvement Plan (PIP)**, and **skills gap analysis** as **one (1) document** in Microsoft Word or Adobe Acrobat PDF and submit with this summative assessment.

You will label this **"Name Surname SM5 M2 IS Task 4"**.

## FORMATIVE ACTIVITIES

### US264416: Appraise, develop and retain human capital for a function

SO1: Develop a human capital plan for the nurturing and retention of staff. ACs 1-6

SO3: Develop an action plan to address identified performance gaps and development needs. ACs 5-6

SO4: Develop an implementation plan for the action plan. ACs 3-6

### US252020: Create and manage an environment that promotes innovation

SO3: Develop a plan for creating an environment conducive to innovation. ACs 1-4

## FORMATIVE ACTIVITY 5: HUMAN CAPITAL MANAGEMENT AND PLANNING

1. With the concept of human capital management, and your organisation in mind, answer the following questions related to these South African national strategies:

- 1.1 Define **Affirmative Action (AA)**, and explain if AA applies in your organisation or not.

### AA defined

### Explain if AA applies in your organisation or not

- 1.2 Define Broad-Based Black Economic Empowerment (B-BBEE), and explain if this applies to your organisation or not.

### B-BBEE defined

### Explain if B-BBEE applies in your organisation or not

- 1.3 Explain why you, as a strategic manager, need to be aware of your organisation's AA and B-BBEE strategy.

2. Talent management assists with maximising the value of employees within an organisation.

Justify three (3) reasons why you, as a strategic manager, need a good understanding of the talent management of your employees.

Provide a workplace example to support each reason.

3. Besides talent management, a selection and recruitment strategy is a priority for anyone in a leadership position.

- 3.1 Identify the selection and recruitment strategy – (1) hire specialists only, (2) hire promising specialists and develop them, or (3) a combination of both – that would best suit your team or department.

- 3.2 Explain the reasoning for your choice in question 3.1.



- The “workforce success – or the extent to which a firm can generate a workforce with the culture, mindset, competencies, and strategic behaviours needed to execute its strategy – is both the most important and most underperforming asset in most businesses.”

4.1 In one (1) sentence explain the purpose of human capital planning.

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- Briefly explain your input/involvement (or absence) in each step in your organisation.

- 4.3 One of Learning and Development's (L&D's) primary roles, in human capital management, is the investment in the organisation's employees in a way that also supports other business priorities.

Provide five (5) strategic reasons, using examples from the employees you currently manage, for implementing L&D in your team.

**INTEGRATED SUMMATIVE TASKS**  
**To be performed in own time and/or at the workplace.**

**US12433: Use communication techniques effectively**

**SO3:** Generate a variety of workplace reports using various data gathering techniques. ACs 3-4

**US264416: Appraise, develop and retain human capital for a function**

**SO1:** Develop a human capital plan for the nurturing and retention of staff. ACs 1-6

**SO2:** Appraise the performance of employees. ACs 1-4

**SO4:** Develop an implementation plan for the action plan. ACs 1-7

**INTEGRATED SUMMATIVE TASK 5**  
**HUMAN CAPITAL MANAGEMENT AND PLANNING**

5. Human capital is the value of your employees' experience, knowledge, skills, and overall health and well-being to your organisation. This is because the more an organisation invests in employees, then productivity, profitability, and success are likely to increase too.

Create a **human capital implementation plan** to develop and retain your team that focuses on the following areas:

- 5.1 Human resource needs.
- 5.2 Recruitment and selection strategy.
- 5.3 Compensation.
- 5.4 Learning and development requirements.
- 5.5 Performance appraisal.
- 5.6 Implementation and monitoring.

**IMPORTANT:**

Attach your **human capital implementation plan** as one document in Microsoft Word or Adobe Acrobat PDF and submit with this summative assessment.

You will label this "**Name Surname SM5 M2 IS Task 5**".