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OPERATIONS RESEARCH ADDRESSING DYNAMIC COMPLEXITY: A REINVENTION OF THE SOUTH AFRICAN INDUSTRIAL RELATIONS SYSTEM

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ABSTRACT

Within Operations Research, there is a lacuna in the development of emancipatory methodologies at the practical level. Coercive problem contexts therefore challenge Operations Research practitioners to respond to the discipline's purpose of alleviating real world problems for the increasing of human well-being. *The purpose of this study is to investigate the developing of a methodology within Operations Research to resolve the dynamic complexity of messes occurring within the complex-coercive problem context.* To investigate the developing of such a methodology, the main objective of this study has been formulated as: to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.

Different approaches may be followed to develop methodologies, e.g. theoretical conceptualising or practical observing. In this study an approach inking theory (Operations Research) and practice (South African Industrial Relations, an application area in the complex-coercive problem context), has been used to develop a methodology for addressing dynamic complexity as in the complex-coercive problem context. The methodology comprises the notion of a worthwhile future and a two-prong approach towards attaining the worthwhile future.

A worthwhile future is defined as a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders. The two-prong approach consists of a push – *structural change* - and a pull – *shared mission* - towards the worthwhile future. A dynamic interplay would exist between structural change and a shared mission.

Structural change would have a "push" effect in the sense that behaviour is influenced, sometimes even determined by structure. It has been argued that structural change is to be brought about by external pressure, a demonstration of power as a coercive as well as an enabling force.

With shared mission is meant an overriding mission to which all the stakeholders of the system and its subsystems are committed. Shared mission would have a "pull" effect towards a worthwhile future in the sense that a mission articulates purpose, aims at a higher ideal and embodies *action*.

The process of establishing a shared mission can only be initiated after some structural change has been effected. For establishing a shared mission, a detailed action plan has been designed. Within the action plan GABEK (©Zelger) as a communication and intervention tool, plays an integral part. GABEK (Ganzheitliche Bewältigung sprachlich erfasster Komplexität – holistic processing of linguistically represented complexity) is a technology that enables the surfacing of underlying feelings, values, attitudes and their interconnections, in the respondents' own words. The starting point of GABEK is open-ended questions, aiming at allowing respondents to express themselves from their own frame of reference, rather than from that of the researcher.

The methodology developed has been tried out in the Vaal Triangle, a highly industrialised region of South Africa. Positive results have been obtained. With separate GABEK analyses per stakeholder

grouping, a common concern amongst the stakeholders of the South African Industrial Relations System (in the Vaal Triangle), has been identified, namely the plight of the unemployed. During the next phase of implementing the action plan, a shared mission has been surfaced: to co-operate in partnership with the community for the community. Subsequently action plans towards especially job creation in the Vaal Triangle have been derived and are being put into motion.

Based on the results this study has succeeded, even if only within the limited region of the Vaal Triangle, to respond to the purpose of Operations Research: to alleviate a real world problem for the increasing of human well-being.

OPERASIONELE NAVORSING SE AANSPREEK VAN DINAMIESE KOMPLEKSITEIT: 'N VARS KYK NA DIE SUID-AFRIKAANSE ARBEIDSVERHOUDINGE STELSEL

OPSOMMING

In Operasionele Navorsing bestaan daar 'n leemte in die ontwikkeling van bevrydingsmetodologieë op die praktiese vlak. Probleemkontekste waar wanbalanse in mag en gevolglik dwangsituasies, voorkom, plaas Operasionele Navorsers dus voor 'n uitdaging: om te voldoen aan die vakgebied se doel om werklike probleemsituasies te verlig en so menslike welsyn te bevorder. Die doel van hierdie studie is om die ontwikkeling van 'n metodologie in Operasionele Navorsing vir die oplos van die dinamiese kompleksitiet in die kompleks-dwang probleemkonteks te ondersoek. Met die oog op die ondersoek van die ontwikkeling van so 'n metodologie, is die volgende doelstelling geformuleer: om 'n metodologie vir die aanspreek van die dinamiese kompleksiteit van dilemmas binne die komples-dwang probleemkonteks uit te werk en te verryk.

Verskeie benaderings kan gevolg word in die ontwikkeling van metodologieë, soos byvoorbeeld teoretiese konsepsualisering of praktiese waarneming. In hierdie studie is 'n benadering gevolg wat teorie (Operasionele Navorsing) skakel met praktyk (Suid Afrikaanse Arbeidsverhoudinge, 'n toepassingsgebied binne die kompleks-dwang probleemkonteks) in 'n iteratiewe leerproses. Na die teoretiese ontwikkeling van 'n metodologie, is dit toegepas in die praktyk. Met die lesse geleer uit die praktyk, is na die teorie teruggekeer om die metodologie aan te pas. Sodoende, deur hierdie proses van uitwerk en verryk, is 'n metodologie verkry vir die aanspreek van die dinamiese kompleksiteit van dilemmas binne die kompleks-dwang probleemkonteks. Die metodologie omvat die idee van 'n moeite werd toekoms met 'n twee punt benadering tot die streef na die moeite werd toekoms.

'n Moeite werd toekoms word gedefinieer as 'n toekoms waarin elke rolspeler binne die dilemma, 'n gedurige verbetering in lewensgehalte ervaar, tot die gesamentlike voordeel van alle rolspelers binne die dilemma. Die twee punt benadering behels 'n "stoot" – strukturele verandering - en 'n "trek" - 'n gesamentlike missie. Daar bestaan 'n dinamiese interaksie tussen die stoot en die trek.

Gedrag word beïnvloed en selfs bepaal, deur strukture. Om die dwang in dilemmas binne die kompleks-dwang probleemkonteks op te los, vereis dus strukturele verandering. Daar is in die studie gemeen dat eksterne druk die magtige rolspelers sal noop om stukturele verandering aan te bring.

Met geamentlike missie, word bedoel 'n oorkoepelende missie waartoe alle rolspelrs hulself verbind. Die gesamtlike missie het 'n trek effek, omdat dit 'n uitdrukking van bestaansrede en *aksie* is.

Die vestiging van 'n gesamentlike missie kan net 'n aanvang neem nadat daar reeds 'n mate van strukturele verandering plaas gevind het. Vir die vestiging van 'n gesamentlike missie, is 'n aksieplan

stap-vir-stap ontwerp. Binne die aksieplan speel GABEK (©Zelger) as 'n stuk kommunikasie en intervensie gereedskap, 'n integrale rol. GABEK (Ganzheitliche Bewältigung sprachlich erfasster Komplexität – die holistiese verwerking van kompleksiteit linguisties uitgedruk) is 'n tegnologie wat gevoelens, waardes, houdings en die verbindinge daartussen, uitlig in die rolspelers se eie woorde. Die aanvagspunt van GABEK is oop vrae, gerig daarop om die rolspelers toe te laat om hulself uit te druk vanuit hul eie verwysingsraamwerk, eerder as uit dié van die navorser.

Die metodologie ontwikkel in die Operasionele Navorsing teorie, is toegepas in die Vaaldriehoek, 'n hoogs geïndustraliseerde gebied van Suid Afrika. Positiewe resultate is behaal. Met aparte GABEK analises per rolspeler groep, is 'n saak van algemene belang geïdentifiseer, naamlik die lot van die werkloses. Gedurende die volgende fase van die aksieplan, is 'n gesamentlike missie uitgelig: om in 'n vennootskap met die gemeenskap saam te werk vir die gemeenskap. Daaropvolgend is aksieplanne deur die rolspelers opgestel en begin met die uitvoer daarvan, veral gerig op werkskepping.

Die positiewe resultate behaal, is 'n bewys van die toepaslikheid van die metodologie ontwikkeld in hierdie studie. Op grond hiervan slaag die studie daarin om te voldoen aan die eis van Operasionele Navorsing, naamlik om werklike probleemsituasies te verlig en so menslike welsyn te bevorder - selfs al is dit net in die beperkte gebied van die Vaaldriehoek. Die bydra van die studie tot die vakgebied van Operasionele Navorsing is die daarstel van 'n metodologie vir die aanspreek van die dinamiese kompleksiteit van dilemmas binne die kompleks-dwang probleemkonteks.

ACKNOWLEDGEMENTS

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CHAPTER 1

OPERATIONS RESEARCH ADDRESSING DYNAMIC COMPLEXITY: THE WHAT, THE WHY AND THE HOW OF THIS STUDY.

The purpose of this study is to investigate the developing of a methodology within Operations Research to resolve the dynamic complexity of messes occurring within the complex-coercive problem context.

In this chapter, the scene is set, so to speak, for unfolding the study on employing Operations Research in addressing dynamic complexity. After leading up to the research problem in the preamble, the problem statement is formulated. An approach to determine how Operations Research may meet the challenge expressed in the problem statement is subsequently proposed. From this approach three objectives emanate: the main objective of the study, a supporting objective and a subsidiary objective. Mention is made of the contributions reckoned to enhance the discipline of Operations Research as well as the field of application, in attaining the three objectives. The research methodology, the scope and the demarcation of the study are outlined. Finally, the deployment structure of the document is illustrated.

The function of this introductory chapter is to illuminate the what, the why and the how of the study in a concise manner. It is intended to provide the reader with a road map pointing the way through the rest of the document. Crucial pointers are plotted here, to be dwelled upon in later chapters.

1.1   Preamble

We all have to deal with problems at one time or another. A problem comprises:

- a feeling of discomfort of an individual(s) or a group(s) with an existing situation,
- a need or a desire to do something about it
- while it is not clear what is to be done, or
- how to go about it (Birrer, 1996; Checkland & Scholes, 1990; DeTombe, 1996 and others).

New problems are always cropping up, because we live in a world of change. With accelerating change, our problems turn more complex. Often yesterday's solutions render today's problems (Andrews, 1993; Barnatt, 1997; May, 1996; Rosenhead, 1989; Toffler, 1970 and others).

Problem solvers of today are faced with changing *sets of interacting problems,* "... messes which range from the technical and the organisational to the social and political, and embrace concerns about the environment, the framework of society, the role of co-operations and the motivation of individuals" (Flood

& Jackson, 1991). The term "mess" was coined by Ackoff (1979a, 1981). A mess can be described as not the *sum* of the components of a problem situation, but rather the *product* of the interactions between the components. Other descriptive terms for such a problem situation include wicked problem (Rittel, 1972); swamp (Schon, 1987); ghetto (Nelson, 1974) and linked issue stream (Langley *et al*, 1995).

All of these viewpoints on problem situations share a common concern: *complexity*. Various definitions of complexity may be found in the literature (Casti, 1994; Flood, 1987; Gleick, 1988; Klir, 1985; Levy, 1992; Waldorp, 1992 and others). Complexity often generates counterintuitive, seemingly acausal behaviour and arises from:

- many variables,
- many interactions and feedback/feedforward loops between the variables, and
- the human factor.

Such characteristics are, in varying degrees, typical of most real world problem situations (Casti, 1994; DeTombe & Hart, 1996).

We do have the means to cope with the detail complexity (Senge, 1990) of many variables. *Dynamic complexity* (Senge, 1990), i.e. when cause and effect are not close in time and space and obvious interventions do not produce expected outcomes, poses a challenge. Conventional technical tools of analysing, forecasting and planning are designed to deal with detail complexity, not with dynamic complexity (Ackoff, 1979a; Rosenhead, 1989; Schon, 1987; Senge, 1990).

There exists a real need for addressing the dynamic complexity of messes (Andrews, 1993; Evans, 1992; Flood & Jackson, 1991; Gore, 1992; Ramakrishnan, 1997). World-wide we are confronted with messes: the information technology explosion, the utilisation of water and other scarce natural resources, the gap between First World and Third World, AIDS, the changing workplace, global warming, crime, the design of a public transportation system, any attempt at strategic planning ... are but to name a few. Whether messes are perceived as consisting of negative issues, as in the case of global warming, or as consisting of a mix of positive and negative issues, as in the case of information technology, fact remains that messes need to be managed to increase human well-being and to yield benefits to society.

"Science helping society" was amongst others, one of the original intentions of Operations Research (Cook, 1973; Jackson, 1991a). Operations Research began not as a mathematical, but as an interdisciplinary science. Much emphasis was placed upon the creation of interdisciplinary teams and a systems approach (Churchman *et al*, 1957; Ackoff & Sasieni, 1968). Some practitioners - either in Operations Research or on the fringe of the subject - adhered to these original intentions and developed the subject accordingly (Ackoff, 1970, 1974a; Beer, 1981; Jones & Eden, 1981; Luck, 1984; Rosenhead, 1976, 1987; Sims & Smithin, 1982).

Operations Research may thus be described as an interdisciplinary science employing a systems approach to alleviate real world problems - technical, organisational, social, political, environmental ... - for the increasing of human well-being.

Lately several methodologies have been developed within Operations Research and the systems movement to assist in resolving the dynamic complexity of messes. Some of these are: Interactive Planning (Ackoff, 1974b); Hypergame Analysis (Bennett, 1980); Soft Systems Methodology (Checkland, 1981); Dialectical Inquiring Systems (Churchman, 1971); Strategic Options Development and Analysis (Eden *et al*, 1983); Strategic Choice Approach (Friend & Hickling, 1987); Metagame Analysis (Howard, 1971); Strategic Assumption Surfacing and Testing (Mason & Mitroff, 1981); the LAMSADE School (Moscarola, 1981); Decision Conferencing (Phillips, 1989); Robustness Analysis (Rosenhead, 1980); Analytic Hierarchy Process (Saaty, 1980); Critical Systems Heuristics (Ulrich, 1983); Decision Analysis (Watson & Buede, 1988); the Five Learning Disciplines (Senge, 1990). However, there is a type of mess for which there still exists an inadequacy of applicable methodologies: the *complex-coercive problem context* (Flood & Jackson, 1991; Jackson & Keys, 1984).

In their seminal work, "Towards a System of Systems Methodologies", Jackson and Keys (1984) developed a framework relating methodology to context. Problem contexts are characterised by the type of the system(s) within which the problem lies, and by the nature of the relationship between the participants. According to the type of system, simple (mechanical) problem contexts are distinguished from complex (systemic) problem contexts. Simple problem contexts contain simple systems manifesting relatively easy problems, while complex problem contexts contain complex systems manifesting relatively difficult problems. The nature of the relationships between the participants may be assessed in terms of unitary, pluralist or *coercive*. Unitary means the participants share common objectives; pluralist that they have conflicting objectives but consensus is possible; coercive that they have conflicting objectives and no genuine consensus is possible. Combining the type of system and the nature of the relationship between the participants, leads to a 2 by 3 grid of six problem contexts from simple-unitary to complex-coercive.

The system of systems methodologies was not developed with the aim of classifying problem situations into rigid "boxes". Real world applications will often not correspond exactly to any one box. Rather, the intention was to provide a framework for mapping methodology to problem context (Jackson & Keys, 1984). To all but the complex-coercive problem context some methodologies have been matched (Flood & Jackson, 1991).

A problem context is described as *complex-coercive* when the situations of concern are perceived as complex, the participants have contradictory interests, structural conflict may lead to radical change and power imbalances allow for domination and coercion. The basic inequalities of power render open debate between the participants impossible. Human development is hampered. Some participants benefit, even prosper at the expense of others. An apt metaphor to illuminate the complex-coercive context is that of the *prison* from the political perspective (Flood & Jackson, 1991).

Most existing Operations Research and systems methodologies lack the capabilities to resolve the drastic problematique of the complex-coercive context (Flood & Jackson, 1991; Schecter, 1991). The recognition of the existence of coercive contexts led to a call for approaches aimed at human emancipation (Jackson, 1985; Rosenhead & Thunhurst, 1982). It has been generally accepted to aim *emancipatory* methodologies at coercive contexts (Flood and Jackson, 1991; Jackson, 1991a). Emancipatory methodologies are confrontative and boundary challenging (Jackson, 1991a; Midgley, 1997). Therefore within coercive contexts when "…mutual understanding is difficult to achieve and a necessity for 'taking sides' arises… ", emancipatory methodologies can lead to subjecting dominant views to dialectical challenge (Midgley, 1997).

One of the most noteworthy emancipatory approaches is Ulrich's Critical Systems Heuristics (1983), commended for its ability to initiate discussion on basic boundary judgements (Flood & Jackson, 1991; Flood & Ulrich, 1990; Jackson, 1991a; Schecter, 1991). Critical Systems Heuristics has for long been acclaimed as the only methodology proven to handle coercive contexts. According to Flood and Jackson (1991) Critical Systems Heuristics has filled a major gap in providing "…an appropriate philosophy for an emancipatory systems approach…" and in developing "…a method which can be used…to reveal the 'normative content' of actual and proposed systems designs." However, having mapped Critical Systems Heuristics to the simple-coercive context, not to the complex-coercive context, Flood and Jackson (1991) have stated explicitly: "No systems methodology currently bases itself upon the assumptions that problem contexts are complex and coercive. We do not yet, therefore, possess the tools to tackle such contexts when they arise in the 'real world'."

Other recent emancipatory approaches within Operations Research include work done by Cohen and Midgley (1994), Flood (1995), Flood and Romm (1995), Gregory, Romm and Walsh (1994), Oliga (1996), Midgley, Munlo and Brown (1997). Interesting aspects of some of the approaches advocated by these authors are *oblique use* and *combined use*.

With "oblique use" is meant the applying of a methodology for purposes other than the original it was designed for. In the originators' own words "When the…practitioner proceeds by operating a method obliquely, s/he operates it with knowledge drawn from his/her experience of, and insight into, what other theoretical positions can offer" (Flood & Romm, 1995). The key to successful oblique use in coercive contexts is to keep emancipatory principles in mind (Flood & Romm, 1995).

With "combined use" is meant the employing together of more than one methodology, or of parts of more than one methodology within a particular intervention (Mingers, 1997). Combined use is also referred to as "mixed use" (Midgley, 1997) or as "multimethodology" (Mingers, 1997). There is no prescribed way of combining certain methodologies. In fact, individual researchers are even encouraged to develop their own "constellation" of methodologies (Gregory, 1992, 1996). In doing so within coercive contexts, the intervenor has to consider issues of power and the making of boundary judgements, as stated explicitly by Midgley (1989, 1990, 1995), amongst others.

Though worthwhile research as the above is being done, there still is a lacuna in development of emancipatory methodologies at the practical level. Mingers (1992) expresses his view: "...various attempts at developing a critical methodology has so far produced no genuinely successful result. This is not surprising as it is a exceedingly complex task. Such a methodology would need to reconcile many conflicting pressures...". He is of the opinion that "...there are a few critical methodologies but that these suffer from weaknesses – *particularly in addressing the problem of power*..." (emphasis current author's). Even the developer of Critical Systems Heuristics (Ulrich, 1988) acknowledges limitations regarding emancipatory methodologies: "...the critically normative strand has...hardly begun to develop a basic array of well-defined concepts and *practical tools*..." (emphasis current author's). In presenting their work on oblique use, Flood and Romm (1996) declare: "Approaches to intervention have matured considerably in recent years. A persistent and in our view, fair criticism, however, is that these approaches have not dealt adequately with power and its abuses." Succinctly expressed, in spite of valuable work having been done, there is "...a crying need for further research" (Midgley, 1997) regarding *coercive contexts*.

The want of methodologies enabling the resolving of the dynamic complexity of messes occurring within coercive problem contexts, especially the complex-coercive problem context, poses a challenge to Operations Research and its practitioners (Flood & Jackson, 1991; Jackson & Keys, 1984; Mingers, 1992; Munro, 1996). It has been stated that Operations Research may be described as an interdisciplinary science employing a systems approach *to alleviate real world problems* - technical, organisational, social, political, environmental ... - *for the increasing of human well-being*. As such practitioners of Operations Research may not shirk the responsibility of contributing towards the resolving of messes occurring within coercive contexts. Munro (1996) expresses this responsibility eloquently: "...In the end, there may be no definitive content to emancipation or formal methodology for its realisation. However, this does not mean that we, as OR practitioners, should not seek to improve the human condition or fight oppression where we encounter it." Others are also aware of the responsibility of Operations Research practitioners to contribute to the "increasing of human well-being" (Ackoff, 1970, 1974a; Beer, 1981; Bryant, Ritchie & Taket, 1994; Jackson, 1987; Jones & Eden, 1981; Luck, 1984; Pepper, 1994; Pothas & De Wet, 1996, 1997; Pothas, De Wet & Van Wyk, 1994b; Rosenhead, 1976, 1987; Sims & Smithin, 1982; White & Taket, 1994 and others). This awareness is especially exercised in Community Operations Research, "...aiming to make appropriate OR expertise available to organisations whose main purpose is to serve the community..." (Jackson, 1991a). In 1986 the British Operational Research Society launched a major Community Operations Research initiative, inspired by the then president of the society, Jonathan Rosenhead. Amongst the purposes of Community Operations Research listed by the steering group for the initiative were: "To help redress the resource imbalance that exists under capitalism by assisting those underprivileged in this respect", and "To develop decision-aiding and problem-solving methods appropriate to a more democratic and socialist milieu" (Jackson, 1991a).

Apart from "the increasing of human well-being", there is another side to the above mentioned responsibility of Operations Research practitioners. Messes occurring within coercive contexts are part of the real world. Operations Research is about intervening in the real world. According to Keys (1991) the "...main emphasis in OR is upon achieving beneficial change in part of the real world...". By definition Operations Research practice cannot be excluded from Operations Research theory. This is not

necessarily true for other sciences. The applications of the theories of chemistry, for example, are usually made within another discipline, namely chemical engineering. In the case of Operations Research "...the science of OR/MS and its engineering are inextricably intertwined" (Miser, 1997). The application of Operations Research theory in the real world serves as "laboratory" for the further development of the science of Operations Research. The close alliance between Operations Research practice and theory development "...forms the backbone of the field's growth and gives it its all-around strength" (Miser, 1997). Others also echo the importance of practice in the real world for the furthering of the discipline of Operations Research (Ackoff, 1979a, 1979b; Beer, 1981; Checkland & Scholes, 1990; Daellenbach, 1994; Greenberger, Crenson & Crissey, 1976; Jackson, 1987; Lee, 1973; Mulej, Manos & Papathanassiou, 1994; Nelson, 1974; Ormerod, 1997; Pothas, De Wet & Van Wyk, 1994a; Ritchie, Taket & Bryant, 1994; Rosenhead, 1989; Schon, 1987; Schwaninger, 1997 and others). The other side of the responsibility of Operations Research practitioners to contribute towards the resolving of messes occurring within coercive contexts, is therefore the *responsibility of developing the discipline of Operations Research*.

Operations Research practitioners are thus solicited to take up the challenge posed by the want of methodologies enabling the resolving of the dynamic complexity of messes occurring within coercive problem contexts, for mainly two reasons:

- the increasing of human well-being, and
- the further developing of the discipline of Operations Research.

1.2   Problem statement: A challenge to Operations Research

From the above it is concluded that:

- Despite of work having been done concerning the dynamic complexity of messes, there still is a dearth of methodologies enabling the resolving of the dynamic complexity of messes occurring within *coercive* problem contexts, especially the *complex-coercive* problem context.

- As an interdisciplinary science employing a systems approach to alleviate real world problems for the increasing of human well-being, Operations Research is challenged to fill this void.

The question "Can Operations Research meet the challenge?" may now rightfully be asked. The problem statement heeded in this study is thus formulated as follows:

> *Develop a methodology within Operations Research to resolve the dynamic complexity of messes occurring within the complex-coercive problem context.*

1.3   An approach to the challenge

In response to the question whether Operations Research can provide a methodology to resolve the dynamic complexity of messes occurring within the complex-coercive problem context, this study proposes a research approach comprising Operations Research *theory* and a real world *application*. The theory and the real world application are interlinked via an *iterative learning process*, all within the research problem context. The research problem context is determined by the problem statement, i.e. the developing of an Operations Research methodology to resolve dynamic complexity as in the complex-coercive problem context.

For the iterative learning process to be geared towards the research problem, the area of application must be one of a real world problem within the complex-coercive context. The South African Industrial Relations System constitutes such an area of dynamic complexity. In the apartheid South Africa the social divides entrenched by the apartheid policy have also reflected in the South African Industrial Relations System. A style of adversarial bargaining developed and in Industrial Relations, the issue was how to force a bargaining partner to make concessions. Connivance, distrust, hostility and coercion have characterised the relationship of conflict between the stakeholders of the South African Industrial Relations System (Bendix, 1996; Levy, 1993; Rautenbach, 1994). Furthermore, during the decades of apartheid, the trade union movement has been the only legal mouthpiece for the Black population's political aspirations (Brown, 1993).

In apartheid South Africa, the Industrial Relations System, especially Black unionisation, has played a key role at the forefront in the effecting of changes, such as the eradicating of apartheid and the first election in which all citizens took part. As significant as its role has been in the coming about of the post apartheid South Africa, as crucial is the Industrial Relations System's role in the hoped for flourishing of the post apartheid South Africa. The Industrial Relations System is facing a critical shift: the mainly coercive role played previously by all the stakeholders in the system, has to be replaced by a constructive role, if post apartheid South Africa is to develop at all (Levy, 1993; Rautenbach, 1994). To achieve this, co-operation needs to be enabled between the South African Industrial Relations System's opposing stakeholders, who have always been operating within a context of conflict and have been conditioned to connivance and hostility. How can a working relationship be forged between the stakeholders of the South African Industrial Relations System, considering their history of conflict?

From the brief perspective here, the South African Industrial Relations System can be considered as an example of the "prison" context (Flood and Jackson, 1991). South African Industrial Relations would thus serve as a real world application for this study.

The research approach comprising Operations Research *theory*, the real world *application*, i.e. South African Industrial Relations, and an *iterative learning process* interlinking theory and application, is set out in Figure 1.1 on the next page.

Figure 1.1

Research approach
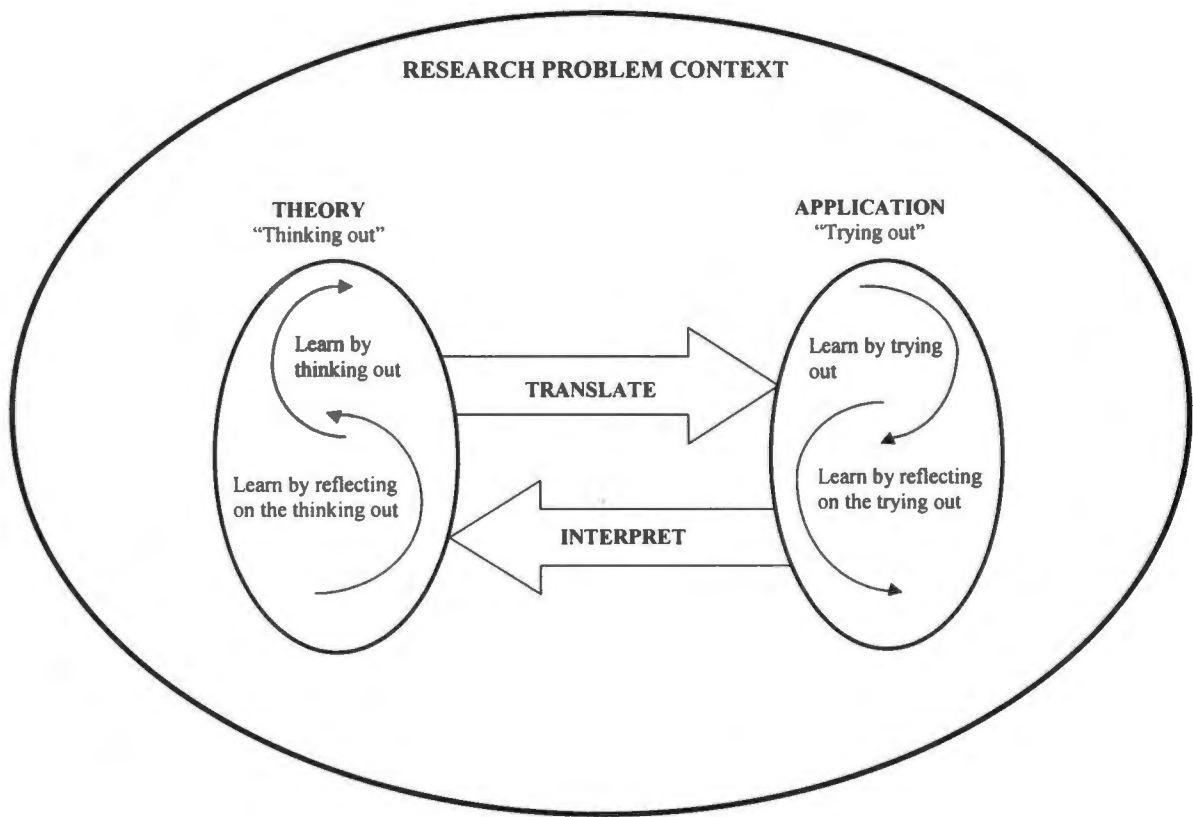
Within the Operations Research theory, a process of "thinking out" takes place; within the real world application of South African Industrial Relations, a process of "trying out". These processes are not independent actions, but are entwined.

The *thinking out* within the Operations Research theory entails obtaining a conceptual resolution for the research problem. This result of the thinking out is translated to the real world application of South African Industrial Relations.

The *trying out* within the real world application entails putting the conceptual resolution to the test. The purpose is not only to evaluate, but also to learn by reflecting on the results of the trying out. A learning cycle of *reflection-in-action* is thus propagated.

The result of the trying out process within the real world application of South African Industrial Relations is used to adapt the original conceptual resolution. Again a learning cycle is propagated, but now of *action-in-reflection* within the Operations Research theory. The original conceptual resolution is to be adapted according to the interpretation of the learning that has taken place within the process of trying out.

The approach here proposed leads to identifying the specific research objectives.

1.4   Research objectives

From the responding to the research problem statement by employing the above approach of an iterative learning process, three research objectives emanate. These are labelled the main, the supporting and the subsidiary objectives.

Main objective

To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.

To *work out and to enrich* can be embedded in the proposed approach as shown in Figure 1.2.

Figure 1.2
Work out and enrich
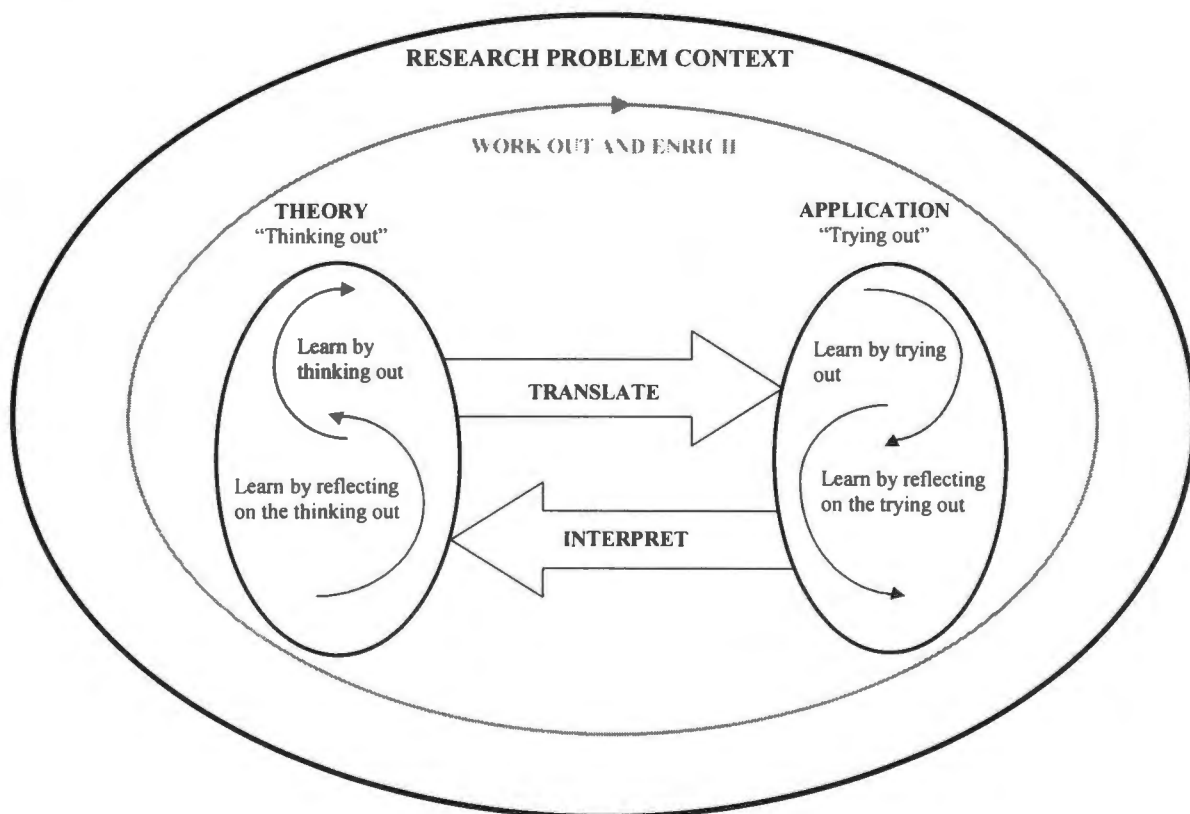
The process of working out and enriching encompasses the thinking out and trying out learning cycle and is in itself a cycle of learning. Although entwined, to work out and to enrich can be distinguished from each other.

To *work out* refers to obtaining the conceptual resolution within the Operations Research theory, translating it to and trying it out within the South African Industrial Relations real world application.

Working out embraces not only the *thinking out* within the Operations Research theory, i.e. the obtaining of a conceptual resolution, but also the *trying out* within the real world application, i.e. putting the conceptual resolution to the test in the case of South African Industrial Relations.

To *enrich* refers to the reflecting within the real world application and to interpreting the conceptual resolution in terms of this reflection. The enrichment occurs on two levels. Firstly, by *reflecting on the trying out*, it is aspired to enrich the translating of the conceptual resolution to South African Industrial Relations. Secondly, by *reflecting on the thinking out*, it is aspired to enrich the original conceptual resolution within the Operations Research theory.

Methodology in the main objective is meant in its broadest sense. It refers to the set of organised guidance offered to a problem solver for intervening in real world problem situations.

Address is used in the main objective, but *resolve* in the problem statement. It would be presumptuous to assume to be able to propose a definite prescriptive methodology for the resolution of the dynamic complexity within the complex-coercive problem context on the basis of one example. Furthermore, a methodology, even successfully applied in the case of South African Industrial Relations, will probably have to be adapted to suit specific circumstances within other real world applications. Before stating to have developed a methodology to *resolve*, going through more iterative learning cycles would be necessary. Therefore the softer appeal in the term *address* - in the sense of attend to or apply to - is preferred to the boldness in the term resolve.

Whether the main objective has been met, would be determined by asking the following three questions:

- Has the process of thinking out resulted in a conceptual resolution for the possible addressing of dynamic complexity as in the complex-coercive problem context? *("to work out")*

- Has the conceptual resolution been translated to and tried out within South African Industrial Relations? *("to work out")*

- Has the reflection on the process of thinking out resulted in interpreting the results of the trying out and in adapting the original conceptual resolution? *("to enrich")*

Supporting objective

> *To contribute to resolving the conflict within the South African Industrial Relations System.*

This objective supports the main objective since any success achieved here, would be an indication of the applicability of the methodology developed. The conceptual resolution is to be tried out within South African Industrial Relations. Again it would be presumptuous to assume that all conflict within the South

African Industrial Relations System would be resolved within the time span of this study; therefore, *contribute to resolving* rather than resolve is used.

Whether the supporting objective has been met, would be determined by asking:

- Has some form of co-operation or willingness to co-operate been expressed by the stakeholders of the South African Industrial Relations System? *("to contribute to resolving the conflict")*

Subsidiary objective

To evaluate whether the research approach "to work out and to enrich" is useful in enhancing Operations Research's capabilities.

The subsidiary objective can be embedded within the research approach as shown in Figure 1.3. By evaluating "to work out and to enrich", the subsidiary objective links with the main objective. "To work out and to enrich" is the approach expressed in the main objective for developing a methodology applicable in the complex-coercive problem context, thereby enhancing Operations Research's capabilities.

Figure 1.3
Subsidiary objective
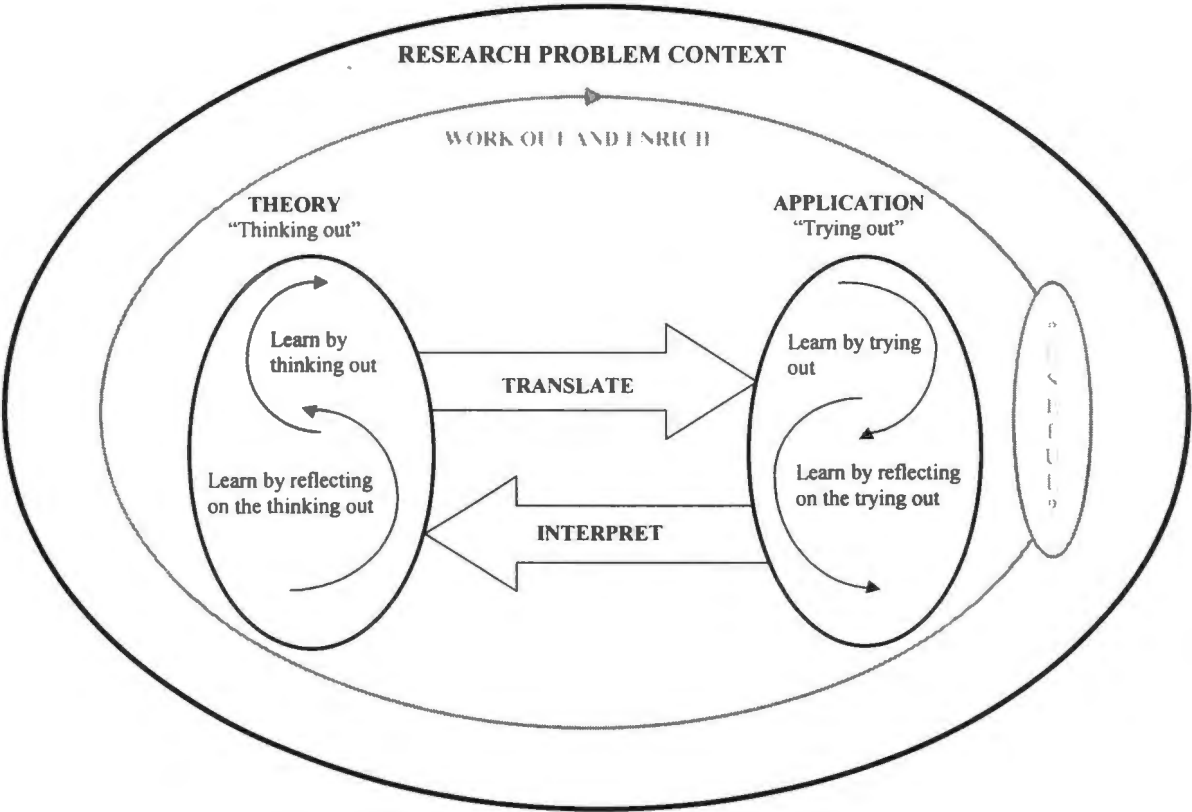
Different approaches may be followed to develop methodologies, e.g. theoretical conceptualising or practical observing. Is the process followed here, i.e. to work out and to enrich, useful for the developing of an Operations Research methodology?

Whether the subsidiary objective has been met, would be determined by asking:

- Has enrichment of the Operations Research theory taken place because of working out and enriching? *("useful" - for this case study within the complex-coercive context, i.e. South African Industrial Relations)*

- Would it be considered worthwhile to use this approach in Operations Research for developing methodologies, also within other problem contexts? *("useful" – in general, not only for this case study)*

1.5   Potential gains

In achieving the above three research objectives, namely

- *to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context,*
- *to contribute to resolving the conflict within the South African Industrial Relations System,* and
- *to evaluate whether the research approach "to work out and to enrich" is useful in enhancing Operations Research's capabilities,*

some contributions would be made to the discipline of Operations Research as well as to the field of South African Industrial Relations.

The following are considered as potential gains for the *discipline of Operations Research*:

- A methodology (or the beginning of a methodology) to address dynamic complexity as in the complex-coercive problem context.
- The enhancement of the problem solving capabilities of Operations Research.
- The promoting of Operations Research as "science helping society".
- The opening up of the application possibilities of Operations Research within the post-apartheid South Africa.

The following are considered as potential gains for the *field of South African Industrial Relations*:

- On the continuum of conflict to co-operation, a move towards co-operation or towards a willingness to co-operate.

- The opportunity to capitalise on the move towards co-operation and to participate in endeavours mutually beneficent - a win-win situation.

1.6   Research methodology

The research methodology is strongly linked with the research process of "to work out and to enrich". Aspects identified are literature studies, conceptualisation, open-ended process of learning, reflection, comparison. What each of these aspects entails, is briefly outlined as follows.

Literature studies

To get familiarised with the research problem context, the following literature studies have been done:

- The development of Operations Research, especially the recent development in Community Operations Research and Critical Operations Research.
- The development of Systems Thinking, in as far it has influenced the development of Operations Research. Special attention has been paid to Critical Systems Thinking and Emancipatory Systems Thinking.
- A rudimentary study on Social Change Theory. Although the research problem is within the discipline of Operations Research, not of Social Science, the dynamic complexity of the complex-coercive context necessitates some knowledge of Social Change Theory. Taking this stance, also corresponds with the Systems Thinking view. In fact, the Systems Thinking view is a pre-requisite when dealing with messes and as such is propagated throughout this research.
- An elementary study on Complexity, to be familiarised with the basic terminology and aspects within the field.
- The history of the South African Industrial Relations System, especially since the seventies, when Black unionisation has emerged as a political force.

Conceptualisation and reflection

The conceptual resolution within the Operations Research theory has been obtained by a process of conceptualisation and enriched by a process of reflection. The conceptualisation has taken place within the Operations Research theory, and the reflection has been in terms of the results of applying the conceptual resolution in practice. The reflection has taken place on two levels: reflecting on the trying out within the application area of South African Industrial Relations, and reflecting on the thinking out within the Operations Research theory. The processes of conceptualisation and reflection are embodied within the creating of two summaries: *from theory to application* and *from application to theory.*

Open-ended process of learning

The conceptual resolution developed within the Operations Research theory is to be tried out within the South African Industrial Relations System. As the result of the thinking out within the Operations Research theory, it is in itself a methodology - the initial version of the result aimed for in this study, namely, a methodology to address dynamic complexity as in the complex-coercive context. The trying out is not to be a process of rigidly applying the conceptual resolution. Rather it is to be an open-ended process of learning:

- The South African Industrial Relations System is a complex open system and the research being done can not be that of a "controlled" experiment.
- The outcome of the intervention can not be foretold. The results, although hoped for to be towards establishing co-operation, can be of a wide diversity.
- The process encompasses reflection-in-action and the conceptual resolution may need to be adapted during the process of trying out.
- In the iterative learning cycle, there is no clean-cut final point of research; more iterations may be conducted beyond the time span of this study.

Comparison

The enriched methodology obtained has been compared to a few other Operations Research methodologies with some perceived similarities. The purpose of the comparison has not been to rank the enriched methodology versus other methodologies, but rather to place the enriched methodology amongst other methodologies.

1.7 Scope and demarcation

Some remarks on the scope and demarcation of the study pertain, since research of this kind can be carried out over a time period far beyond the scope of a PhD study.

Regarding the *developing of the Operations Research methodology* the following issues are of concern:

- The study is only in one application (South African Industrial Relations), albeit a taxing field of application. To firmly establish the successful applicability of the methodology, it should be applied to more problem situations within the complex-coercive problem context.
- Other methodologies are not being applied to the same problem situation to create a basis for evaluating the methodology developed in the study – time constraints and other practical implications render this impossible. The comparison of the developed methodology to other methodologies with

some perceived similarities is therefore confined to a theoretical discussion. Furthermore, the list of methodologies used in the comparison is not to be regarded as exhaustive.

- Due to time constraints, one iteration of applying the methodology has been completed. It may be that more iterations would yield more promising results.

- Although the study lies within the discipline of Operations Research, it does involve aspects of social change. Effecting social change is a lengthy process far beyond the time span of this study. Therefore the methodology developed has as objective not to "resolve" dynamic complexity, but to "address" dynamic complexity as in the complex-coercive problem context.

- The methodology has been put to test within a complex open system, i.e. the South African Industrial Relations System. It has not been in the power of the researcher to control the system or to direct events impacting on the system. Any promising results obtained within this complex open system would therefore bode well for transferring the methodology to other (less demanding?) fields of application, such as resolving conflict within one department of a particular organisation, where it might be possible to exert some measure of control and to direct events.

Regarding the *application within the South African Industrial Relations System*, the following issues are of concern:

- South African Industrial Relations is of national scale. The research has been limited to the Vaal Triangle, a highly industrialised region of South Africa.

- The Vaal Triangle is situated within Gauteng, the most densely populated province and also the economic heartthrob of South Africa. Any positive results to be obtained within the Vaal Triangle would have the potential to be transferred to other regions of the country.

- The application has been carried out on the macro level, i.e. between organisations, not on the meso level, i.e. within organisations. Results on the macro level may, however, lead to opportunities on the meso level.

- Capitalising on any move towards co-operation or towards a willingness to co-operate, is beyond the time span of the study, e.g. carrying through an identified project of mutual benefit to all stakeholders. However, such projects may be identified and perhaps be initialised during the course of the study.

- The result for South African Industrial Relations is rather an invention - a new way of thinking - than an innovation - a new way of doing. Strictly speaking, the result is a *reinvention of the South African Industrial Relations System,* i.e. a new way of thinking of the *existing* roles and relationships between the elements – including the stakeholders - of the *existing* South African Industrial Relations System.

- Furthermore, the result for South African Industrial Relations is a *systemic* reinvention for various reasons. Firstly, the new way of thinking takes the *relationships* between the elements of the existing South African Industrial Relations *System* into account, not merely the elements respectively. Secondly, the reinvention does *not isolate* the South African Industrial Relations *System*, but take cognisance of the fact that dynamic interplay occurs between the South African Industrial Relations System and its *environment*. Lastly, the reinvention is an outcome of employing *Operations Research*, considered one of the *Systems Sciences* within which Systems Thinking is applied (Huysmans, 1994; Jackson, 1997; Mingers & Gill, 1997; Ormerod, 1995; and others).

The extent of the study as outlined up to now, is reflected by the title: *Operations Research Addressing Dynamic Complexity: A Reinvention of the South African Industrial Relations System.* The first part of the title mirrors the essence of the study, namely the potential of Operations Research to tackle dynamic complexity. The second part denotes the application area - South African Industrial Relations - and the result obtained, i.e. a systemic reinvention. Read as a unit, the title also captures the interplay between *theory* and *application*; between *thinking out* and *trying out*.

1.8 Deployment

Chapter 1 has served as *introduction*, sketching the research problem context and setting the scene for the rest of the document. The rest of the study is deployed as follows:

In *Chapter 2* the context of the *Operations Research theory* is outlined, preparing the reader for the conceptualising of a possible resolution, i.e. the process of "thinking out".

Chapter 3 starts with deriving the demands - based upon the theory outlined in the previous chapter - set for a methodology appropriate for addressing dynamic complexity as in the complex-coercive problem context. Subsequently the *conceptual resolution* and the rationale behind it are given.

In *Chapter 4* the *South African Industrial Relations context* is outlined, preparing the reader for the translating of the conceptual resolution to the real world application.

Chapters 5 and 6 describe the process of *"trying out"*, i.e. applying the conceptual resolution within the South African Industrial Relations System. Results are also shown here.

In *Chapter 7* the *reflection on the trying out* leads to an enrichment of the conceptual resolution for South African Industrial Relations.

In *Chapter 8* the original conceptual resolution is interpreted in terms of the enriched resolution for South African Industrial Relations. This *reflection on the thinking out* leads to an enriched conceptual resolution, i.e. an enriched methodology. The enriched methodology is subsequently compared to other Operations Research methodologies with the purpose of placing the enriched methodology amongst other Operations Research methodologies.

Chapter 9 deals with the *evaluation of the research approach* "to work out and to enrich". The question whether the research approach "to work out and to enrich" is useful for the developing of an Operations Research methodology, is attended to.

In *conclusion, Chapter 10* revisits the problem statement and outlines possibilities for future research.

In unfolding the study, the chapters may be clustered together in two ways: firstly according to the research process "to work out and to enrich"; secondly according to the understanding of Operations Research as an applied science. The deployment according to the research process "to work out and to enrich" is depicted in Figure 1.4. Note that the chapter numbers are indicated in the diagram.

Figure 1.4
Deployment according to the process "to work out and to enrich"
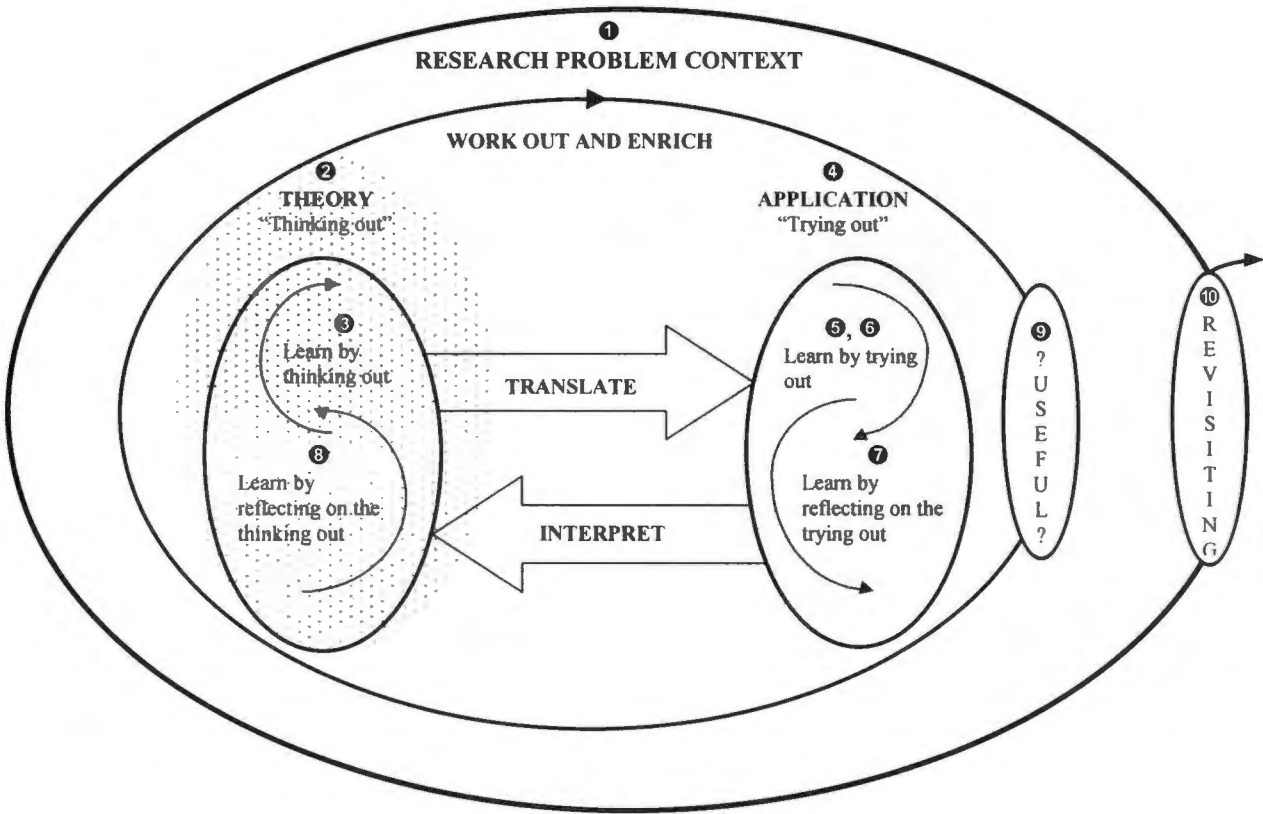
As indicated in Figure 1.4, Chapters 2, 3 and 8 are clustered together, as well as Chapters 4, 5, 6 and 7. These two clusters are formed according to the process "to work out and enrich". The first cluster contains the working out and enriching within the Operations Research theory, whilst the second cluster contains the working out and enriching within the area of application, i.e. South African Industrial Relations.

The chapters can also be clustered together according to the notion that Operations Research is an applied science, theory and practice always forming a unit (Checkland, 1985; Keys, 1991; Ulrich, 1987). Theory is tested out by practice, and the development of theory leads to changes in opportunities to practice. Practice itself is the source of theory and leads to modification in existing theory (Keys, 1991). In the inquiring process of interaction between theory and practice, nor theory nor practice is prime (Checkland, 1985). Following this strand of thought, Chapters 2, 3 and 4 form a cluster and Chapters 5, 6, 7 and 8 form another. In Chapters 2 and 3 a theory is developed to be tested out within the area of

application, described in Chapter 4. The practice described in Chapters 5, 6 and 7, leads to the modification of the developed theory, as set out in Chapter 8. Figure 1.5 shows the clustering according to the theory-practice dichotomy.

Figure 1.5

Deployment according to the theory-practice dichotomy
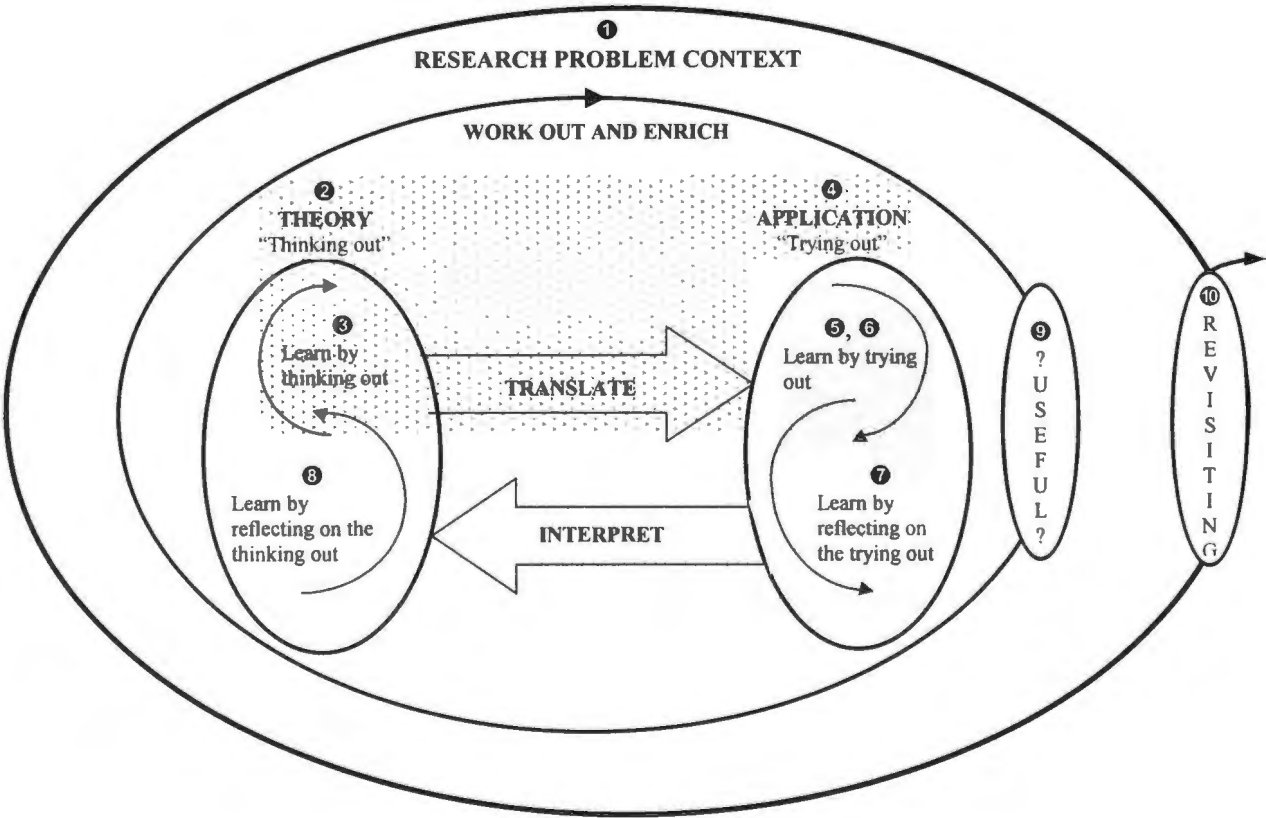
Two summaries will emphasise the deployment of the study according to the cohesion between theory and practice: one after Chapter 4, summarising Chapters 2 – 4 (theory to practice); the second after Chapter 8, summarising Chapters 5 - 8 (practice to theory).

Repeating Figure 1.4 at the start of each chapter, with an indication of the position of that particular chapter, will highlight the deployment of the study according to the process "to work out and to enrich".

The deployment of the study can also be related to the research objectives. In Chapter 1 the three research objectives have been deduced from the problem statement. Revisiting the problem statement in Chapter 10 allows for determining the contributions - to the discipline of Operations Research and to the field of South African Industrial Relations - pertinent to the attaining of each of the three research objectives.

The main objective - to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context - is explicated in Chapter 2. After having obtained a conceptual resolution, "to work out" is reflected on at the end of Chapter 3. "To work out" also embraces translating the conceptual resolution to and trying it out within South African Industrial Relations. Therefore, "to work out" is also reflected on at the end of Chapter 6, after having applied the conceptual resolution. Reflection on "to enrich" takes place in Chapter 8, after having interpreted the results obtained for the South African Industrial Relations System in terms of the original conceptual resolution.

The supporting objective - to contribute to resolving the conflict within the South African Industrial Relations system - is elucidated at the beginning of Chapter 4 before outlining the South African Industrial Relations context. Whether the supporting objective has been achieved is discussed at the end of Chapter 7. This evaluation follows on applying the conceptual resolution within the South African Industrial Relations System (Chapters 5 and 6) and on enriching the conceptual resolution for South African Industrial Relations in terms of the results obtained (beginning of Chapter 7).

The subsidiary objective - to evaluate whether the research approach "to work out and to enrich" is useful in enhancing Operations Research's capabilities – is dealt with in Chapter 9. Here it is discussed whether it would be considered worthwhile to use this approach in Operations Research for developing methodologies.

Postscript

Chapter 1 has laid out the main issues which the discussion following will address and the approach that will be adopted toward the rest of the document. The main issues of concern are contained within the three objectives of the study:

- *Main objective: To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.*

- *Supporting objective: To contribute to resolving the conflict within the South African Industrial Relations system.*

- *Subsidiary objective: To evaluate whether the research approach "to work out and to enrich" is useful in enhancing Operations Research's capabilities.*

In the next chapter, Chapter 2, issues relating to the main objective are discussed, namely the complex-coercive problem context and developments within Operations Research aimed at dealing with coercive problem contexts.

CHAPTER 2

OPERATIONS RESEARCH ADDRESSING DYNAMIC COMPLEXITY: PARAPHRASING THE ISSUE
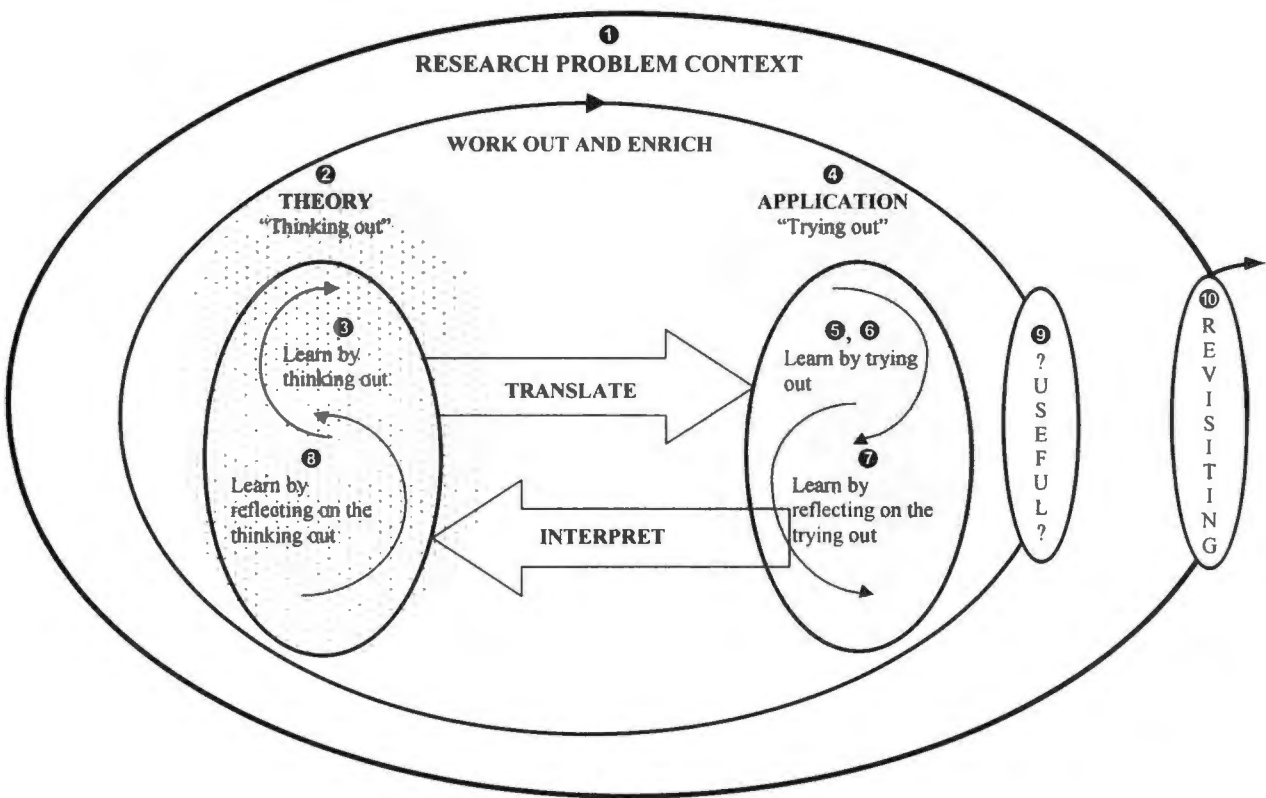
In this chapter, the main objective - to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context – is unravelled. The first step is to grasp what is meant by "dynamic complexity"; the second to grasp what is meant by "the complex-coercive problem context". Comprehending the characteristics of the complex-coercive problem context prepares for the developing of an appropriate Operations Research methodology. Other prerequisites for the developing of an Operations Research methodology applicable within the complex-coercive problem context, are the elucidating of "methodology" and of "Operations Research". A workable definition of methodology is given. In discussing Operations Research, the emphasis is on dealing with coercive problem contexts. Reference is made specifically to emancipatory methodologies within Operations Research.

The function of Chapter 2 is to outline the context of the Operations Research theory within which the "thinking out" takes place. Through the rehashing of the main objective, it is attempted to lead the reader towards the next phase of the study, namely the conceptualising of a possible resolution.

2.1   Preamble

Contemplating the challenge to develop a methodology within Operations Research to resolve the dynamic complexity of messes occurring within the complex-coercive problem context, has resulted in proposing a research approach comprising *Operations Research theory* and a real world application. Within the Operations Research theory a process of *thinking out* takes place; within the application area a process of trying out, as explained in detail in Chapter 1. While Chapter 4 will deal with the application area, it is now pertinent to focus on the *theory* in order to prepare for the process of *thinking out*.

The main research objective emanating from the research approach of thinking out and trying out is:

> *To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.*

Unravelling the main objective lays the foundation for initiating the process of thinking out. The layout of the rest of the chapter is therefore as follows:

- Discussing *dynamic complexity.*
- Outlining *the complex-coercive problem context.*
- Referring to: *to address, to work out* and *to enrich.* These elements of the main research objective were spelled out in Chapter 1 and will only be briefly referred to here for the convenience of the reader.
- Defining *methodology.*
- Discussing *Operations Research* and *emancipatory* methodologies within Operations Research.

2.2   Dynamic complexity

*Main objective: To work out and to enrich a methodology to address **dynamic complexity** as in the complex-coercive problem context.*

Complexity is, in varying degrees, typical of most real world problem situations (Andrews, 1993; Barnatt, 1997; Casti, 1994; DeTombe & Hart, 1996; Flood & Carson, 1993; May, 1996). "By complexity I mean issues and dilemmas people face in their lives. Complexity emerges nowadays from developments of yesteryear.   Scientific and technological progress rooted in past generations' inventiveness enables increased volume, speed, and penetration of information, which make possible very efficient and reliable processes by which things get done (in countries where such technology is affordable). As the way particular things get done has changed, so too has thinking about how things as a whole are to be managed effectively……our attempts to tackle modern-day complexity will shape (in unforeseen ways?) complexity future generations will face. (How unforeseen future events turn out to be will depend to some extent on how systemic modern-day thinking is.) Dealing with complexity, then, is a prime directive for our generation." (Flood, 1998). In dealing with real world problem situations, i.e. messes (Ackoff, 1979a,

1981), we therefore need to deal with complexity. In spite of sophisticated tools to deal with complexity, we often fail to resolve messes (Andrews, 1993; Casti, 1994; Flood, 1998; Senge, 1990; Skyttner, 1998). Why?

Senge (1990) offers an apt explanation. In describing complexity, he distinguishes between *detail complexity* and *dynamic complexity*. Detail complexity is the complexity arising from many variables and/or from many interactions between the variables. However, cause and effect are clear and the consequences of interventions are obvious. Detail complexity is perhaps synonymous with the notion that the "very complicated" may not be "very complex" (Le Moigne, 1985). Assembling a machine by following a complex set of instructions, driving through traffic, or taking an inventory in a production plant are all tasks of detail complexity. Conventional tools of mathematics and statistics, as well as information technology, enable us to deal with detail complexity.

Dynamic complexity, on the other hand, is when cause and effect are not clear, but subtle; when the consequences of interventions are not obvious, but unexpected (Senge, 1990). Perhaps the "very simple" may prove to be "very complex" (Le Moigne, 1985). Within an organisation the improving of quality, while decreasing total costs and satisfying customers is a matter of dynamic complexity. Mastering dynamic complexity is about not getting lost in the "trees" of details, thereby losing sight of the "forest". Senge (1990) argues that we often concentrate on the detail complexity of messes, forgetting about the dynamic complexity.

World-wide we are confronted with messes that are complex both in details and dynamics: AIDS, the economic cycles that determine our quality of life, crime, the design of a public transportation system, any attempt at strategic planning... are but to name a few. South Africa also abounds with messes. Following the demise of apartheid, the country and her people are challenged to redress the inequalities of the past (African National Congress, 1994). Crime, unemployment, housing, health services, sanitation, education, affirmative action, economical growth... are all messes needed to be managed within a period of transformation following a history of conflict. Furthermore, these messes are complex not only because of their extent and all the factors to be considered, i.e. because of detail complexity. They are also complex because of the human factor, all the interrelationships involved, the fact that something done here and now may trigger a (sometimes unforeseen) effect there and then. *Dynamic complexity* adds to the complexity of South Africa's messes.

Urban transportation is a case in point. The apartheid policy has resulted in huge settlements of Indian, Coloured and Black people situated considerable distances from their places of employment. Public transportation – trains and buses – have been provided, but not to a sufficient and effective extent. Black entrepreneurs have jumped at the opportunity and have established a fast growing, lucrative enterprise – the Black taxi business (Kane-Berman, 1991).

South Africa's long distances and congested traffic routes spell a dire need for an effective public transportation system. The establishing of such a system – whether train, bus or subway – has become virtually unrealisable. Apart from finances, it proposes too great a threat to the already established Black

taxi business. Competition amongst taxi drivers is rife. Taxi violence is increasing and syndicates of taxi owners do not stop at murder for the supremacy of certain routes (Beeld, 1998).

On hindsight, it may seem logical that the apartheid policy has contributed to the impasse in fulfilling South Africa's urgent need for public transportation. However, the Black taxi business and its ramifications have certainly not been foreseen at the time of enforcing the apartheid policy – an example of *dynamic complexity*.

2.3   The complex-coercive problem context

*Main objective: To work out and to enrich a methodology to address dynamic complexity as in **the complex-coercive problem context**.*

The System of Systems Methodologies, developed by Jackson and Keys (1984), is a framework relating methodology to problem context. It must be emphasised that the system of systems methodologies was not developed with the aim of classifying problem situations into rigid "boxes". Real world applications will most often not correspond exactly to any one box. Within the framework mapping methodology to problem context, six problem contexts are defined according to the type of *the system(s)* in which the problem is located, and by the nature of the relationships between *the participants*.

For the type of system, the simple-complex dichotomy is used. *Simple (mechanical) problem contexts* contain simple systems manifesting relatively easy problems, while *complex (systemic) problem contexts* contain complex systems manifesting relatively difficult problems. Granted the observer-dependent nature of the simple-complex criterion, Jackson and Keys (1984) list several points by which to identify the type of system(s) in which the problem lies. The last four points Jackson and Keys borrow from Vemuri (1978):

- A simple system is discerned to comprise a small number of elements and few, or at least regular, interactions between the elements. A complex system is discerned to consist of a large number of highly interrelated elements.
- In a complex system, it is difficult to understand the nature of the system completely, due to the attributes of the parts of the system not all being directly observable. The causes of any problem may be hidden. Furthermore, to determine the consequences of any solution to the problem, it may be necessary to actually implement that solution.
- If, in complex systems, laws can be determined for the actions of different parts of the system, these laws will be probabilistic. A quantitative approach will yield information about the likely effects, not the exact effects of a proposed solution
- Complex systems are open, i.e. in interaction with the environment, and evolve over time. The increasingly turbulent environment of social systems hinders the prediction of system-environment

interactions. Also, in social systems, the parts of the system are purposeful and autonomous, inducing unpredictable responses to supposed solutions.

- In complex systems, decisions will be affected by political, cultural, ethical factors. Changing values are a significant internal source of change in complex systems.

To summarise: *Complex systems "...pose difficult problems because they are often only partially observable, probabilistic, open, have purposeful parts and are subject to behavioural influences"* (Jackson & Keys, 1984).

The nature of the relationships between the participants may be assessed in terms of unitary, pluralist or *coercive*. Unitary means the participants share common objectives; pluralist that they have conflicting objectives but consensus is possible; *coercive that they have conflicting objectives and no genuine consensus is possible.* Coercive contexts show the following characteristics (Jackson & Keys, 1984; Flood & Jackson, 1991):

- Participants do not share common objectives, but have divergent economic and political interests.
- Participants' values and beliefs are likely to conflict.
- Structural conflict occurs between groups of participants.
- Participants do not agree upon ends and means.
- Human development is constrained.
- Coercion occurs.
- No "genuine" compromise is possible given present systemic arrangements.
- The systems involved are "ripe for radical change".

Combining the type of system and the nature of the relationship between the participants leads to a 2 by 3 grid of six problem contexts from simple-unitary to complex-coercive. *A problem context is thus described as complex-coercive when:*

- *the situations of concern are perceived as complex and the sources of power of the different participants are not that easy to identify,*
- *the participants have contradictory interests,*
- *structural conflict may lead to radical change,*
- *power imbalances allow for domination and coercion,*
- *the basic inequalities of power render open debate between the participants impossible,*
- *human development is hampered,*
- *some participants benefit and even prosper at the expense of others,*
- *any cohesion that does exist will be achieved by the exercise of power and by domination.*

An apt metaphor to illuminate the complex-coercive context is that of the *prison* from the political perspective (Flood & Jackson, 1991).

2.4   To address

*Main objective: To work out and to enrich a methodology **to address** dynamic complexity as in the complex-coercive problem context.*

"To address" is used in the main objective, because it would be presumptuous to assume to be able to propose a definite prescriptive methodology for the resolution of the dynamic complexity within the complex-coercive problem context on the basis of one example.   Furthermore, a methodology, even successfully applied in the case of South African Industrial Relations, will probably have to be adapted to suit specific circumstances within other real world applications.

The soft appeal in the term *address* - in the sense of attend to or apply to - is also in line with the nature of complex problem contexts. As mentioned before, in complex systems unpredictable responses may evolve from supposed solutions. To determine the consequences of any "solution" it may be necessary to actually implement that solution.   Therefore, to *beforehand* state that a methodology *to resolve* dynamic complexity as in the complex-coercive problem context will be developed, would certainly be impudent.

2.5   To work out and to enrich

*Main objective: **To work out and to enrich** a methodology to address dynamic complexity as in the complex-coercive problem context.*

"To work out" refers to obtaining the conceptual resolution within the Operations Research theory, translating it to and trying it out within the real world application. Working out embraces not only the *thinking out* within the Operations Research theory, i.e. the obtaining of a conceptual resolution, but also the *trying out* within the real world application, i.e. putting the conceptual resolution to the test.

"To enrich" refers to the reflecting within the real world application and to interpreting the conceptual resolution in terms of this reflection. The enrichment occurs on two levels. Firstly, by *reflecting on the trying out*, it is aspired to enrich the translating of the conceptual resolution to the real world application. Secondly, by *reflecting on the thinking out*, it is aspired to enrich the original conceptual resolution within the Operations Research theory.

To work out and to enrich is thus an entwined process aimed at:

- a conceptual resolution to be translated to and to be tried out within the real world application *("to work out"),* and
- the interpretation and enhancement of the original conceptual resolution *("to enrich").*

2.6   Methodology

*Main objective: To work out and to enrich **a methodology** to address dynamic complexity as in the complex-coercive problem context.*

"Methodology" in the main objective is meant in its broadest sense. It refers to the set of organised guidance offered to a problem solver for intervening in real world problem situations and for learning about the real world.

A methodology can be described as "the organised set of methods an analyst employs to intervene in and change real-world problem situations" (Jackson, 1991a), as a "...structured framework that provides essential guidelines for assisting people with the 'messes' they face" (Bowen, 1998). A methodology can also be described as "the procedures used by a theorist in seeking to find out about social reality" (Jackson, 1991a; also Singleton *et al.*, 1988). The concern of this study is the developing of a methodology to contribute to the managing of a mess within the complex-coercive problem context. Therefore, the term "methodology" in the first place entails providing guidance for *intervening* in a real world problem situation within the complex-coercive problem context. Since "...intervening in social systems *is* the best way of learning about them" (Jackson, 1991a) "methodology" also entails providing the opportunity to learn about the specific real world problem situation.

Having explained what is meant with "methodology", a last – for now - remark pertains. A methodology "...will not provide all that is needed by the analyst or facilitator in any individual situation study and must therefore be flexible so that other ideas, models, and so on, can be freely drawn on to fill the gaps" (Bowen, 1998). In other words, it is important to realise that a methodology is mouldable by a particular user in a particular situation – "...that is why a methodology is so much more powerful than mere method or technique" (Checkland & Scholes, 1990).

2.7   Operations Research

*Main objective: To work out and to enrich a methodology **(within Operations Research)** to address dynamic complexity as in the complex-coercive problem context.*

The evolvement of a discipline over time is often described as consisting of "...periods when one paradigm holds sway, interrupted when that paradigm comes under threat and eventually gives way to a new dominant paradigm" (Flood & Jackson, 1991). This is also the case for the development of Operations Research, which is very much the account of the influence of the systems movement on it (Jackson, 1991a). Within Operations Research, mainly three paradigms can be discerned: "hard", "soft" and "critical" (Flood & Jackson, 1991; Jackson, 1991a; Oliga, 1996). The hard systems approach to the subject embodies a positivist quantitative paradigm and characterised Operations Research during the 1950s and 1960s (Flood & Jackson, 1991; Keys, 1991; Rosenhead, 1989).

The hard paradigm comprises objectivity, quantification, systematic techniques and methods, optimisation and determining correct solutions to tangible problems (Flood & Jackson, 1991).

During the 1970s and 1980s, the limitations of the hard systems approach were being recognised. Problems were being perceived as "messes" (Ackoff, 1979a) and the role humans play within messes and mess management were coming to the fore. A soft paradigm emerged (Checkland, 1985) which comprises subjectivity, a qualitative approach, systemic methodologies, and intervention in messy human affairs (Flood & Jackson, 1991). The soft paradigm was regarded as including the hard paradigm as a special case (Checkland, 1985), since, within the soft approach, the methods of the hard paradigm could be "…called in to use in the perceived narrow area of goal-seeking and optimisation" (Flood & Jackson, 1991).

Two main concerns regarding the soft paradigm emerged during the 1980s, culminating in the developing of the critical systems thinking approach during the 1990s (Flood & Jackson, 1991; Flood & Ulrich, 1990; Jackson, 1985; Jackson & Keys, 1984; Schecter, 1991; Ulrich, 1987). The first concern was that the soft systems approach cannot deal with social situations where there are inequalities in power and economic relations; the second that the viewing of the hard paradigm as a special case of the soft , would lead to denaturing of hard by soft tenets. Briefly, the first concern involves issues of *emancipation* and the second, issues of *complementarity*. Because of its relevance to the main objective of this study, the critical systems thinking approach will now be discussed in more detail, albeit briefly. Dealing with complex-coercive situations is about dealing with "social situations where there are inequalities in power and economic relations".

Critical systems thinking

Critical systems thinking embraces five major commitments (Jackson, 1991b): *critical awareness*, *social awareness*, *human emancipation*, the *complementary and informed use* of systems methodologies, and the *complementary and informed development* of all the different strands of systems thinking at the theoretical level. Critical awareness comes from "… closely examining the assumptions and values entering into actually existing systems designs or any proposals for a systems design. It also understands the strengths and weaknesses and the theoretical underpinnings of available systems methods, techniques and methodologies" (Jackson, 1991b). Social awareness recognises that organisational and societal pressures may cause certain systems theories and methodologies to be "in fashion" and to be preferred for guiding intervention at particular times. Also, social awareness means contemplating the consequences of interventions. A dedication to human emancipation involves achieving for all individuals the maximum development of their potential. Complementarism stems from the fact that different methodologies express different rationalities emanating from alternative theoretical positions. Critical systems thinking argues that "…these alternative positions must be respected, and methodologies and their appropriate theoretical underpinnings developed in partnership" (Flood & Jackson, 1991).

The critical paradigm within Operations Research led to the terms "Critical OR" (Munro, 1996) and "Critical Management Science" (Mingers, 1992). The term "critical systems thinking", employed by most authors, is preferred in this study.

Early work in developing critical systems thinking

In this section the views of the "pioneering" (Oliga, 1996) critical systems thinkers are briefly outlined. Much is owed to Oliga (1996) for his excellent and comprehensive exposition of the early developments in critical systems thinking.

Liberate and critique

Flood (1990), in his book *Liberating Systems Theory,* pleads a complementarist approach to theory and practice, and is an appeal to return to the original aims of systems thinking: holism in stead of reductionism, complementary diversity in stead of fragmentation, unities in stead of totalizing isolationism.

The underlying objective of *Liberating Systems Theory* is human emancipation. Towards this end, Flood advocates combining Habermas's "critique" (1987) with Foucault's "liberate" (1980). Oliga (1996) describes Flood's approach as "...to cross Habermas with Foucault, Flood makes perhaps one of his most significant contributions to social theory. The traditional line of critique has generally been the questioning of the coercive institutionalised mechanisms *manifest at the macrolevel.* Foucault, however, seeks to extend (and complement) this limited view of a 'carceral' society by drawing our attention to the everyday 'micro-physics' of power and to the idea that certain knowledges become subjugated and silenced out of dominant discourses. *Liberating Systems Theory* thus seeks to draw upon the strengths of the Habermasian 'critique with those of Foucaulvian 'liberate': seeking complementarism not only between critiquing dominant ideologies and power (the 'present"), and liberating subjugated, drowned and silenced knowledges (the 'absent'), but also between understanding the forces of institutionalised 'macro-powers' (the dominant 'structures'), and those of Foucaulvian 'bio-powers' (the everyday micropolitical 'processes')."

Forging Habermas's critical rationality and Foucault's liberating rationality is evidence of Flood's commitment to complementarism, "...the spirit of being critically open and rationally conciliatory" (Oliga, 1996). The goal of *Liberating Systems Theory* is human emancipation; the means are the twin tasks of "liberate" and " critique"; the overall strategy is complementarism. Emancipation, critical awareness and complementarism are all commitments of critical systems thinking.

Design, debate and disemprisonment

A transformation of Habermas's (1987) three human interests – the technical, the practical and the emancipatory – is Flood's design, debate and disemprisonment (1992). In his work *Practising*

Freedom: Designing, Debating and Disemprisoning Flood (1992) describes contributions towards achieving human freedom. Again, the emphasis on *emancipation, critical reflection* and *complementarism* is evident.

Beer's viable systems model (1973, 1975, 1979, 1981) is a design for freedom. He argues that cybernetics will enable human activity to become more efficient, will contribute to resolving many modern day messes and in this way will help to gain freedom. In Beer's (1973) own words: "Civilisation is dragged down by its own inefficiency. We cannot feed the starving; we cannot stop war; we are in a terrible muddle......All this is inefficient. *Then it cannot be the case that the only way to preserve liberty is to be so damned inefficient that freedom is not even threatened.* We have to become efficient in order to solve our problems; and we have to accept the threat to freedom it entails – and handle it. Everything that man can do contains implicit threats. This is something written in the law of requisite variety, as far as I can see. Then we have to be knowledgeable, and we have to be untrapped." According to Flood (1992) Beer's main contribution has been to explain how to design freedom. Beer has also expressed a concern for a "...continuous process of liberating our minds from the programmes implanted in them. He refers to Vicker's (1970) *Freedom in a Rocking Boat* where a mind-trap is described as "...only a trap for creatures which cannot solve the problems that it sets...". Flood (1992) uses this reference to link *designing* freedom to freedom through *debate*.

Vickers pictures mind-traps as man-traps working like lobster pots: "Man-traps are dangerous only in relation to the limitations on what men can see and value and do. The nature of the trap is a function of the nature of the trapped......We the trapped tend to take our own state of mind for granted – which is partly why we are trapped..." . He argues that the most adequate means to escape from mind-traps is through *debate*. Participation in debate enables people to see and understand the views of others. Several methodologies using debate have been developed, amongst others Interactive Planning (Ackoff, 1974b); Soft Systems Methodology (Checkland, 1981); Strategic Assumptions Surfacing and Testing (Mason & Mitroff, 1981).

According to Flood (1992), our mind-traps may be concretised, debate does not dismantle power structures and may lead people into a new trap to the advantage of the powerful. Another dimension to freedom is needed, namely *disemprisonment.*

"The key to opening the prison is to empower people at least with the knowledge that they are subject to the interests of others...such knowledge may help to break concretised conceptual traps that support coercive structures in society...a mode of critical reflection is required" (Flood, 1992). Disemprisoning aims at enabling genuine open debate which leads to realisation of maximum efficiency from designs, "...which all adds up to maximum freedom. This is the complementarist ideal that we must strive for if we are serious about practising freedom" (Flood, 1992). The only available method (at that time) of disemprisoning has been Ulrich's (1983) Critical Systems Heuristics, aimed at disemprisoning people from the interests and motivations of others.

Interpretive systemology

Fuenmayor (1991) understands critical systems thinking via interpretive systemology. Interpretive systemology is founded on three iterative "theoretical bricks" (Oliga, 1996). The first is the understanding of being, knowledge and truth – the explaining of "...the holistic and interpretive structure (not to be understood in static terms) of 'what-ever-is-the-case' together with its cognitive possibility" (Fuenmayor, 1991). The second is the need to develop a social theory "...which accounts for the nature of that which is social (socialness) and the possibility of its knowledge" (Fuenmayor, 1991). The third is the need for a theory of organisations that links the "...interpretive diversity within an organisation to the conflicts of power that encompass its dynamics" (Fuenmayor, 1991). Again, the commitment to *emancipation* is encountered, as well as to *social awareness*.

Emancipatory systems thinking

Jackson (1991a, 1991b) distinguishes between *emancipatory systems thinking* and critical systems thinking. He identifies the five commitments of critical systems thinking, as mentioned before, as: critical awareness, social awareness, dedication to human emancipation, complementarism at the theoretical level and complementarism at the methodological level. Emancipatory systems thinking, in his view, focuses on coercive contexts and as such embraces only the first three of the five commitments. Emancipatory systems thinking concentrates on "...providing methodologies which, through critique and the engineering of particular social arrangements, can assist with the emancipation of human actors, putting them more in control of their own destiny. The domain of effective application of emancipatory methodologies is, therefore, 'coercive systems'" (Jackson, 1991b).

Power, ideology and control

Oliga (1989,1990) describes different views of power as a social phenomenon, describes different conceptions of ideology and examines systems stability and change as the outcome of an interaction between power and ideology. He states "... any penetrative account of social systems stability and change must lie in a historical rather than naturalistic explanation. This implies that the concepts of power, ideology and control must be confronted and addressed explicitly and not bypassed in silent embarrassment...... systems stabilities and change tendencies are a consequence of a particular architecture of power and ideology in being" (Oliga, 1991). This implies that the radical transformation of a social order is the only dissolution when the social order is founded on coercive systems of exploitation and oppression. Oliga (1991) suggests that, insofar as socio-cultural systems are concerned, "...system theory literature should pay greater attention to the historical processes (such as power relations and exercise of power, and ideological formation of human subjectivities), which ultimately circumscribe individual and social behaviour." The tripartite processes of enlightenment, empowerment and transformation are presented as key ideas towards human emancipation (Oliga, 1996).

Critical systems heuristics

Ulrich's Critical Systems Heuristics (1983) argues for a critically normative systems approach, and for the forging of systems philosophy and practical philosophy: "In order to reflect and debate systematically on the normative implications of systems designs, we shall need both the *ideal of practical reason* as a critical standard against which to examine the instrumental rationality that our decision-making tools may produce, and the *systems idea* as a critical reminder to reflect on those implications of our design which reach beyond the limited context of application that we are able to consider for all practical purposes – i.e., their *whole systems implications.*"

Ulrich (1991) uses a three level taxonomy of systems practice: *operational systems management, strategic systems management,* and *normative systems management* to ground systems practice in practical philosophy. Critical Systems Heuristics focuses upon *reason, norms and ethics.* Those *involved* need to make transparent to themselves *the normative content* of their plans, proposals and decisions. Those *affected*, i.e. ordinary citizens, who are affected by the decisions of those involved, have a need for engaging in *rational decisions* through the polemical employment of boundary judgements. The using of boundary judgements is aimed at showing the inevitable lack of comprehensiveness (the systems idea), *the ethical inadequacy* (the moral idea) and the undemocratic nature (the guarantor idea) that potentially may be part of the non-reflective presuppositions of planning and systems design (Oliga, 1996). Thereby ordinary citizens, or the affected, are empowered to confront the planners and the decision makers, or the involved. Critical Systems Heuristics is widely acclaimed as a methodology – the only? – proven to handle messes where coercion occurs (Flood & Jackson, 1991; Flood & Ulrich, 1990; Jackson, 1991a; Schecter, 1991)

Some new developments in critical systems thinking

The early developments has established critical systems thinking as having the five commitments, mentioned already: critical awareness, social awareness, a dedication to human emancipation, complementarism on the practical level, and complementarism on the theoretical level. Later developments adhere to these commitments, but may reconstruct the understanding of complementarism and the understanding of critical awareness, and may explore new ways of achieving emancipation.

Diversity management

A new understanding of complementarism is offered by Flood and Romm (1996). They call their new position on complementarism *diversity management.*

Flood and Romm (1996) explain *diversity management* as follows: "*Diversity management* is about managing the increasing diversity of issues that confront humankind in contemporary organisational

and societal affairs. Initially this meant people managing the increasing diversity of issues they confronted by increasing the diversity of types of model, methodology and theory available to do the job. Diversification, however, created a brand new issue to be managed – how to choose between the models, methodologies and theories. Consequently, the emphasis in diversity management switched to people managing the increasing diversity of models, methodologies and theories that continue to come to the fore, thus improving management of the increasing diversity of issues confronted. Diversity therefore means that more choices are made available for people to manage organisational and societal affairs. Management means that these choices, which after all have to be made, are thought trough intelligently and made responsibly."

To explicate diversity management, Flood and Romm (1996) outline their views of *triple loop learning*. Triple loop learning is the denouement of single loop learning and double loop learning. There are three types of single loop learning, each with a different centre of learning. The first loop, *Design Management: How?*, assumes that choosing things to do, is not problematic and asks: Are we doing things right? The second loop, *Debate Management: What?*, assumes that deciding which things to do, is problematic and asks: Are we doing the right things? Often mightiness serves as too much of a support for definitions of rightness or, conversely, any presumed right way is becoming too "mighty", i.e. fanatical. Therefore in the third loop, *Might-right Management: Why?*, is asked: Is rightness buttressed by mightiness and/or mightiness buttressed by rightness? Each loop is dominated by the task to obtain an answer to its question.

Double loop learning reconciles the first two loops and asks: Are we doing things right and are we doing the right things? This leads to reflective intervention. Interventionists now have to face up to choice between the two centres of learning at any one time, i.e. "loop" between the two centres. Triple loop learning is about "looping" between the three centres of learning by asking all three the above mentioned questions. Again this leads to reflective intervention and, in the words of Flood and Romm (1996), interventionists are "…able to operate more intelligently and responsibly. Their whole consciousness becomes more than the sum of its parts, encouraging awareness of dilemmas…".

According to Flood and Romm (1996) the process of *critique* is the process of being systemic, which implies "…creating and managing diversity and tension rather than the traditional idea of manufacturing harmonious, perfect wholes". *Emancipatory practice* is enhanced by the *oblique use* of methodologies when intervening in coercive contexts. The confronting of the perceived coercive aspects is done from a less direct angle, by applying a methodology for purposes other than the original it was designed for. The key to successful oblique use in coercive contexts is to keep emancipatory principles in mind (Flood & Romm, 1995). It means to operate "… say, design or debate facilitation in the knowledge and through the principles of an alternative agenda" (Flood & Romm, 1996).

Discordant pluralism

Gregory (1996) presents a particular form of pluralism – *discordant pluralism*- as an understanding of complementarism. Discordant pluralism is explained by the use of the metaphor of "constellation". Like a constellation of stars in the sky, a constellation of methodologies is not ordered in a regular pattern, is dynamic and changes over time, can be viewed from many different angles. Gregory argues to preserve discord and learn from it, rather than to use a meta-theoretical structure to make different methodologies appear complementary. Interventionists are encouraged to develop their own constellations of methodologies in discussion with other interventionists.

Discordant pluralism is combined with *critical appreciation.* The theory of critical appreciation acknowledges four dimensions of critical research practice: empirical-analytical (based on experimentation and observation); historical-hermeneutical (two way communication with others); self-reflection (revealing one's own assumptions); ideology-critique (revealing assumptions at the level of society). Methodologies should be mixed in intervention to include all four dimensions of critical practice. If not, the practice cannot be regarded as critical.

Methodological pluralism

In developing an approach to systemic intervention, Midgley (1997) is of the opinion that *critical* intervention *is* possible. It takes place within a dynamic interaction between the subject and the power-knowledge formations that frame the identity of the subject (Mingers & Gill, 1997). The term "subject" can be "…any individual, group, community or society that has an identity ascribed to it" (Midgley, 1997). "Power-knowledge" refers to that which gives meaning to the identity of the subject. It is stressed that power-knowledge formations "form" the subject, but that the subject also intervenes in power-knowledge formations.

The centrality of the concept of intervention is reinforced by: the identifying of every subject and every power-knowledge formation is an *act of judgement* – acts are by definition interventions; the act of identifying either a subject or a power-knowledge formation gives meaning to the subject, and is therefore itself an intervention. Consequently Midgley (1997) states: "…critique, which in my terms involves the identification of alternative possibilities for knowledge and identity, must also be a form of intervention…".

Systemic intervention is operationalised in a three stage cycle of *critique, judgement and action.* Critique has to do with the revealing of different possibilities for knowledge and identity; judgement with the choosing between alternative knowledges and identities; action with acting based on the judgements already made.

Towards critical pluralism

Mingers (1997) aims to reformulate the notion of critical systems thinking through developing *critical pluralism.* He provides some guidelines for the practice of critical methodology:

"The starting point for a critical employment of multimethodology must be the real, situated, embodied, activities and desires of actual agents, not abstract theories, frameworks or methodologies themselves."

"Change and emancipation will be local, context-dependent, and often very limited, a challenging or transgressing of boundaries, both social and individual. "

"Our actions (linguistic and otherwise) stand in relation to three analytically separate domains – the material world, our social world, and my (the individual's) subjective world......Power is also integral to all three worlds, and is a facet of even our most minute and intimate action. Power has a dual nature – it is constraining and enabling – and is thus what we fight against, and what we use, in bringing about change."

"Knowledge, including our methodologies and meta-methodologies, is inevitably linked to power. Knowledge is generally suppressed and distorted, constituted so as to maintain prevailing constraints and structures, yet at the same time, just as with power, it has a positive side for it is knowledge and critical reflection that can assist us in bringing about change. "

"We must recognise that the different methodologies we might employ are all imbedded in their own paradigms, embodying particular and partial views of the world. With critical reflection, we must be aware of the underpinning paradigm in order to properly appreciate the methodology, but we do not simply accept this. We should always reinterpret the methodology or technique within a critical framework. Thus, for example statistical analysis is generally wedded to objectivist assumptions. But statistics can still be used very effectively within a critical engagement, for example to highlight the extent of inequality, provided that we have an awareness of their contentious nature."

"Interventions in situations should be made so as to provide the conditions of rationality and discourse, not the final judgements. This should aim towards maximum participation in real, open debate among all those affected by decisions; encouragement for participants genuinely to try to put themselves in the place of the other; and discourse about both general norms and agreements as well as their application in particular situations."

Mingers (1997) concludes that the actual process of critical multimethodology will be a continual cycle of reflection, judgement and action.

Recap

What may be learnt from the above exposition of critical systems thinking? Firstly, that critical systems thinking shows a commitment to *critical awareness*, *social awareness*, a dedication to human *emancipation*, *complementarism on the practical level*, and *complementarism on the theoretical level*. In recent developments the understanding of some of these commitments are being reconstructed, in particular the understanding of complementarism. The understanding of complementarism has been reconstructed to, amongst others, diversity management, discordant pluralism, methodological pluralism, critical pluralism.

Although one of the commitments is "a dedication to human emancipation", few methodologies have been developed at a practical level to assist in achieving human emancipation in coercive contexts. Amongst the early developments Ulrich's Critical Systems Heuristics is the most noteworthy and has widely been hailed as a - the only? - methodology proven to deal with messes within coercive contexts. A strong case has been made for methodologies based upon debate and discourse to aid in human emancipation, but the difficulty of establishing conditions for genuine, open debate has remained.

Amongst the later developments, some proposals are made of how to achieve emancipation. The oblique use of methodologies, in which methodologies are applied for purposes other than the original they were designed for, has been put forward. The key to oblique use in coercive contexts is to keep an emancipatory agenda in mind, whilst applying methodologies for, say, debate.

Multimethodology, i.e. the mixed use of methodologies or part of methodologies in interventions, also has come to the fore. Various authors plead for the informed and critical employing of different methodologies to achieve the desired changes in intervention. Aspects of importance are involving the affected in debate about the effects of decisions; the role of the agent – the interventionist – and his values, beliefs and desires; different aspects of power – power as a disabling force and power as an enabling force; intervention as a continuous cycle of critique (reflection), judgement and action.

To conclude the section on critical systems thinking and in the light of the theme of this study – Operations Research addressing dynamic complexity as in the complex-coercive context, it is apt to consider the contributions of critical systems thinking to the field of systems sciences and to review emancipatory strands (in Operations Research).

Contributions to the field of systems sciences

The contributions of critical systems thinking to the systems sciences have been considerable. The debate about the soft- and the hard paradigms has been (almost) cleared up, a mode of reflection has been propagated, an awareness of different views on problem situations has been established, the strengths and weaknesses of different methodologies and the possibilities of application have

been examined, interventionists have been sensitised to attempts at emancipation. Schecter (1991) assess the contributions of critical systems thinking as follows:

- More theoretical depth to systems science. Discussions of metatheory and social theory in systems science are much more prevalent.
- Insightful, challenging critiques of earlier forms of systems thinking. Limitations of the earlier approaches have been exposed, but hidden potentials have also been uncovered.
- Issues of power and human emancipation on the agenda of systems science. If systems thinking is to contribute to the alleviating of messes, the considering of power and human emancipation is a crucial concern.
- A pluralist framework with powerful potential for the complementary development of all the different systems approaches. Since no single approach can adequately match the complexity of today's messes, this is an important and necessary contribution.
- Original work in metatheory and social theory, e.g. total systems intervention.
- Commitment to emancipation put into action. Emancipatory methodologies, such as Critical Systems Heuristics, have been developed. Another aspect worth mentioning is the Community Operations Research movement.
- Championed a commitment to careful, critical, self-reflective thinking. "In a field that aims at comprehensiveness but is often trapped in a tight conceptual web of its own making, this is perhaps the most important contribution of all" (Schecter, 1991).

Emancipatory strands in Operations Research

Emancipatory Operations Research is a result of, inter alia, the influence of the critical systems thinking movement and its dedication to human emancipation. There are various ways of regarding the emancipatory strands in Operations Research. One has already been discussed, namely *design, debate and disemprison* (Flood, 1992). A methodology designing freedom, is Beer's viable systems model (1973, 1975, 1979, 1981). Various methodologies have been developed within Operations Research to debate freedom. Some of these are Interactive Planning (Ackoff, 1974b); Soft Systems Methodology (Checkland, 1981); Strategic Assumptions Surfacing and Testing (Mason & Mitroff, 1981). Flood mentions Ulrich's (1983) Critical Systems Heuristics as aimed at disemprisoning.

Jackson (1991a), in reviewing emancipatory strands, has distinguished emancipatory systems thinking from critical systems thinking. Jackson's differentiation has also been discussed before. For the reader's convenience it is repeated that emancipatory systems thinking is considered to be focussing on coercive contexts and to be committed to critical awareness, social awareness and human emancipation. In contrast, critical systems thinking considers all problem contexts and in addition to the three commitments of emancipatory systems thinking, is also committed to complementarism on the theoretical level and complementarism on the practical level. What remains to mention, is Jackson's (1991a) considering of Community Operations Research as a major realisation of the commitment to human emancipation.

Community Operations Research aims at making "…appropriate OR expertise available to organisations whose main purpose is to serve the community…" (Jackson, 1991a). In 1986, the British Operational Research Society launched a major Community Operations Research initiative, inspired by the then president of the society, Jonathan Rosenhead. Amongst the purposes of Community Operations Research listed by the steering group for the initiative were: "To help redress the resource imbalance that exists under capitalism by assisting those underprivileged in this respect", and "To develop decision-aiding and problem-solving methods appropriate to a more democratic and socialist milieu" (Jackson, 1991a; Steering Group, 1986).

Munro (1996) presents an interesting view on the emancipatory strands within Operations Research. Three emancipatory themes are explored: emancipation as a *purely discursive practice*, emancipation as a *non-discursive practice,* and a *questioning of the very essence of ethics and emancipation*.

The first theme, *emancipation as a purely discursive practice*, views emancipation as freedom from false ideas and is based on Kant's idea of enlightenment. "Kant dared the citizens of his day to use their own reason to free themselves from their chains of immaturity, and so to break free of their independence upon the legions of expert authorities. He also stated that if morality existed at all, then people must be of ultimate value, or as he put it, everyone must be treated as if they were an end in themselves and not merely a means to another's end" (Munro, 1996). The work of Ackoff (1974a,b), Flood and Jackson (1991) and Ulrich (1983) and numerous other Operations Researchers echo this sentiment.

In the early 1980's Mingers inferred that Operations Research lacked any grounding in a social theory and proposed the work of Habermas as an appropriate grounding for Operations Research practice (Mingers, 1980). That modern society seeks technological solutions to all problems and ignores moral issues, is of concern to Habermas. The general opinion that rationality pertains not to moral questions but to technical matters only exacerbates the moral malaise of modern society. Habermas responds by locating the source of morality in the formal properties of language and assumes that every utterance presupposes certain moral conditions. He thereby moves from a traditional monological ethics determined by a self-reflective individual, to a dialogical ethics determined by a group consensus. However, power may distort rational argument and communication. Emancipation is thus defined as undistorted communication, as "the ideal speech situation", through which citizens come to realise their true interests (Habermas, 1990).

Ulrich (1983) had the same idea in mind with Critical Systems Heuristics - the list of questions employed is directed at surfacing the moral assumptions that necessarily underlie the design of any social system. The soft Operations Research methodologies have also been suggested to facilitate an "ideal speech situation" (Jackson, 1991a; Romm, 1994).

The main criticism against the first theme in emancipatory Operations Research is that it provides no satisfactory point of entry into coercive situations. Critical Systems Heuristics and the other soft

Operations Research methodologies, such as Interactive Planning, presuppose that the conditions for a rational debate already exist. In coercive contexts, how can these conditions be created? Why would the powerful be inclined to assist the oppressed and disadvantaged?

Munro (1996) uses the work of MacIntyre (1985) to portray the second emancipatory theme, *emancipation* as *a non-discursive practice*. According To MacIntyre, a state of moral incommensurability exists within the major moral debates of our times. Typically, whilst protest groups argue about their right as individuals, large organisations will argue about the social utility of their policies. The dispute cannot be resolved by rational discourse, since neither group appeals to the rationality used by the other. In the case of immediate action, power must always be resorted to for the resolution of any conflict. MacIntyre accentuates the inadequacies of a purely discursive approach and returns to Aristotle's philosophy. "Life become meaningful in terms of its overall unity and its progress to a telos. This does not simply highlight the importance of narratives, stories and myths in maintaining moral communities, but points us towards a materialist analysis of these communities. One might suspect that the economic conception (or rather abortion) of value is prevalent in modern organisations and institutions. In fact, the dissemination of this idea has been so pervasive that today the term "good" is commonly used to refer to a mere commodity" (Munro, 1996).   .

Often goods are perceived to be external to the character of the producer or the consumer. MacIntyre (1985), however, differentiates between "external goods" and "internal goods". External goods are necessary for the maintenance of organisations which house certain activities and practices, for example, money – an external good – is essential for the running of a school or a hospital. Internal goods, on the other hand, cannot be dissociated from a person's character and are developed through excellence in some activity or practice. Moreover, a person starts to value life in terms of this practice - in terms of the type of work he is engaged in. A doctor may consider healing in itself a good way of life, whatever the wealth and status amassed through the practice of healing. For the doctor, whether or not he is a good person cannot be disassociated from whether or not he is a good doctor. Through these practices that add value to life, a common good may connect with the individual good. In this way, both one's own good and the common good would benefit, if opportunities exist for a person to flourish within an organisation.

In describing "a dedication to human emancipation", a commitment of critical systems thinking as well as of emancipatory systems thinking, Jackson (1991a) states that emancipation entails "...to achieve for all individuals the maximum development of their potential. This is to be achieved by raising the quality of work and life in the organisations and societies in which they participate." But what is "human potential" and how to develop it? Most Operations Research methodologies ignore the processes through which a person comes to value his work, himself and his life. Community Operations Research (Rosenhead, 1987; Jackson, 1988) shows some parallels with MacIntyre's ideas. These include: the importance of the community themselves defining the objectives of their system; the members of the community are assumed to actively interpret their situation and not

passively receive "expert" advice; often community Operations Research does not involve the exchange of money, which indicates the seeking of some "internal good".

MacIntyre's work presents some ideas for the enrichment of the practice of Operations Research. "It can provide a theoretical framework for studying organisational problems in terms of the practices through which particular values are cultivated. This raises questions about the nature of problem situations: they are not simply isolated events but are bound up with particular social practices and ways of life. The idea of a narrative unity of human life also allows room for the pursuit of ends which cannot simply be reduced to a concern for efficiency and material well being. Systems methodologies must be reframed to ask questions about those aspects of the system (rules, activities) which have a value in and of themselves, emerging from a way of life, its narrative unity and its telos" (Munro, 1996).

Munro's third theme for emancipation, *a questioning of the very essence of ethics and emancipation,* is based on the ideas of Nietzsche and Foucault. Various authors of emancipatory Operations Research have attempted to adapt the work of Foucault (DaVilla, 1990; Flood, 1990; Oliga, 1990), mainly because of his analysis of power. For Foucault power is at once repressive and productive, it is a generative field without which nothing would be possible. Nietzsche (1977) rejects the concept of freewill, and describes the individual subject as an effect of willing. All is permissible, nothing is necessary – there are no universal conditions for what is necessary or justified. The positive aim of critique then becomes the exposing of the unnecessary limits and impositions of systems; critique is not confined within given domains such as religion, knowledge and morality, but suspects these very domains (Foucault, 1984). According to the third theme, the very idea of an emancipatory methodology "...is paradoxical, and perhaps impossible. If there is nothing on the inside to be emancipated, then an emancipatory methodology can only serve to reproduce itself (witness psychoanalysis). Having said this there are some attempts which come close to offering an approach to the question of emancipation in OR without simply giving a methodology, for example Flood (1990) and Taket and White (1993) " (Munro, 1996).

In his "liberating systems" theory Flood (1990) views emancipation as the liberation of subjugated discourses, allowing them to be "seen and heard". General Systems Theory being marginalised in contemporary debates within the systems literature is used as an illustration. In Flood's opinion, there was no "rational" reason for the abandoning of General Systems Theory. Taket and White (1993) also refer to the significance of marginal discourses within Operations Research, using the debate on the soft/hard divide in Operations Research as illustration. The "soft" Operations Research is seen as inferior to the "hard" Operations Research and is denigrated by the use of feminine terminology. Munro (1996) regards Taket and White as advocating a practice of Operations Research which does not resort to "...conceptual closure or the systematic use of systems concepts". Like Flood, they have "...indicated ways in which an emancipatory Operations Research might be pursued without any methodological principles, such as the analysis of marginal discourses within OR".

Munro (1996) concludes his exposition of the above three themes of emancipation in Operations Research with an appeal: "Each of these three themes tell us something quite different about the idea of emancipation, yet none offers a clear methodology for emancipation which accounts for insights of the others. In the end, there may be no definitive content to emancipation or formal methodology for its realisation. However, this does not mean that we, as OR practitioners, should not seek to improve the human condition or fight oppression where we encounter it."

Postscript

Chapter 2 has outlined the context of the Operations Research theory within which the "thinking out" takes place. This has been done by unravelling the main objective - to work out and to enrich a methodology (within Operations Research) to address dynamic complexity as in the complex-coercive problem context. Each of the components of the main objective has been explicated, starting with dynamic complexity and concluding with a discussion of emancipatory attempts within Operations Research.

Through the rehashing of the main objective, the groundwork has been done for the next phase of the study. Based on the work covered here the following chapter, Chapter 3, starts with deriving the demands set for a methodology aimed at dealing with the complex-coercive context, and concludes with the conceptualising of a possible resolution.

CHAPTER 3

OPERATIONS RESEARCH ADDRESSING DYNAMIC COMPLEXITY:
A CONCEPTUAL RESOLUTION
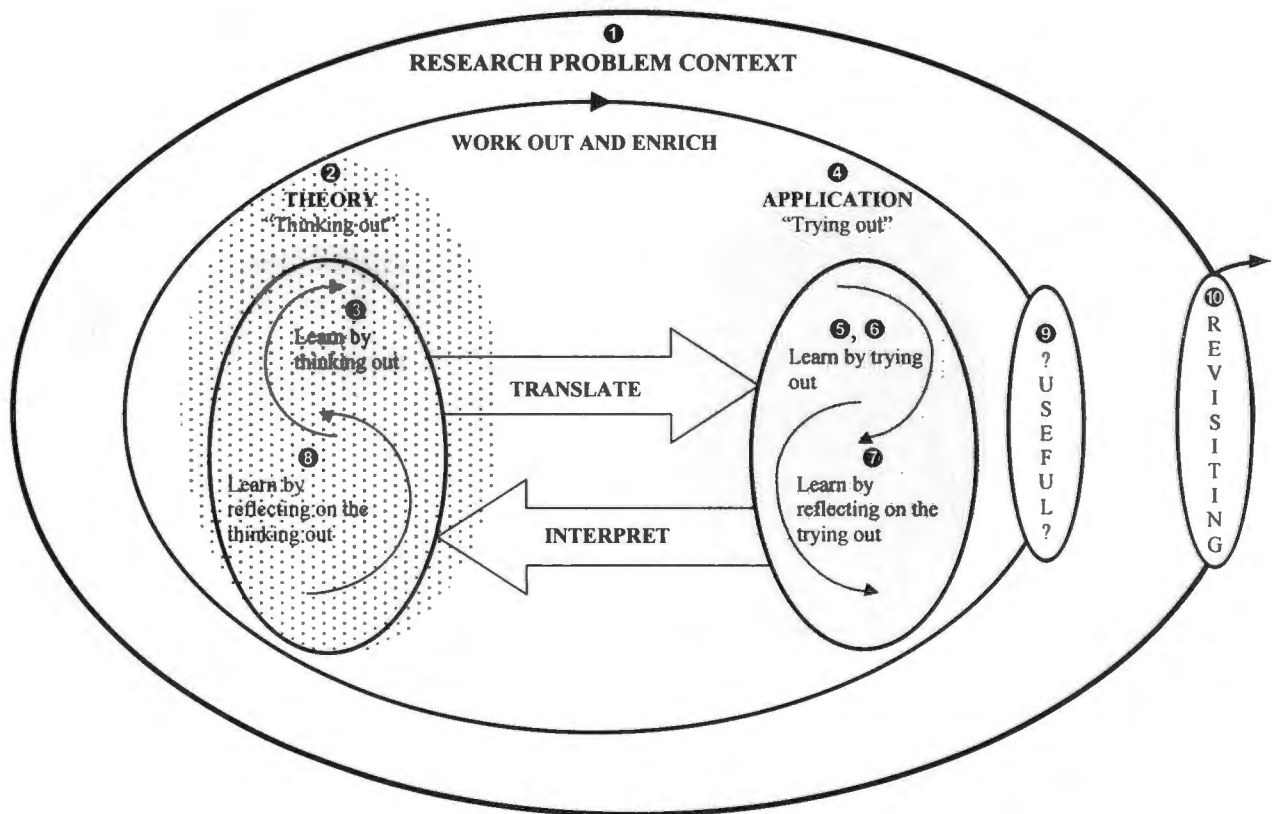
In this chapter, a conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context is derived. It forms part of the "thinking out" learning cycle. This deriving of the conceptual resolution is based on the foundation laid by the previous chapter, *Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue.* There the components comprising the main research objective - to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context – have been spelled out, preparing for the deriving of the conceptual resolution here in Chapter 3.

The function of this chapter is to arrive at a conceptual resolution for the possible addressing of dynamic complexity as in the complex-coercive problem context. It is not intended to evaluate the conceptual resolution here. In the spirit of the iterative learning process interlinking theory and application, reflecting on the conceptual resolution will only occur after the "trying out". Chapter 8, *Operations Research Addressing Dynamic Complexity: Enrichment of the Conceptual Resolution,* will therefore return to the original conceptual resolution and adapt it in terms of the application in South African Industrial Relations.

3.1   Preamble

Deriving a conceptual resolution for the addressing of dynamic complexity as in the complex-coercive problem context, is an initial step in the process of responding to the main research objective - *to work out and to enrich a methodology (within Operations Research) to address dynamic complexity as in the complex-coercive problem context.* In order to derive a conceptual resolution, a few aspects first need to be cleared up. These include:

- dynamic complexity
- the complex-coercive problem context
- to address
- to work out and to enrich
- methodology
- Operations Research
- the demands set to an appropriate methodology.

Most of the above have been elucidated in the previous chapter. What remains, is to infer the demands set to an appropriate methodology. What attributes should be designed into such a methodology? What are the tasks of such a methodology? What should such a methodology cater for? A starting block for responding to these and associated questions, has been provided by the delineation of Operations Research in the previous chapter. The delineation has been focussed on attempts within the discipline of Operations Research at addressing coercive contexts. The discussions and critique on these attempts present an adequate base for inferring the demands set to an appropriate methodology.

Having inferred the demands, the next step is to design a methodology aimed at meeting the demands. It must be emphasised that these actions form part of the "thinking out" and therefore result in a *conceptual*, rather than a concretised resolution.

The rest of the chapter is divided into the following main sections:

- Inferring the demands set to an appropriate methodology.
- Clarifying some additional aspects brought into play.
- "Thinking out" an appropriate methodology.
- Expounding upon the conceptual resolution obtained from the "thinking out".

As arranged in Chapter 1, the first refection on the main objective is to take place after having obtained a conceptual resolution in Chapter 3. At the end of this chapter, the following question is thus asked:

- Has the process of thinking out resulted in a conceptual resolution for the possible addressing of the dynamic complexity as in the complex-coercive problem context? *("to work out")*

3.2   Demands

In discussing the complex-coercive problem context, Flood and Jackson (1991) name four aspects regarding the problem situation which should be considered when designing a methodology to handle the complex-coercive context. To some extent, these considerations all have to do with power structures and the occurrence of power. The considerations, as put by the authors for a complex-coercive problem situation within an organisation, are:

* the various sources of power in organisations;
* the organisation's culture and the way this determines what changes are feasible;
* the mobilisation of bias in organisations;
* the relationship of hierarchies in organisations to class, sex, race and status divisions in the wider society.

Another source of inferring the demands set to a methodology for dealing with the complex-coercive problem context, is the critique on existing methodologies aimed at dealing with the complex-coercive context. Mingers (1992), for instance, found both the technical Operations Research (hard systems thinking) and the social Operations Research (soft systems thinking) lacking regarding emancipation. In his mind, "...various attempts at developing a critical methodology have so far produced no genuinely successful result. This is not surprising, as it is a exceedingly complex task. Such a methodology would need to reconcile many conflicting pressures. First, it must overcome the subjectivism and relativism inherent in the interpretivism of the practical interest without returning to the naïve objectivism of technical management science. Second, it must properly embody an emancipatory intent and yet not be so idealistic as to be impracticable. Third, it must deal effectively with the issue of power, both as coercive power constituting and maintaining oppressive structure, and as an enabling power, helping those who wish to bring about change......Finally, of course, it must be practicably usable by, or at least on behalf of, ordinary citizens in their everyday life."

In response to Mingers' critique, Jackson (1992) claims that Total Systems Intervention (Flood &Jackson, 1991) answers to the first two tasks set by Mingers. Oliga (1990c) attempts to address power as a coercive and as an enabling force – Mingers' third task. Critical Systems Heuristics (Ulrich, 1983) answers to a considerable extent to the last task, i.e. '...be practicably usable by, or at least on behalf of, ordinary citizens'. In his counterrebuttal, Mingers (1992) retorts that Flood and Jackson's work is schematic; that he does not "feel as enthusiastic about Ulrich's work"; that Oliga's work is academic, not practical. Oliga (1996) summarises Mingers' critique regarding the failure in emancipatory interests at the practical level as a "...failure to articulate a *feasible* emancipatory methodology entailing commitment to some form of practical engagement in organisational/societal transformative action."

In *Critical systems thinking: a challenge of dilemma in its practice* Payne (1992) refers extensively that the challenge facing "...critical theorists as potential organisational change agents is actually gaining opportunities to introduce applications of critical or radical humanist thinking." He shares the concern of

others regarding the actual potential for initiating change in a coercive setting. He agrees that critical approaches often do not consider "...the contingency of the willingness and capacity of individuals and their culture to adopt such an ethical standpoint in the first place and the moral sagacity and political insight necessary to concretise the principle of such ethics in action or policy". Commenting on the work of Flood, Jackson, Oliga and Ulrich, Payne identifies the crux of emancipatory practice as how to procure early legitimacy and support from a critical mass of leaders or stakeholders to gain impetus in the change process. In addition he warns that change would be slow and uncertain; that even after largely successful adoptions of emancipatory practices in organisations, the potential for regression will always be present due to the "...threatening in the 'power and control needs' of certain influential managers and professionals".

Regarding the power and control needs of individuals, Payne (1992) suggests that interventionists need "...more politically sensitive intervention and communication tools..." to overcome or reduce personal and organisational obstacles to change. Furthermore, interventionists should be aware of ethical implications in their efforts to convince stakeholders to participate in change when "...ideological sanctions and political risks for personal harm still exist." Payne proposes that management scientists may gain interdisciplinary insights for future theory building from social scientists, especially for the "...initial and sensitive stages of the 'social contracting process'..." between the interventionist and the key stakeholders.

Not an Operations Research practitioner, but a critical social scientist, Fay (1987) offers a basic scheme for critical social science from which insights may be drawn for emancipatory practice. The scheme comprises a systematically unified complex of four theories: *a theory of false consciousness, a theory of crisis, a theory of education,* and *a theory of transformative action.*

The first, *a theory of false consciousness* shows the ways in which the self-understandings of a group of people are false – in the sense of failing to account for the life experiences of the members of the group. It explains how these self-misunderstandings came about and how they are maintained, and contrasts these self-misunderstandings with a preferred alternative self-understanding. *A theory of crisis* explicates what a social crisis is. It indicates the social crisis in a particular society by investigating the dissatisfactions of a group of people, by showing that social cohesion is threatened and that the dissatisfactions cannot be alleviated given the basic organisation of the society and the self-understandings of its members. Lastly, it gives a historical account of the development of the crisis in terms of the structural bases of the society and in terms of the self-understandings of the members of the group. Fay's *theory of education* lists the conditions necessary and sufficient for enlightenment. The final theory, *a theory of transformative action,* isolates those aspects of a society to be changed to resolve the social crisis. It also gives a detailed plan of action indicating the people who are to be the initiators of the transformation and some idea of how they might go about this.

From all the above viewpoints, the following demands set to a methodology appropriate for dealing with the complex-coercive context may be inferred:

- the crisis should be pointed out,
- power and its ramifications must be taken into account,
- power must be seen as coercive and as enabling,
- self-misunderstandings should be exposed,
- the structural bases of the society and/or organisation in question must be considered,
- an entry point for intervention should be provided,
- it would help to gain the support of a critical mass of key stakeholders,
- more politically sensitive intervention and communication tools are needed,
- interventionists should be aware of ethical implications in persuading stakeholders to participate in change,
- a plan of action for bringing about change should be derived,
- it should be realised that regression is always possible because of some stakeholders' fear of loosing control,
- the methodology must be emancipatory, but not idealistic to the extent that it is impracticable.

Main moments crystallising are the *awareness* of a crisis, *convincing stakeholders* – the 'oppressed' and the 'oppressors'- *to participate in transformation*, and a *plan of action* geared towards emancipation.

Contemplating the above mentioned demands a few concepts are perceived to occur repeatedly. Two of these are *change (or transformation)* and *power*. It is imperative to clarify what is meant by both of these concepts before embarking on the deriving of a possible resolution. Of course volumes may be – and in fact, have been – written on each of the two topics. Here a brief explication will suffice, accentuating the essentials cardinal to proceeding towards a possible resolution.

Change

Change is a fact of life. We are all affected by the increasing rate and increasing complexity of change; we are always searching for better ways to manage change (Andrews, 1993; Brynjolfsson *et al.*, 1997; Evans, 1992; Flood & Jackson, 1991; Gore, 1992; Levasseur, 1992; Mercer, 1996; Ramakrishnan, 1997, Zuboff, 1988). In attempting to grapple with change, various change models have been designed to explain the nature of change. A "very simple and elegant model" is that of Kurt Lewin (Burke, 1987). The model has three stages: *unfreezing, movement,* and *refreezing.* Change is not possible unless there is a decision to change. With a decision to change the current situation *unfreezes.* The attempt to change, i.e. to *move* to a new state, can then commence. In order for the change to last, it must become accepted practice – the new situation must be refrozen.

The *crucible of chaos* (Graves, 1991) captures the dynamics of change eloquently. Crucibles (problems of existence, messes) forge new resolutions (paradigms, ways of thinking) for the new problems. As messes are resolved, new messes are created, reaching a new crucible and the process is repeated. Graves employs the double helix model of DNA as a metaphor to illustrate how crucibles and paradigms interact. The DNA model comprises two strands spiralling together. In the Graves technology the first helix mirrors the crucibles (problems of existence) encountered by individuals, organisations and entire societies. The second helix emulates the coping methods (paradigms) necessary to deal with these crucibles. Graves identifies the problems of existence as A,B,C... and the coping systems as N,O,P... . For the sake of clarity Beck and Linscott (1991), in discussing the Gravesian Technology, use colours to represent the different paradigms. The following schematic presentation illustrates the two helixes (Beck & Linscott, 1991).

HELIX ONE - *If the world is:*	**HELIX TWO - *effective people:***
Beige (AN)	
a state of nature	act much like other animals
Purple (BO)	
mysterious and frightening	placate spirits and join together for safety
Red (CP)	
rough and hard like a jungle	fight to survive in spite of others
Blue (DQ)	
divinely controlled and guilt driven	obey rightful higher authority
Orange (ER)	
full of viable alternatives	pragmatically test options for success
Green (FS)	
the habitat of all humanity	join communities to experience growth
Yellow (GT)	
in some danger of collapse	stand alone to learn how to be free
Turquoise (HU)	
a single living entity	seek the order beneath Earth's chaos

As illustrated there is a hierarchy in the stacking of the paradigms. This hierarchy reflects diverse levels of complexity, not vertical priority. In Grave's (1991) own words: "I am not saying in this conception of adult behaviour that one style of being, one form of human existence, is inevitably and in all

circumstances superior to or better than another form of human existence, another style of being. What I am saying is that when one form of being is more congruent with the realities of existence, then it is the better form of living for those realities."

Change may be regarded as an evolutionary spiral, moving up and down the Double Helix. To explain this evolutionary spiral it is useful to consider the two orders of change defined by Satzlawick *et al.* (1974). Change of the First Order is about doing more of the same, albeit attempting to do it better, more efficiently. An example of appropriate First Order change is a pilot re-adjusting his fuel mixture to stay within his flight plan. Change of the First Order stays within the same paradigm. Change of the Second Order involves a leap into a new dimension of thinking; everything changes. An example of Second Order change is the shift from piston to jet-driven aircraft, changing the entire commercial aviation industry. Second Order change is driven by the perceived future and is often chaotic, erratic, unsettling.

Returning to the Double Helix: when the problems of existence deteriorate to a lower spiral on Helix One, we move down Helix Two to a previous coping system. Regression takes place – a form of change of the Second Order. When, on the other hand, we experience problems from a more complex ring on Helix One, we are pressurised to move up Helix Two to a level that can address these emerging problems. Such change of the Second Order is a quantum leap.

The Gravesian Technology describes the change process as consisting of five stages: alpha, beta, gamma, delta and new alpha. During the *alpha* stage, all needs are met; resolutions match the problems. However, today's problems are yesterday's solutions and needs change. As soon as we sense that something is amiss, but lacking the insight to know what, we move into the *beta* stage.

The first response in the beta stage is First Order change – more of the same – under the assumption that nothing is wrong with our system. The second is to go back to the "good old days", to experience a nostalgia. Thirdly, at realising that our system is not the final, ideal state but that other possibilities exist, there is a potential for a Second Order shift from the beta stage to the *new alpha* stage.

Graves has identified six conditions necessary for moving from the beta stage to the new alpha stage. First, there must be the potential in thinking, second the earlier problems of existence must be solved. These conditions correspond to Mallow's Hierarchy of Needs.   Thirdly, some crisis must occur, dissonance must be created by the resolutions of current problems not solving anything anymore. Fourthly, insight is critical: to understand why the old alpha state is coming apart, to understand what would be needed to reach the new alpha. Fifthly, the ability to overcome barriers - others, the system and its way of thinking – is essential. The sixth condition is consolidation, when the individual or society begins to practice and affirm the new way of behaving. If these conditions are not fulfilled and the evolutionary route from the beta to the new alpha stage is not taken, the alternative is being trapped in the *gamma* stage.

The gamma stage is a time of frustration, of knowing what is wrong and why, but fearing that powerful barriers are in the way of changing to a new alpha stage. Fundamental change in structures and systems

is demanded. Anti-social, self-destructive behaviour develops and the revolutionary option becomes tenable. When the barriers are removed, ignored or overcome, the *delta* stage is entered.

During the delta stage people take charge of their own destinies, old restraints drop away, rapid and exciting change occurs. However, too much delta too soon can create stress into long-term relations as one party changes but the other remains in the old alpha. Old barriers may actually be reinforced by a backlash. Also, new paradigm thinkers seeing "the Big Picture" (Beck & Linscott, 1991) are in demand to deal with the once exuberant euphoria dissipating later in the delta stage.

The above description of change highlights aspects also echoed by other descriptions (Benjamin & Levinson, 1993; Brynjolfsson *et al.,* 1997; Duck, 1993; Frey, 1993; Hall, 1983; Mercer, 1996; Montero de Burgos, 1996; Radzicki, 1990; Sardar, 1993; Slaughter, 1993; Young, 1991). These aspects include

- recognising a crisis
- the failing of old ways of thinking
- pressures forcing change
- coming to a bifurcation – evolution or revolution?
- divergent views and increasing tension
- overcoming barriers – structures, people, the system, old ways of thinking
- changing behaviour and ways of thinking
- moving towards a new state
- change not always progressive, can be regressive
- consolidating and practising new ways of thinking.

Power

There is a wide-ranging variety of conceptions of power: "Among sociological concepts, few are as central to social inquiry, yet as varied and ambiguous, as that of power" (Knights & Willmott, 1985). The following discussion is structured according to three major approaches identified by Oliga (1996): the *subjectivist*, the *objectivist*, and the *relational* (Knights & Willmott, 1985; Flood & Romm, 1996; Oliga, 1996; Robson & Cooper, 1989).

The subjectivist approach formulates power as in the hands of agents, i.e. individuals or collectivities. "Power is a subjective capacity to realise one's interests, but is dependent on other factors" (Oliga, 1996). Power and conflict are essentially and logically linked, whether the conflict is overt, covert or latent.

The objectivist approach formulates power as capacity, but in two different ways. The first conceives power positively as a transformative capacity arising from individuals working in co-operation. The second conceives power as a capacity to dominate and to resist. Power is described in antagonistic

class terms and is the capacity of a class to fight for its interests. The social structures involved, as well as the way in which the class organises itself in the struggle, determine this capacity.

The relational approach formulates power as a property of interaction among social forces involved. Within the relational approach, there are five views: power and micropolitics, power and negative relationism, power and positive relationism, power and rational agency, power and contingent relationism. Power and micropolitics is about the exercise of power in ongoing everyday situations and in specific struggles. Power and negative relationism views power as a medium for securing or defending sectional interests. The third, power and positive relationism, embeds power within interdependent social relations as a creative and transformative force. In power and rational agency, the emphasis is on the natural interest of every individual to become a self-determined agent. The fifth view, power and contingent relationism, recognises the relational nature of power, and argues that "…the nature of this relationism is one that necessarily leads to the pursuit either of sectional interests or of collective interests in situations of interdependence" (Oliga, 1996).

Subjectivist views of power

Power is seen as possessive and negative, logically tied to conflicts. Individuals or collectivities possess power and the capacity to bring about a desired outcome. In a classical work Lukes (1974) contrasts three different subjectivist views of power, namely the pluralists' one-dimensional view, the elitists' two-dimensional view and the radicals' three-dimensional view.

The one-dimensional view focuses on the individual and defines power as the individual's attempt to secure a desired outcome. The processes of securing the outcome entail decision making on key issues over which there is an overt conflict of subjective interests. The one-dimensional view is extended to the two-dimensional view by including non-decision making. It may happen that decision making on issues over overt or covert conflict is prevented. The three-dimensional view augments the individual focus and includes social forces and institutional practices as sources of bias mobilisation, political control through preference shaping and selective perception, articulation of what count as social problems. Also taken into account are latent conflicts representing "…a contradiction between the interests of those exercising power and the 'real' interests of those they exclude" (Lukes, 1974).

Objectivist views of power

Viewing power as a transformative capacity arising from individuals working in co-operation, takes power as legitimate, functional, and integrative in nature, exercised for the benefit of all members (Robson & Cooper, 1989). Power is regarded as a property of a social system, pursuing the common goals of all involved.   The concept of power becomes synonymous with authority.   This functionalist conceptualisation of power recognises the nature of power as a characteristic of social systems, in which members interact, with potential synergistic outcomes (Giddens, 1984; Knights & Willmott, 1985). But, as Oliga (1996) comments: "…in my view, it is not an advance over the conflict theorists; it is just as one-sided as the other, albeit in a more optimistic mould. Indeed the basic problem with the functionalist view

of power is its overarching unitarist assumptions: goal consensus, harmony of interests, and power as a neutral or positive force."

Describing power in antagonistic class terms as the capacity of a class to fight for its interests is according to the tradition of Marxian structuralism. This conception of power is possessive and negative. "It sees power as an effect of institutional structures characterising a particular mode of production.....Human action and history are therefore fundamentally determined by the character of the social formation in which they are located.....As agents occupying socially determined and pregiven positions, individuals make history but under structurally constrained conditions" (Oliga, 1996). Marxian structuralism seeks to understand how power can be employed to further not common goals but sectional interests, and emphasises that structural, societal reproductive effects result in power relations in concrete social formations.

Relational views of power

The first conceptualisation of power within the relational approach, *power and micropolitics,* is a reaction to global conceptualisations of power.   Power is relocated either in specific conditions of particular struggles (Hindess, 1982;   Minson, 1980) or in the limited field of social strategies (Foucalt, 1984; Giddens, 1982; Minson, 1980; Robson & Cooper, 1989). The first relocation may be termed "differential conditions" and the second "the analytic of relations of power" (Oliga, 1996). The differential conditions view argues that the securing of outcomes are not unproblematic. Outcomes are dependent on specific conditions and means of action, which "...not only are not in the hands of 'power-full' agents, but invariably confront obstacles and opposition" (Oliga, 1996). In the analytic of relations of power, power and knowledge are crossed, becoming "disciplinary power" (Foucault, 1984). Just as practical, everyday life knowledge, power is regarded as diffused throughout society at all levels. "Power is thus a process tied closely to practical knowledge through the general tactic of disciplining human bodies for social purposes.....actual knowledge in society is a political activity, the product of power and its disciplinary techniques" (Oliga, 1996).

Conceiving power in *relational but negative* terms (Giddens, 1976), the interdependence of social relations and their transformative capacity is recognised, but in terms of sectional interests (Knights & Willmott, 1985). Nevertheless, the notion of a "dialectic of control" clarifies the relational nature of power. According to Giddens' dialectic of control the power-full are never completely independent of the power-less.   All sanctions decreed by the power-full, no matter how oppressive, need some form of acquiescence from the power-less.   No matter how skew the autonomy-dependence imbalance in a social system, subordinates are never totally dependent, as expressed by Giddens (1982): "An agent who does not participate in the dialectic of control ipso facto ceases to be an agent."

The third relational view, power and *positive relationism*, embeds power within interdependent social relations as a creative and transformative force. Knights and Willmott (1985) extend Giddens' negative formulation and state that the interdependence of social relations between the power-full and the power-less entail two moments – a structural moment and an existential moment.. The structural moment is

represented by power and is "…characterised by existential and social contradictions. These contradictions engender a problematic sense and experience of 'world-openness', uncertainty, and anxiety" (Oliga, 1996). The existential moment is represented by self and social identity, characterised by the anxiety regarding security in such an open, unstable world. The tension between the two moments leads the power-full to monopolise valued resources, and the power-less to becoming indifferent.; both parties trying to deny the fact of interdependence. Knights and Wilmott (1985) propose that the existential moment should not be neglected in favour of the structural moment. Their theory explains that "…it is the social practices and self-understandings of subordinates, no less than those of the powerful, that sustain and reproduce the very structures of domination in society" (Oliga, 1996).

The *rational agency* view of power entails that without power, subjectivity, and hence action, is not possible. Action logically involves power: "An agent ceases to be such if he or she loses the capability to 'make a difference', that is, to exercise some sort of power" (Giddens, 1984). This view of power as the basis of action is also echoed by Robson and Cooper (1989): "…power is inextricably involved in the practical activities carried out in the enactment of everyday life." The emphasis is on the natural interest of every individual to become a self-determined agent. Agents and social structures are not regarded as independent. Social structure is a medium as well as an outcome of the action of the agents.

The fifth conceptualisation of power within the relational approach is Oliga's (1996) *contingent, relational* conception. The approach is relational because it perceives power as the effect or property of relations between opposed groups of agents, as well as of relations between agents and structural forces. The approach is contingent because it perceives power as having a positive as well as a negative potential. The effects of domination and exploitation, often manifest in situations of self-interests, are seen as negative. The positive view of power reflects either "…the creative, productive transformative capacity deriving from synergism but abstracted from issues of distributive conflicts…" or "…an emancipatory potential, an enablement, a process of *empowerment* in which an oppressed group comes not only to gain enlightenment about its situation, but also to acquire a resolve and a will to act in concert for its emancipation" (Oliga, 1996). The first, transformative capacity, is concerned with the productive dimension of interdependence, i.e. the whole is greater than the sum of the parts. However, interdependence per se is not inherently positive for all agents. Though globally positive, the productive dimension of interdependence may be negative for some groups of agents or regions of a social system. Therefore, the second reflection, an emancipatory potential, is concerned with the distributive dimension of interdependence.

Flood and Romm (1996) express the three above mentioned approaches to the concept of power, namely the objectivist, the subjectivist and the relational views, in terms of Flood's (1993) conceptions of freedoms made possible through design, debate and disemprisonment. The objectivist approach, or structuralism, is linked to a notion of power "to co-ordinate by design". The intervention suggested by structuralist discourse centres on a *How?* question: "How can design aspire to optimum relevance in the minds of those who have to live with the consequences of the design?" The subjectivist approach, or intersubjective decision making, is linked to a notion of power "to aid decision making through debate". A *What?* question is asked, namely "What do decision making processes involve that may influence how

well considered decisions turn out to be in the minds of those who will live with the consequences of them?"   The relational approach, or right-might management, is linked to a notion of power "to disemprison".   A *Why?* question is asked: "Why should we believe and trust that power relations can shift to aspire to new forms of social relationship?"

To conclude:

- Power cannot be explained in terms of only structure or only agents.
- Relational aspects between groups of agents, and between structures and agents are necessary to understand the nature of power.
- Power is not inherently negative and oppressive.
- However, power can be exercised oppressively.
- Power can also be an emancipatory and enabling force.
- But, power is not inherently positive.

At the start of this section, the demands set to a possible resolution for dealing with the complex-coercive context have been inferred.   Subsequently two integral concepts, power and change, have been clarified. It is now possible to proceed with the deriving of a conceptual resolution aimed at dealing with the complex-coercive context.

3.3   A conceptual resolution

It has been declared that Operations Research may be described as an interdisciplinary science employing a systems approach to alleviate real world problems for *the increasing of human well-being*. According to Keys (1991) the "…main emphasis in OR is upon achieving beneficial change in part of the real world…" and Munro (1996) is of the opinion that Operations Research practitioners should "…seek to improve the human condition" and should "…fight oppression…" where they encounter it.   The aim of an intervention is thus to make the world – or part of the world - a better place.   The implications of "the increasing of human well-being", "beneficial change", "improving the human condition" may all be encapsulated by "*to move from the disagreeable present towards a (more) worthwhile future for everyone concerned*".

A worthwhile future

The idea of a worthwhile future, although expressed in this study in a novel way, is not a completely unfamiliar notion and nuances do occur.   Attaining or shaping a "better" or "desirable" future is to some extent the main purpose of strategic planning (Courtney *et al., 1997;* Hay & Williamson, 1997; Slaughter, 1996).   Methodologies helpful in determining strategy for shaping a desirable future include, amongst

others, scenario planning (Schoemaker, 1995; Van der Heijden, 1996), game theory (Brandenburger & Nalebuff, 1995; Dixit & Nalebuff, 1991), system dynamics (De Geus, 1988; Senge, 1990) and agent-based simulation models (Casti, 1997). Vision statements (Arbnor & Bjerke, 1997; Campbell *et al.*, 1990; Drucker, 1990; and numerous others) express a desirable future state towards which to strive. One of the best known intervention methodologies, Ackoff's (1974b, 1981) Interactive Planning, shares some of the sentiments of a worthwhile future in the idealised design concept. But, what is meant by a *worthwhile future*?

A worthwhile future is defined as a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders.

Quality of life – that something which makes life worth living - is the essence of this definition. Descriptions of quality of life abound (Ackoff, 1982; De Wet and Pothas, 1994; Georghiou, 1996; Haaland, 1987; Meier, 1996; and numerous others) which is not surprising, since quality of life embodies not only tangibles. Intangibles, to a great extent, determine what people experience as their "quality of life". According to individual preference, people include different intangibles in their descriptions of quality of life. Even when the intangibles included overlap, the same intangibles may be described in different ways.

Quality of life

Quality of life may be described as including "...*human well-being,* a condition now much studied by medical investigators, and something a bit more ephemeral – *happiness*......People report being *happy* when they can build human relationships, are allowed to maintain their dignity, and can rise above the frustrations of daily life..." (Meier, 1996). Many years ago Confucius defined a quality life as a life centred on human interests and values, "A state of enduring wholeness and beauty, in which the individual may identify himself and contribute his best to other men, to society, to nature and to the land in exchange for a meaningful, happy, and satisfactory life" (Haaland, 1987). According to Ackoff (1982) the "...quality of life that people can actually realise is the joint product of their development and the resources available to them." In this sense development is a potentiality for the improvement of quality of life, rather than the actual improvement of quality of life. In Ackoff's own words, development is described as "...a process in which an individual increases his ability and desire to satisfy his own desires and those of others". Development is dependent on four individually necessary and collectively sufficient "pursuits", borrowed by Ackoff from the ancient Greeks. These are the pursuit of truth, of plenty, of good and of beauty. The pursuit of truth is interpreted as the scientific and technological function of society, the pursuit of plenty as the economic function, the pursuit of good as the ethical-moral function of society and the pursuit of beauty as the aesthetic function. Expanding on these functions leads Ackoff to "Quality of life...derives from the satisfactions one receives from life's intrinsic value; and from a sense of progress toward ideals brought about by what is accomplished, its extrinsic value......A sense of progress toward an ideal gives meaning to life, converts mere existence into significant living by making choice meaningful" (Ackoff, 1982).

In this study,

> *quality of life is regarded as comprising civility, the developing of life sustaining resources*
> *and the caring for of the environment.*

Civility, as coined by Peck (1993), addresses the personal side of quality of life. Peck (1993) depicts civility as requiring four foci of consciousness: the self, the other, the organisation and a Higher Power. The self, the other and the organisation show the concern of the human as a social being – the self in relation to other individuals and to groups. The Higher Power refers to the ethical. It implies acting as the situation demands with an acuteness of the self and of others as precious human beings, i.e. acting ethically. There are no fixed rules to simply align behaviour by; there is however, a vivid awareness of the grave responsibility of acting ethically.

With civility is not meant merely to be polite and respectful. Rather, civility describes an attitude towards oneself and towards others, individually and collectively, as precious human beings. Practising civility means to have the development of oneself and of others - as individuals and as groups - in mind and at heart. Development, as stated above, is "a potentiality for the improvement of quality of life, rather than the actual improvement of quality of life". Civility is thus about the cultivating of opportunities for the development of oneself and of others. Being concerned with the development of oneself and of others implies a readiness to empower oneself and others to overcome hindrances to improving quality of life. Therefore, the bland complaisance of sheer politeness in the guise of caring should not form part of practising civility. In fact, civility may sometimes require a seemingly harsh response towards others and oneself, a seemingly "having to be cruel to be kind" response.

Development may also be described as a "...continuous process.....to improve the quality of life of the people.....the progressive expansion of our intellectual and creative genius in order better to understand, enjoy and master our world..." (Okpaku, 1994). Borrowing from Confucius, civility may thus be described as a path of development "in which the individual may identify himself and contribute his best to other men, to society.....for a meaningful, happy, and satisfactory life". To summarise in Peck's own words, civility is "...hardly the only way to live, but.....the only way that is worthwhile" (Peck, 1993).

The *developing of life sustaining resources* entails economic prosperity. Without basics, quality of life is hard, if not impossible to obtain. Poverty is much more than only an economic condition and its "...horror extends into all aspects of a person's life: susceptibility to disease, limiting access to most types of services and information, lack of control over resources, subordination to higher social and economic classes, and utter insecurity in the face of changing circumstances. Flowing from these physical dimensions is poverty's psychological toll – the erosion of human dignity and self-respect" (Durning, 1990). People not having their basic human subsistence needs satisfied, live in uncertainty and "...cannot see what tomorrow is about; everything about their life is uncertain" (Kelly, 1993). Udayakumar (1995) articulates this uncertainty as "futurelessness" and states "...being poor means living futureless.....This uncertainty and utter insecurity, in other words, the futurelessness, is the worst part of poverty."

A caveat applies: having satisfied all human subsistence needs, even to the extreme, does not necessarily imply a high quality of life. A high standard of living is not equivalent to a high quality of life; in fact, a high standard of living may often be associated with a deterioration in quality of life (Ackoff, 1982; and others). The image of man as a slave of the desire to accumulate more and more wealth is not unfamiliar. Clichés such as "rat race" and "poor little rich girl" illustrate the fact that, as in the case of poverty, wealth is much more than only an economic condition.

The "developing" of life sustaining resources refers to the *continuous process* of progressively upgrading and improving the resources. Furthermore, development is, in Ackoff's (1982) terms, about an individual increasing his ability and desire to satisfy *his own desires and those of others*. The "developing" of life sustaining resources therefore indicates that satisfying basic needs is not a forthright individual matter. In this sense it links with civility, the first component of the proposed quality of life definition.

The caring for of the environment is included in the definition of quality of life since no quality of life can be sustained in a deteriorating environment. In fact, not caring for the environment endangers life itself. A healthy environment is a prerequisite for human well being (Bryant, 1998; Carpenter & Vanegas, 1998; Dodds, 1998; Elohim, 1998; Escobar, 1996; Georghiou, 1996; Lee, 1998; Okpaku, 1994; Stuhler, 1993; and numerous others).

Dimensions of caring for the environment pertinent to quality of life entail the notion of ecological sustainability. Development in terms of ecological sustainability can be broadly defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Dept. of Environmental Affairs and Tourism, 1996). The IUCN/UNEP/WWF (in Dodds, 1998) strategy, outlines the following aims:

- respecting and caring for the community of life and nature;
- improving the quality of human life;
- conserving the Earth's vitality and diversity;
- minimising the depletion of non-renewable resources;
- changing personal attitudes and practices;
- enabling communities to care for their environment;
- providing frameworks for integrating development and conservation; and
- creating a global alliance at all levels.

Caring for the environment thus means the "...judicious and efficient use of natural resources to provide maximum productivity with minimum waste, and minimum threat to the well-being of the people and the environment. It carries with it the responsibility to future generations not to mortgage the quality of their lives to pay for the excesses of ours" (Okpaku, 1994).

A worthwhile future has been defined as a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders. To

continuously improve the quality of life of the stakeholders purposeful action is needed. Without purposeful action the second law of entropy would come into play, stagnation and chaos would set in, leading to deterioration and no quality of life.

A question now arises:

> *In the complex-coercive problem context, what purposeful action is needed to strive towards the worthwhile future defined above?*

Towards a worthwhile future

A two-prong approach of *push* and *pull* is suggested. The push involves *structural change* and the pull *a shared mission* (Pothas *et al.,* 1994).

Structural change

In the complex-coercive problem context power and its imbalances are imbedded in the social structures of the system(s) in which the mess is located. No resolution, or advance towards the resolution of coercion is possible given the prevailing systemic arrangements. Structural change is therefore a prerequisite for enabling the striving towards a worthwhile future.

Social structures are not tangible. Rather, a social structure consists of "…myths, constraints, rules, customs, beliefs, legal codes, and the like. These structure social systems by guiding social and economic action, by legitimising transactions, and by requiring deliveries to be made…..These determine what we must do, must not do, can do, and cannot do in any social transaction" (Hayden, 1986). The social structures in the environment of a certain system also impinge on the social structures within the system. For instance, in countries where there are divisions according to religion, race, language or gender in the broader society, these divisions would most probably be present in the working place as well.

In a complex-coercive setting the structures reinforcing polarisation, need to be changed. Only addressing conflict due to cultural differences will not resolve conflict entrenched – legally and otherwise – in the system. "Genuine empowerment means redesigning the infrastructures within which people interact with each other" (Zohar, 1997). According to an old proverb "you can't cross a chasm in two steps". Effective structural change in a complex-coercive setting needs to be radical, a complete departure from previous practice. Incremental change would not be the answer and may even cause further polarisation. "Incremental change can sometimes be more painful than radical change" (Brynjollfsson *et al.,* 1997).

It is important to distinguish between the nature (radical or incremental) and the pace (gradual or rapid) of the change. Depending on the situation, radical change may be gradual or rapid. "Occasionally radical

change may be best spread over several episodic steps, especially if resources are locked in place and initial conditions resist change. A single-step discontinuity may prove too disruptive, too expensive, or too confusing. Yet.....there are other occasions when change is an all-or-nothing proposition. A halfway solution may lead to wasted resources.....or even failure" (Brynjollfsson *et al.,* 1997). Another possibility may be initial rapid radical change, followed by more radical change, but at a slower pace.

Shared mission

Definitions of mission abound (Ackoff, 1981; Campbell & Alexander, 1997; Coulson-Thomas, 1992; Drucker, 1990; Senge, 1990; and numerous others). These have been derived in the context of an organisation. In drawing upon the richness of existing definitions for the purpose of developing the concept *shared mission,* organisations are viewed as systems in the following. "An organisation is a purposeful system that is part of one or more purposeful systems and part of which, people, have purposes of their own" (Ackoff, 1981:29). Approaching organisations as systems therefore involves regarding all the subsystems, their interrelationships, and the interactions between the subsystems (and the organisation as a whole) and the environment.

Mission has been defined as the organisation's answer to the question: "Why do we exist?". Therefore, inseparable from the concept of mission, is the concept of purpose. Ackoff (1981) defines a mission as a purpose that integrates the variety of roles that a system plays. Without such a mission mobilising an organisation into concerted action, the organisation lacks cohesiveness and the ability to plan in an integrated way.

A mission reflects the long-term purpose of an organisation (Campbell & Alexander, 1997). These two authors argue that purpose – what an organisation exists to do – should be distinguished from constraints – what an organisation must do in order to survive. For example, competitive advantage by delivering value to each stakeholder is a constraint rather than a purpose. If an organisation fails to deliver value to its stakeholders, the stakeholders will redirect their loyalty, either gradually or precipitously. Creating competitive advantage through superior delivery to stakeholders is thus not so much a purpose as it is a constraint on an organisation's actions. Strategy cannot be developed from a constraint, because a constraint merely restates the rules of the (economic) game an organisation has to play. A purpose, on the other hand, describes the essence of why the organisation exists and provides guidance for developing a winning strategy to the advantage of all its stakeholders. A purpose can "...be highly detailed and thus provide clear direction. It can define the product or technology, the market to be targeted, the type of positioning to be achieved, and the values that must guide behaviour.....Purpose may evolve...but if the changes to it are frequent or unclear, the firm ground may slip away" (Campbell & Alexander, 1997). For example, when Volkswagen was established in 1920, its purpose was to create a robust car for the average family, as expressed succinctly by its name – "people's car". That purpose stipulated a clear strategy for Volkswagen to follow and by 1972 the Volkswagen Beetle had been the most popular car in the world.

According to Drucker (1990) a mission needs to reflect opportunities, competence, and commitment. Opportunities (or the needs) are where the organisation can really make a difference. Competence means that the organisation's strengths match the needs, and commitment is the degree to which the participants believe in what they are doing.

Campbell *et al.* (1990) have developed an encompassing definition of mission to include four elements: purpose, strategy, behaviour standards, and values. Purpose is the reason for the organisation's existence. A purpose aimed at a higher ideal makes it easier to bind the organisation together. Senge (1990) echoes this view and states that "great organisations have a larger sense of purpose that transcends providing for the needs of shareholders and employees. They seek to contribute to the world in some unique way, to add a distinctive source of value". Strategy explains how to achieve the purpose. Standards and behaviours provide guidelines that help people to decide what to do on a day-to-day basis. Values are the beliefs and moral principles underlying the organisation's culture. Mission, therefore, incorporates strategy and culture. For a strong mission, strategy and culture must reinforce each other and be bound by a common purpose. With any contradictions or inconsistencies, the mission is weak.

Considering the above, *with shared mission is meant an overriding mission to which all the stakeholders of the system and its subsystems are committed.* The shared mission encompasses purpose, strategy (the rational and commercial left-brained logic), behaviour standards, and values (the emotional and moral right-brained logic). Multiple missions are allowed to co-exist, but the shared mission transcends and unifies all the different missions of the subsystems. This requires an extraordinary openness and willingness to entertain a diversity of ideas and opinions.

A short note: because of the proliferation of vision and mission statements in the literature, it is perhaps at this stage obligatory to distinguish between vision and mission. As illustrated above, a mission embodies the reason of existence, the purpose of the system. Not embarking on an intensive deliberation of vision, it can be stated that vision is a description of something in the future. "Something" denotes, for example, an organisation, a corporate culture, a business, a technology, an activity. Vision is a mental perception "of the kind of environment an individual, or an organisation, aspires to create within a broad time horizon" (El-Namaki, 1992), of "what we could be and want to be" (Stewart, 1993). A compelling vision may "grab the attention of" or "turn on" the stakeholders of a system (Coulson-Thomas, 1992). Painting a compelling picture of a desirable – compared to the present – future, however, is not enough. A vision statement concentrates on the what. How and why to realise the vision, is of crucial importance, but neglected within vision statements. In this study it is postulated that the concept of a shared mission incorporates the how and the why. It is further postulated that establishing a shared mission would provide a mobilising force towards co-operation. Firstly, within a shared *mission* the system's very purpose of existence is expressed, as well as strategy, behaviour standards and values. Secondly, within a *shared* mission it is implied that all the stakeholders take ownership of the mission and are committed to the purpose, strategy, behaviour standards and values expressed in the shared mission.

Push and pull – a dynamic interplay

An integration of push and pull - structural change and shared mission - may lead towards a worthwhile future. Structural change would have a "push" effect in the sense that behaviour is influenced, sometimes even determined by structure (Brynjollfsson *et al.,* 1997; Senge, 1990; Zohar, 1997). As put succinctly by Hayden (1986), structures "...determine what we must do, must not do, can do, and cannot do in any social transaction."

Shared mission would have a "pull" effect towards a worthwhile future in the sense that a mission articulates purpose. A mission aims at a higher ideal, binds stakeholders together and guides strategic planning (Ackoff, 1981; Campbell & Alexander, 1997; Coulson-Thomas, 1992). In a complex-coercive setting establishing a *shared mission* would by definition unify the stakeholders to co-operate towards attaining a common purpose.

A dynamic interplay would exist between structural change and a shared mission. Initial radical structural change would be a prerequisite for gaining any willingness amongst the stakeholders to develop a shared mission. As stated above, structure influences behaviour but the reverse is also true (Brynjollfsson *et al.,* 1997; Hayden, 1986; Zohar, 1997). Structures have been designed in the first place as they are because of certain paradigms, behaviour standards and values. Establishing a shared mission involves not only purpose and strategy, but also behaviour standards and values. Structural change and a shared mission would therefore impact on each other. Furthermore, new structures may be designed or existing ones changed in accordance to the strategy developed in terms of the common purpose expressed in the shared mission.

But, how to effect structural change and how to establish a shared mission in a complex-coercive setting?

A proposed methodology

Effecting structural change

Effecting structural change in a complex-coercive setting would, ironically, entail another form of coercion, namely *external pressure*. In the first place, why would the power-full agree with structural change if not *coerced* to do so? External pressure may threaten survival and by creating a hostile environment, may bring about the realisation of a crisis and subsequent structural change. "With extreme external pressure, concern for survival.....may force a rapid pace (of radical change)..." (Brynjolfsson *et al.,* 1997). Also, "...people who change fastest and best are those who have no choice.....It may seem contradictory to use confrontational, even coercive, methods to reduce adversarial relationships" (Frey, 1993). In the second place "...we can't transform the structures.....within the given structures" (Zohar, 1997). In the complex-coercive problem context the existing structures tend to render the power-less incapable of effecting structural change from within; therefore pressure has to be applied from external to the system. The power-less may organise and participate directly in applying external pressure, even violence

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(Sardar, 1996; Udaykumar, 1995) or may be joined or be represented by others, i.e. "allies" or "fenders" (Udaykumar, 1995).

The external pressure may be of various forms. Sanctions, such as economic sanctions, "…are designed to weaken those in power" (Human, 1990; Sardar, 1996). Human rights groups, for instance, may increase public awareness "prick the conscience of" or "conscientize" the powerful (Bhola, 1998; Sardar, 1996; Udayakumar, 1995). A powerful driver for radical structural change is the envisioning of an unacceptable future, seemingly inevitable if a laissez-fare attitude is adopted and no purposeful action is taken (Frey, 1993; Georghiou, 1996; McMaster, 1996; Meier, 1996; Mercer, 1996; Slaughter, 1996). Furthermore, external pressure often leads to the realisation that the power-full and the power-less are interdependent and share a common future (Harrison, 1987; Udayakumar, 1995). Stakeholders may realise that "…future is a collaborative enterprise happening only with the co-operation of others" (Udayakumar, 1995).

Establishing a shared mission

The process of establishing a shared mission can only be initiated after some structural change has been effected. For establishing a shared mission, some form of synergy between the different stakeholders is a prerequisite.

Synergy can be defined in terms of Covey's (1991) "third alternative", namely win-win. It is not about reaching consensus. Consensus does not imply win-win, but "we all agree to loose somewhat." Win-win does not indicate agreeing to sacrifice; win-win signifies all parties winning, with no party winning at the cost of another. Synergy is thus about the sum of one plus one greater than two; while with consensus the sum of one plus one equals maximum two and most often less than two.

Synergy is not possible without the committed co-operation of all stakeholders. Any measure of co-operation depends on mutual understanding. Mutual understanding, again, implies a certain knowledge of the goals, values and feelings of other stakeholders, as well as those of your own. The usual way to get to know each other better is by direct communication. In coercive contexts communication is mostly one-way, dishonest and misleading, which is not conducive to mutual understanding. Stakeholders feel threatened by the others' presence. Openness is inhibited and underlying feelings and values remain hidden, while stakeholders are engaged in power play.

How to create the possibility of synergy in a complex-coercive setting? The dilemma of moving from a situation of conflict to a situation where synergy might be possible, may be illustrated as in Figure 3.1 on the next page.

Figure 3.1

Moving from conflict to possible synergy: the dilemma
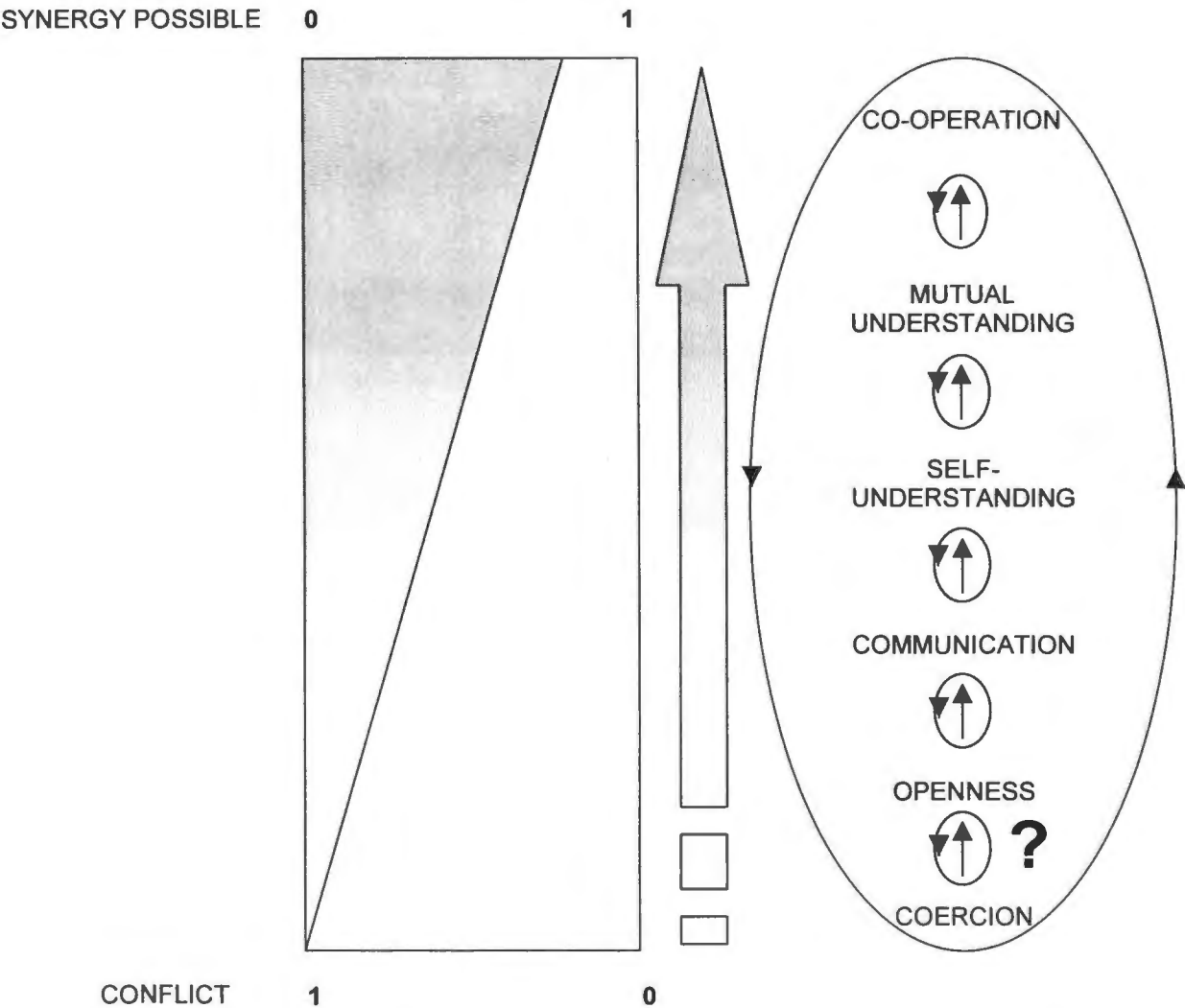
How to move from coercion to an openness sufficient to convince stakeholders to share their underlying feelings and attitudes? The first step, as has been mentioned above, is some structural change creating a climate conducive to some willingness to co-operate, or differently put, conducive to fostering some glimmer of hope that co-operation may be possible. However, reaching the necessary openness to persuade the stakeholders to express their attitudes and opinions, is still problematic. Debate around a table is not an option. Distrust, hostility, or at least the remnants of such and other negative feelings, would come to the fore, rendering any inkling of self-understanding and of mutual understanding out of the question. Stakeholders should be granted the opportunity to express what they think, feel, believe, want,... without the inhibiting effect of the presence of the other stakeholders.

To gain information on what people think, feel, believe, want,... a sine qua non is the commitment "...to explicating the subject's interpretation of social reality" (Bryman, 1988). It should be attempted to work within the conceptual framework of those studied (Fielding and Fielding, 1986). In attempting to take the subjects' perspective, an authentic as possible understanding of people's experiences becomes the aim

(Silverman, 1993). It is believed that open-ended questions are an effective means towards this end, as it allows respondents to use "their unique ways of defining the world" and to "raise important issues not contained in the schedule" (Denzin, 1970).

Why attempt to obtain insight into the conceptual framework and the subjective understanding of people's experiences as expressed by the people themselves? When intervening in a real-world situation, one has to deal with people (Ackoff, 1974; Churchman, 1971; Jackson, 1991 and others). Flood and Jackson (1991) succinctly express this necessity as the "...root cause of messes... are people". All real-world problem situations feature human beings trying to take purposeful action (Ackoff, 1979a,b; Checkland and Scholes, 1990). People attribute meaning to their experiences of the world, interpret their experiences, form intentions based upon their interpretations and may translate their intentions into purposeful action aimed at, as deemed by them, improving the situation (Checkland and Scholes, 1990). When intervening in a real-world problem situation, the researcher must therefore take account of the 'experience-based knowledge' of the human actors within the situation to guide the intervention (Checkland and Scholes, 1990).

The above is of special concern in a complex-coercive problem context when attempting to gain some self-understanding and mutual understanding. In a situation of conflict, to get to know what the stakeholders really think and feel in their own words, is a daunting task. GABEK (Ganzheitliche Bewältigung sprachlich erfasster Komplexität – holistic processing of linguistically represented complexity) is a technology that enables the surfacing of underlying feelings, values, attitudes and their interconnections (Zelger, 1991) and could be applied in a manner not inhibiting, or inhibiting as little as possible, the stakeholders. The ability of GABEK to surface underlying feelings and perceptions, is therefore of much value in such a situation where communication is mostly dishonest and misleading.

GABEK is well-documented (Zelger, 1991, 1992, 1993a, 1993b, 1994a, 1994b, 1994c, 1995). It is supported by the PC-program WINRELAN, developed by Schönegger and Zelger (1993). However, to comprehend the role of GABEK applied in this study as a tool in the process of moving from coercion to co-operation in a complex-coercive setting, a short note on GABEK pertains.

The starting point of GABEK is employing an open-ended question(s). In the originator's own words: "If we want to know what people think, believe, want, feel etc. we should inquire in an informal way after their opinions, attitudes, feelings. I propose to use open-ended questions so that people can answer as the fancy takes them. Only by using open-ended questions do we get the most relevant information on actual opinions, attitudes, fantasies and evaluations. Of course different individuals of different parties, institutions, interest groups hold as relevant very different aspects of their social life. As a consequence it is necessary to combine all particular aspects to an overview.....Most social problems are very complex. We can process complex problems creatively if we use as many aspects as possible for decision preparation. Complex problems are generally unstructured and difficult to define. Frequently they are tied to dynamic situations affecting a large number of individuals or groups of individuals. On the other hand the experiences gained by those affected, e.g. the employees of an institution, the participants of a social movement, members of a party etc. contain a creative problem-solving potential. In dealing with

complex problems we are interested in joining up the many partial aspects and in drawing a holistic picture of the situation. It is to be shown that (with GABEK) unsorted statements in everyday language can be analysed holistically, filtered in various ways, and evaluated accordingly" (Zelger, 1995).

The results of an open-ended questionnaire are unstructured ordinarily language texts expressing the respondents' thoughts and feelings in their own words. GABEK enables the representing of the combined unstructured responses in a holistic network, showing the layered depth structure of the situation as described by the respondents. The networking covers three distinct processes, the first presupposed by the second, and the third requiring the second.

During the first process a formal expression network, which serves as *an indexing system* for all the original responses to the open-ended questions, is developed. During the second process of networking linguistic gestalts are formed from text groups of the original responses. The formation of a linguistic gestalt is according to certain syntactic, semantic and pragmatic conditions. Each linguistic gestalt is summarised by one statement, termed a selective representation of the particular linguistic gestalt. Several of these selective representations of linguistic gestalts are grouped together as a linguistic hypergestalt – again according to the certain syntactic, semantic and pragmatic conditions. Each hypergestalten is summarised by one statement, termed a selective representation of the particular linguistic hypergestalt, and the process is repeated. The end result is a pyramidal condensation of the texts on various levels. Each level presents a network of statements. Towards the top the relevancy of the statements increases, whilst the detailed complexity of the statements decreases. In stead of pyramid, the term *tree of gestalts* can also be used to describe the result of the second process of networking. The most detailed linguistic gestalts are at the bottom of the tree and towards the top of the tree of gestalts the relevancy increases. If the opinions and ideas of more than one group of individuals need to be structured, for instance groups of employees and managers at different post levels of a large institution, a separate tree of gestalts, i.e. a separate relevancy pyramid, is constructed for each interest group. During the third process of networking the *connections between the separate trees of gestalts* are obtained by linking the separate trees of gestalts at an intermediary level. The three processes of networking contours the entire fields of opinions and feelings researched.

Advantages of GABEK are:

- the structuring of the individual text responses on the open-ended questions, revealing the underlying network of ideas and opinions,
- the providing of a holistic overview of the field(s) of feelings and opinions researched,
- the possible structuring of a causal network showing cause and effect as perceived by the respondents, since the original responses to the open-ended questions express feelings, evaluations, aims, convictions, worldviews,...,
- the possible including of all participants - those involved and those affected, thereby obtaining a holistic and more comprehensive view of the situation studied, as expressed by the participants in their own words,

- the obtaining of a creative problem solving potential, surfaced from the experiences of all the participants - those involved and those affected,

- the generating of ownership of the results amongst the participants, since they recognise their ideas and opinions, are able to identify with the GABEK results and are likely to participate in further decision making based on the GABEK results,

- the enabling of the interactive analyses by employing the software WINRELAN, which facilitates the administration of the data base, the structuring of the tree of gestalts and other analyses.

To establish a shared mission, an action plan, incorporating GABEK as a valuable tool, is proposed (Pothas & De Wet, 1998). It should be kept in mind that the prerequisite for commencing the establishing of a shared mission has been the effecting of initial structural change. The proposed action plan for establishing a shared mission amongst the stakeholders of a system within the complex-coercive problem context, is outlined below:

- Draft a document briefly explaining the notion of a worthwhile future.

- Share the document on a worthwhile future with individuals from each grouping of stakeholders. Do GABEK analyses on these individuals, separately for each grouping of stakeholders. The open-ended questions asked should be geared towards the attaining of a worthwhile future and should be formulated according to the particular situation at hand. Typical questions may include, e.g. "What do *you* want from the future?", and/or "What would *you* regard as 'a worthwhile future'?", and/or "How do *you* see your (the other stakeholders') role in the attaining of 'a worthwhile future'?". In each case, the respondents are asked to motivate their opinions. Performing separate analyses promotes openness and honest communication. Stakeholders are not confronted with the views of others and feel more inclined to express their own thoughts.

- Adapt the document on a worthwhile future and give feedback to each grouping of stakeholders separately. The stakeholders are now faced with their own underlying feelings, values and attitudes that emerged from the GABEK analyses. The information increases an understanding of the self.

- Organise a one-day workshop to work towards mutual understanding. Participants to the workshop should be influential individuals from all the stakeholder groupings. The individuals are not representative in the sense of being elected by a certain percentage of the members of the stakeholder groupings. Rather, they are selected by the researcher - with possible input from the members of the specific stakeholder groupings - for their knowledge, experience and involvement. During the workshop, the information of the GABEK analyses on all the stakeholders will be shared. It is thereby hoped to expand the stakeholders' knowledge of each other. Through group discussions, a mutual understanding may develop.

- A further GABEK analysis on the group discussions will be done during the workshop to crystallise the outcome of the workshop. The open-ended questions asked should be geared towards further

co-operation in striving towards 'a worthwhile future'.   Examples of questions may for instance include: "What actions do *you* think are necessary to progress towards 'a worthwhile future'/a certain aspect of 'a worthwhile future'"?, "Who, do *you* think, should take these actions?", "What do you think can *you* do to reach "a worthwhile future'/a certain aspect of 'a worthwhile future'?"   Again the participants are to be asked to motivate their opinions in a few sentences and again the actual questions asked should be determined by the situation at hand.   The results are to be shared at a further meeting between influential individuals.

- The desired outcome of the mutual understanding enhanced during the one-day workshop and the further meeting, is the establishing of a forum for working towards a worthwhile future.   The forum should continue beyond the first meeting and should present a continuous platform for discussion and planning.   In this way the participants may carry further within their respective environments the agreements reached and the actions decided upon.

The conceptual resolution derived above for moving from conflict to possible synergy, may be depicted as in Figure 3.2.

Figure 3.2

Moving from conflict to possible synergy: a conceptual resolution
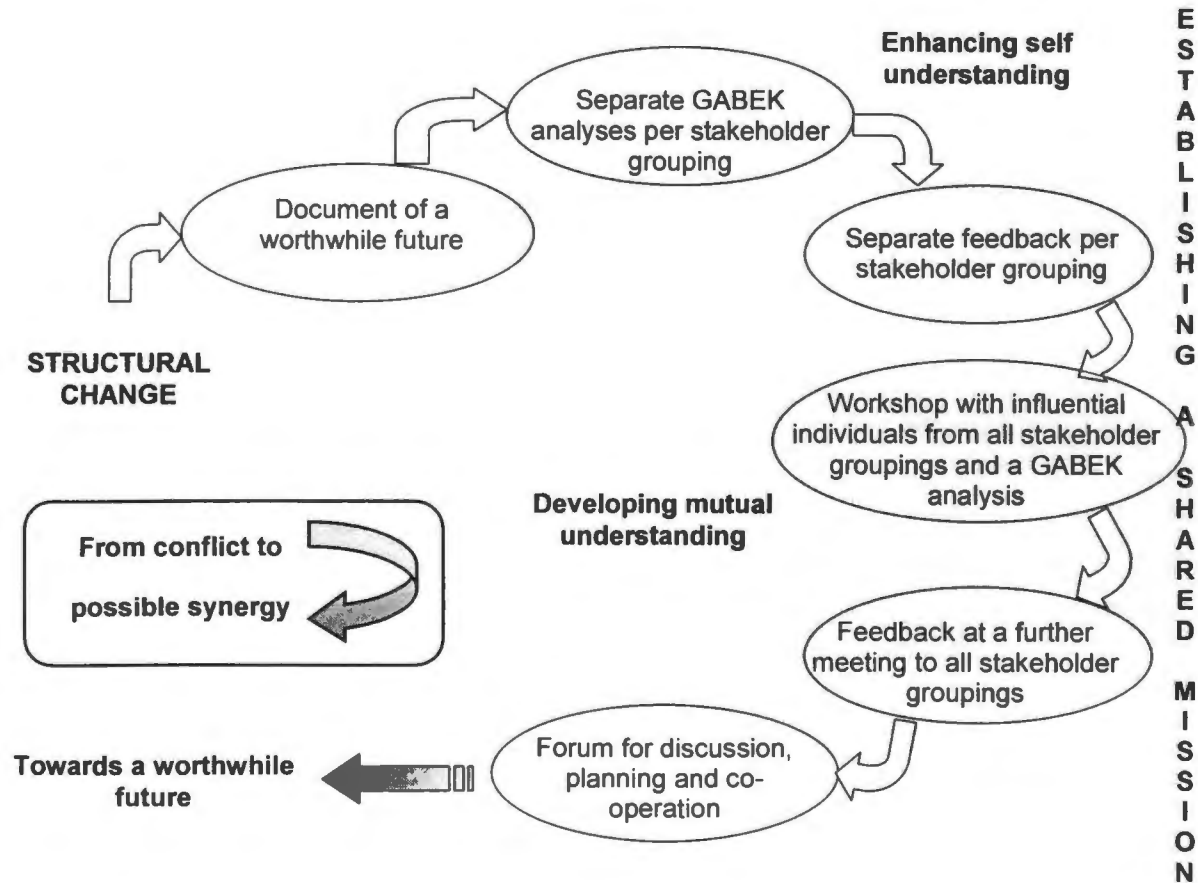
Not all of the above steps are clearly detailed; for instance how to select the influential individuals and how to gain access to members of stakeholder groupings in the first place. It is believed that these aspects are dependent on the specific situation at hand. It is hoped to clarify or at least gain some guidelines regarding the executing of the above action plan during a real world application.

The research attitude adopted here is in line with Operations Research as an applied science, theory and practice always forming a unit (Checkland, 1985; Keys, 1991; Ulrich, 1987). Theory is tested out by practice, and the development of theory leads to changes in opportunities to practice. Practice itself is the source of theory and leads to modification in existing theory (Keys, 1991). In the inquiring process of interaction between theory and practice, nor theory nor practice is prime (Checkland, 1985).

The research attitude of not being too prescriptive is also in line with the notion of a methodology as not providing "...all that is needed by the analyst or facilitator in any individual situation study" and by therefore being "...flexible so that other ideas, models, and so on, can be freely drawn on to fill the gaps" (Bowen, 1998). In other words, it is important to realise that a methodology is mouldable by a particular user in a particular situation – "...that is why a methodology is so much more powerful than mere method or technique" (Checkland & Scholes, 1990).

In Chapter 8 of this study, the conceptual resolution as outlined above is to be reflected upon after having applied it in a real world problem situation. However, it is deemed pertinent to give here some preliminary evaluation in terms of the demands derived for an appropriate methodology at the beginning of this chapter.

The proposed methodology – a preliminary evaluation

The demands inferred at the beginning of this chapter for a methodology appropriate for dealing with the complex-coercive context have been:

- the crisis should be pointed out,
- power and its ramifications must be taken into account,
- power must be seen as coercive and as enabling,
- self-misunderstandings should be exposed,
- the structural bases of the society and/or organisation in question must be considered,
- an entry point for intervention should be provided,
- it would help to gain the support of a critical mass of key stakeholders,
- more politically sensitive intervention and communication tools are needed,
- interventionists should be aware of ethical implications in persuading stakeholders to participate in change,
- a plan of action for bringing about change should be derived,

- it should be realised that regression is always possible because of some stakeholders' fear of loosing control,
- the methodology must be emancipatory, but not idealistic to the extent that it is impracticable.

Some of these have clearly been addressed by the proposed methodology. Effecting structural change incorporates that the crisis should be pointed out, that the structural bases of the society and/or organisation in question must be considered, that power and its ramifications must be taken into account, that power can be coercive as well as enabling. In discussing structural change, it has been noted that external pressure may threaten survival and create a hostile environment, thereby bringing about the realisation of a crisis. Structural change by definition implies considering the structural bases of the society and/or organisation in question and taking power to some extent into account. The fact that external pressure may force structural change is a demonstration of power as a coercive as well as an empowering force. It is coercive in the sense that the power-full are forced to realise the crisis and act accordingly; it is enabling in the sense that it empowers the power-less by structural change and, subsequently, empowers both the power-full and the power-less by introducing the hope for possible co-operation towards a worthwhile future.

Establishing a shared mission incorporates that self-misunderstandings should be exposed, that it would help to gain the support of a critical mass of key stakeholders, that more politically sensitive intervention and communication tools are needed, that a plan of action for bringing about change should be derived, that the methodology must be emancipatory, but not idealistic to the extent that it is impracticable. The developing of self-understanding via the separate GABEK analyses and the developing of mutual understanding during the proposed workshop, lead to exposing self-misunderstandings. To attempt to involve some influential individuals from each grouping of stakeholders from the workshop throughout to the forum, designates the importance of gaining the support of a critical mass of stakeholders. GABEK, by surfacing underlying opinions and feelings in the respondents' own words, as well as soliciting possible actions and solutions, is a powerful communication and intervention tool. Furthermore, to initially apply GABEK on the groupings of stakeholders separately and also by enabling individuals to express themselves without being intimidated by the presence of others, render GABEK politically sensitive. Regarding a plan of action for bringing about change, it should be noted that the establishing of a shared mission is in itself a process of change and a plan of action has been designed to this purpose. During the workshop and the workings of the forum, it is intended that various plans of actions for aspects of change as identified by the stakeholders themselves, will take shape. The proposed methodology is emancipatory: structural change takes place, which means the existing coercive patterns are addressed; a worthwhile future for all stakeholders are defined; all stakeholders are enabled to participate in the process of change and in establishing a shared mission; progress from conflict to co-operation is envisaged. The proposed methodology is rendered not too idealistic and therefore impracticable by gaining possible solutions from the perspective of the stakeholders themselves. The stakeholders suggest possible solutions and action steps from their own experience within the complex-coercive context; they also take ownership of the GABEK results expressed in their own words. The suggestions yielded are therefore not expected to be too idealistic and impracticable.

A few demands remain, namely that an entry point for intervention should be provided, that interventionists should be aware of ethical implications in persuading stakeholders to participate in change, and that it should be realised that regression is always possible because of some stakeholders' fear of losing control. The three demands are closely interlinked with actually applying the conceptual resolution. The specific situation of application will to a great extent, if not fully, determine how to address these demands. It is therefore not practical to derive beforehand - i.e. conceptually before actual application - the correct remedies to these demands. However, the interventionist should take cognisance of the responsibilities and difficulties contained within the above three demands while applying the conceptual resolution. It is hoped to gain some insight during the actual application within the real world and thereby derive some guidelines regarding the three demands not addressed so far in the designing of the conceptual resolution.

At this point, it should be emphasised that the conceptual resolution is not the final answer. In applying the conceptual resolution, lessons will be learnt, shortcomings will be highlighted, all, hopefully, culminating in an enrichment of the conceptual resolution.

3.4   Has the process of thinking out resulted in a conceptual resolution for the possible addressing of dynamic complexity as in the complex-coercive problem context?

In this chapter, the main objective, *to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context*, has been partially addressed. "To work out" refers to obtaining the conceptual resolution within the Operations Research theory, translating it to and trying it out within the South African Industrial Relations real world application. The first part of "to work out" is the obtaining of the conceptual resolution by a process of thinking out within the Operations Research theory. The purpose of the current chapter has been exactly that.

To determine whether the initial step of "to work out" has been carried out, the following question should be answered:

- *Has the process of thinking out resulted in a conceptual resolution for the possible addressing of dynamic complexity as in the complex-coercive problem context?*

A conceptual resolution entailing the notion of a worthwhile future and a two-prong approach to attain the worthwhile future, has been obtained. The conceptual resolution has been arrived at after a process of incorporating Operations Research theory, as well as social change theory and some ideas on the nature of power. Incorporating from other fields is along the natural drift of Operations Research as an interdisciplinary science applying the ideas of Systems Thinking.

In a preliminary evaluation of the conceptual resolution, it has been determined that the conceptual resolution answers to most of the demands set for a methodology appropriate for dealing with the complex-coercive context. The demands not answered for, have been perceived as being determined to a great extent, if not fully, by the specific situation of actual application. A conceptual resolution for the possible addressing of dynamic complexity as in the complex-coercive problem context has thus been obtained.

The initial step of "to work out" has thus been carried out and, at this stage of the study, the main research objective, *to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context,* has been partially met.

Postscript

Chapter 3 has presented the conceptual resolution for addressing the dynamic complexity as in the complex-coercive context. The conceptual resolution entails the notion of a worthwhile future and a two-prong approach towards attaining the worthwhile future.

A worthwhile future has been defined as a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders. The two-prong approach suggested consists of a push – structural change – and a pull – a shared mission – towards the worthwhile future.

It has been argued that structural change is to be brought about by external pressure, a demonstration of power as a coercive as well as an enabling force. A detailed action plan for establishing a shared mission has been designed. Within the action plan GABEK as a communication and intervention tool, plays an integral part.

The conceptual resolution has been shown to answer to most of the demands set to a methodology appropriate for addressing the dynamic complexity as in the complex-coercive problem context. The demands not catered for, are situation specific and it is hoped to glean some guidelines regarding these demands during the actual application of the conceptual resolution.

The conceptual resolution is not to be regarded as a final answer to the dilemma of progressing from conflict to co-operation in a complex-coercive setting. It is intended to enrich the conceptual resolution by a real world application. After having done so, even if successfully, it should be remembered that a methodology is only a set of guidelines, not a prescriptive way of working and that a methodology is mouldable by the interventionist within the particular situation of application.

The conceptual resolution derived here in Chapter 3, is to be translated to and to be tried out within an appropriate area of application. In the next chapter, Chapter 4, the South African Industrial Relations System is discussed, outlining it as a real world example of a situation within the complex-coercive problem context and therefore an appropriate area of application.

CHAPTER 4

APPLICATION: DYNAMIC COMPLEXITY OF THE SOUTH AFRICAN INDUSTRIAL RELATIONS SYSTEM
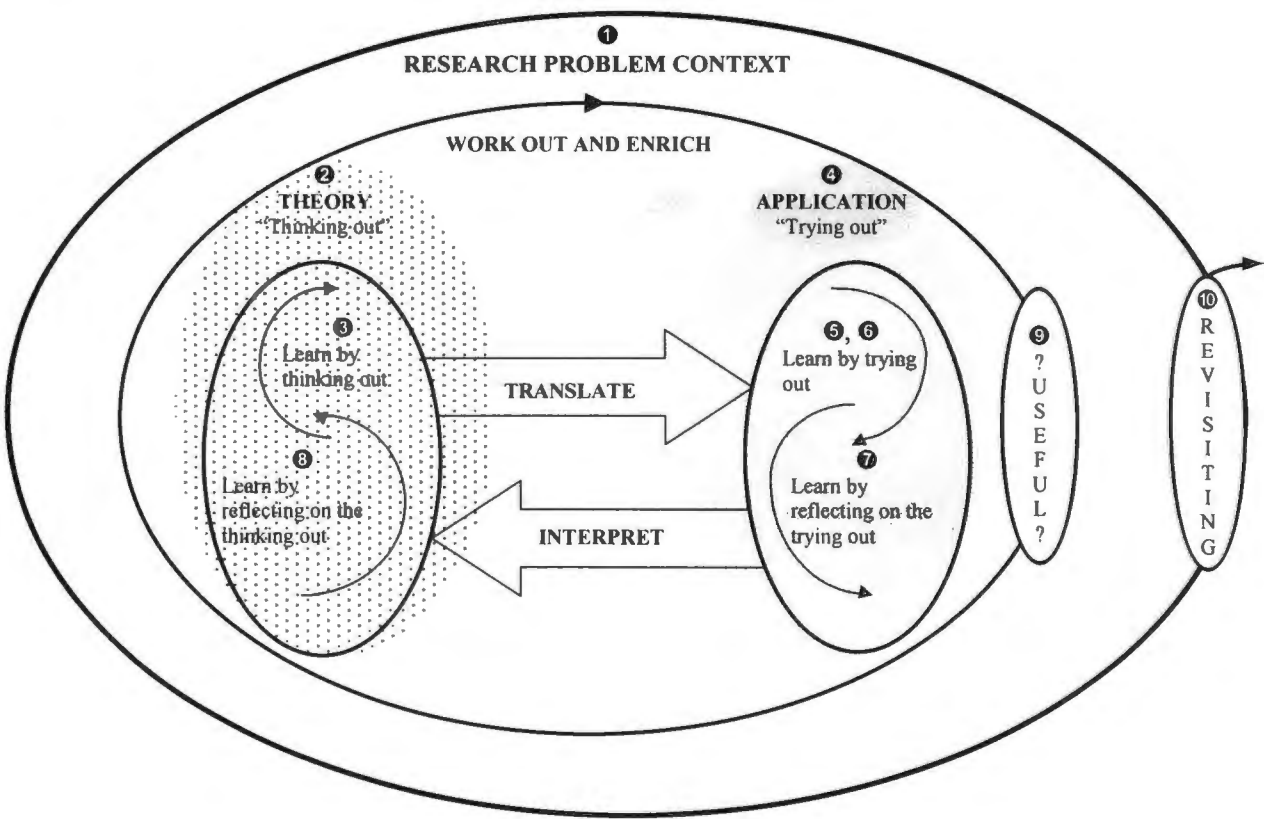
In this chapter the area of application is introduced, namely South African Industrial Relations. By depicting the South African Industrial Relations System and its environment, it is shown that the South African Industrial Relations System is a real world application within the complex-coercive context. It therefore offers an appropriate opportunity for applying and enriching the conceptual resolution developed in the previous chapter, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution.

The function of Chapter 4 is to outline the context of the South African Industrial Relations System within which the "trying out" takes place. It is attempted to lead the reader towards the next phase of the study, namely the applying of the conceptual resolution. The actual applying of the conceptual resolution is to be described in Chapters 5 and 6, while Chapter 4 sets the scene, so to speak, for the applying.

4.1   Preamble

Depicting the South African Industrial Relations System and its environment forms part of the process of responding to the main research objective - *to work out and to enrich a methodology (within Operations Research) to address dynamic complexity as in the complex-coercive problem context.* The process of working out and enriching incorporates the trying out of the conceptual resolution within an appropriate area of application. By describing the South African Industrial Relations System and its environment, it is shown to constitute an area of application within the complex-coercive problem context.

However, the depicting also forms part of the process of responding to the supporting objective - *to contribute to resolving the conflict within the South African Industrial Relations System.* The supporting objective supports the main objective since any success achieved here, would be an indication of the applicability of the methodology developed. It would be presumptuous to assume that all conflict within the South African Industrial Relations System would be resolved within the time span of this study; therefore, *contribute to resolving* rather than resolve is used.

Whether the supporting objective has been met, would be determined by asking:

- Has some form of co-operation or willingness to co-operate been expressed by the stakeholders of the South African Industrial Relations System? *("to contribute to resolving the conflict")*

The above question will be answered at the end of Chapter 7, *Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System.* The evaluation follows on applying the conceptual resolution within the South African Industrial Relations System (Chapters 5 and 6) and on enriching the conceptual resolution for South African Industrial Relations in terms of the results obtained (beginning of Chapter 7).

An initial step in contributing to resolving the conflict within the South African Industrial Relations System is to sketch the arena of South African Industrial Relations. While Chapter 2, *Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue,* has dealt with the *Operations Research theory* it is now pertinent to focus on the *area of application* to prepare for the actual applying of the conceptual resolution.

The layout of the rest of the chapter is as follows:

- Outline of the South African Industrial Relations System;
- Diagnosing of South African Industrial Relations;
- A Worthwhile Future?

In the first section, *Outline of the South African Industrial Relations System,* the stakeholders and the environment of the system, are introduced. Special attention will be paid to picturing the environment of

the South African Industrial Relations System, since the environment provides the landscape of the system.

In *Diagnosing of South African Industrial Relations*, the focus is on the turbulent history of the South African Industrial Relations System and the unsettled period at the dawn of democracy. The aim is to prove the South African Industrial Relations System as an appropriate area of application within the complex-coercive problem context. History is defined as the period prior to the 1990s, when the transformation of the apartheid South Africa has been commenced. The period at the dawn of democracy is defined as starting with the period directly following on the announcement of De Klerk, the then president, to abolish apartheid and to release Nelson Mandela (Cape Times, 1990). It is further defined as representing the state of affairs at the time of initiating the intervention as proposed in this study, i.e. round about April 1994, when the first democratic election in South Africa has taken place.

The third section, *A Worthwhile Future?*, emanates from the discussions in the two above-mentioned sections of the chapter, as well as from the conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context, proposed in Chapter 3. The aim of this section is to pave the way for the actual applying of the conceptual resolution, to be described in Chapters 5 and 6.

4.2   Outline of the South African Industrial Relations System

To facilitate the depicting of the South African Industrial Relations System, the concepts *system* and *Industrial Relations* will first be explicated.

System

A system is basically an interconnection of elements acting as a whole (Francois, 1998). The elements, or parts, interact and render the whole greater than the sum of its parts (Ackoff, 1981; Flood & Jackson, 1991). From various definitions of the concept, system (Ackoff, 1981; Daellenbach, 1995; Flood & Jackson, 1991; Francois, 1998; and numerous others) it can be derived that when discussing a system, the following aspects need to be considered:

- A system is an assembly of components interacting with each other.
- A system thus consists not only of the components, but also of the relationships between the components.
- Each component is influenced by being part of the system.
- Each component adds to the behaviour of the system.
- Each component has a purpose of its own, which may differ from the purpose of the whole.
- Because of emergence, the whole is greater than the sum of the components.
- Removing or adding a component changes the nature of the system.

- The components do not necessarily include physical things, but most often include humans and abstract things.
- Each component may be a system by itself, i.e. may be a subsystem of the system.
- A system is separated from its environment by its designated boundary.
- The boundary may be real or virtual.
- Viewing a system is to a large extent subjective. Depending on the purpose attributed to the system, and on the components included, different researchers will have different definitions of a system.
- These different definitions may all be valid, if logically consistent and effective in terms of the purpose attributed to the system.
- A system is termed closed when not reacting to its environment. In fact, a closed system rather forms part of the pre-systems view, or the machine age.
- A system is termed open when it allows inputs from and outputs to its environment, and adapts to its environment.
- A system is termed viable when it can actively learn and control, and does not simply adapt to its changing environment.

Depicting the South African Industrial Relations System has therefore to be done with due consideration to its components, the relationships between the components and its environment.

Industrial Relations

Traditional definitions of Industrial Relations emphasise the institution of conflict by collective representation, collective bargaining, joint regulations and legislative constraints. Clegg (1972) defines Industrial Relations as encompassing ".... the rules governing employment, together with the ways these rules are made and changed and their interpretation and administration". Flanders (1965) has developed the view that the main function of an Industrial Relations system is rule-making and the study of Industrial Relations may therefore be described as "...a study of the institutions of job regulation".

Rautenbach (1994) laments the preponderance of this traditional legal/ideological paradigm of Industrial Relations as confrontational. As he puts it, the legal/ideological paradigm states: "All capitalists exploit all workers because of their weakness (belief) and therefore the law is necessary to correct this exploitation by improving the bargaining power, and the conditions of employment of workers (value)."

Rautenbach (1994) also identifies some destructive myths resulting from the legal/ideological paradigm of Industrial Relations:

- The myth of exploitation of workers. It is impossible to exploit workers, because employers get what they pay for.
- The trade-off myth. Wealth creation depends on sound Industrial Relations; it does not happen at the expense of sound Industrial Relations.

- The guilt myth. Punishing employers for the wrongs of the past, will only hurt the employees further.
- The legal myth. Rules and regulations of "right" and "wrong" serve to polarise parties into conflicting camps.

According to Bendix (1996) as well, the traditional definitions do not sufficiently stress that, in essence, Industrial Relations is about a *relationship* on both an individual and a collective basis. The nature of the relationship itself will largely determine the nature of the rules and regulations; it will even determine the manner in which these are made.

Industrial Relations may thus be described as encompassing (Bendix, 1996):

- relationships,
- the work situation and working man,
- the problems and issues of modern industrialised and industrialising society, and certain
- processes,
- structures,
- institutions and
- regulations,

all of which are placed or occur within a specific social, political, economic and historical context and none of which can or should be studied in isolation."

Industrial Relations is therefore primarily about *people and their relationships*, secondly about *structures and processes*, and thirdly about the *impact of Industrial Relations* on its social, political and economic environment (and vice versa). Anything less than a holistic view of the dynamic complexity resulting from these interrelationships, will render a poorer understanding.

For the South African Industrial Relations System, this is especially true. We have an incredible variety of cultures, which results in increasing complexity, since Industrial Relations primarily concerns people. The impact of the South African Industrial Relations System on its environment - economically, socially, politically - is wide spread and has been characterised by deep-rooted conflict (Barker, 1995; Bendix, 1996; Gouws, 1986; Innes *et al.,* 1992; Rautenbach, 1994).

The South African Industrial Relations System

The stakeholders

Most authors recognise three stakeholders within an Industrial Relations system, namely, the employer (management), the employee (union) and the state (government) (Barker, 1995; Bendix, 1996; Dunlop,

1958; Fine & Davis, 1991; Gouws, 1986; Innes *et al.,* 1992; Niland *et al.,* 1994; Rautenbach, 1994; and numerous others).

In this study, the South African Industrial Relations System is defined as containing a fourth grouping of stakeholders, namely the broader community, inclusive of the unemployed. Firstly, a large fraction of the unemployed may have recently been employed and represented by unions. Secondly, the first priority of the present South African government, as stated in their Reconstruction and Development Program (African National Congress, 1994), is "... to begin to meet the basic needs of people - jobs, land, housing, water, electricity, telecommunications, transport, a clean and healthy environment, nutrition, health care and social welfare."   Job creation and job security are primary concerns within an Industrial Relations system. Furthermore, the Reconstruction and Development Program, abbreviated the RDP, as well as the present government's Growth, Employment and Redistribution Macro-economic Strategy, abbreviated GEAR (Finansies & Tegniek, 1996), emphasise the need for job creation and job security.

Figure 4.1 on the next page shows a structuring of the South African Industrial Relations System as defined in this study. The diagram illustrates the dynamic nature of the relationships between the four groupings of stakeholders, and of the impact of the system on its environment and vice versa.

A short note pertains: The stakeholders have been termed state, unions, management and community. Depending on the specific context, in this study *state* will sometimes be replaced by *government; unions* by *employees* or *organised labour; management* by *employers* or *organised business; community* by *broader community* or *the unemployed.*

A second short note: The term *Industrial Relations* is often being replaced by its (almost) synonym *Labour Relations,* indicating the broader field - not only in industry, but also in the civil services, health services, education, ... - of "governing the employment relationship".   In this study the term *Industrial Relations* is preferred, since the application – to be discussed in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System* – has been specifically in a highly industrialised area, namely the Vaal Triangle region of South Africa.

The environment

The environmental subsystems affecting the South African Industrial Relations System are the economic, the political, the social (cultural), the legal and the ecological. These must all be considered in the local context, the African, particularly the Southern African context and the global context. These distinctions are also observed in the RDP (ANC, 1994): "...create productive employment opportunities of a living wage for *all South Africans*; ...develop a prosperous and balanced regional economy in *Southern Africa*.....integrate into the *world economy...*" (emphasis current author's).

Figure 4.1

The South African Industrial Relations System
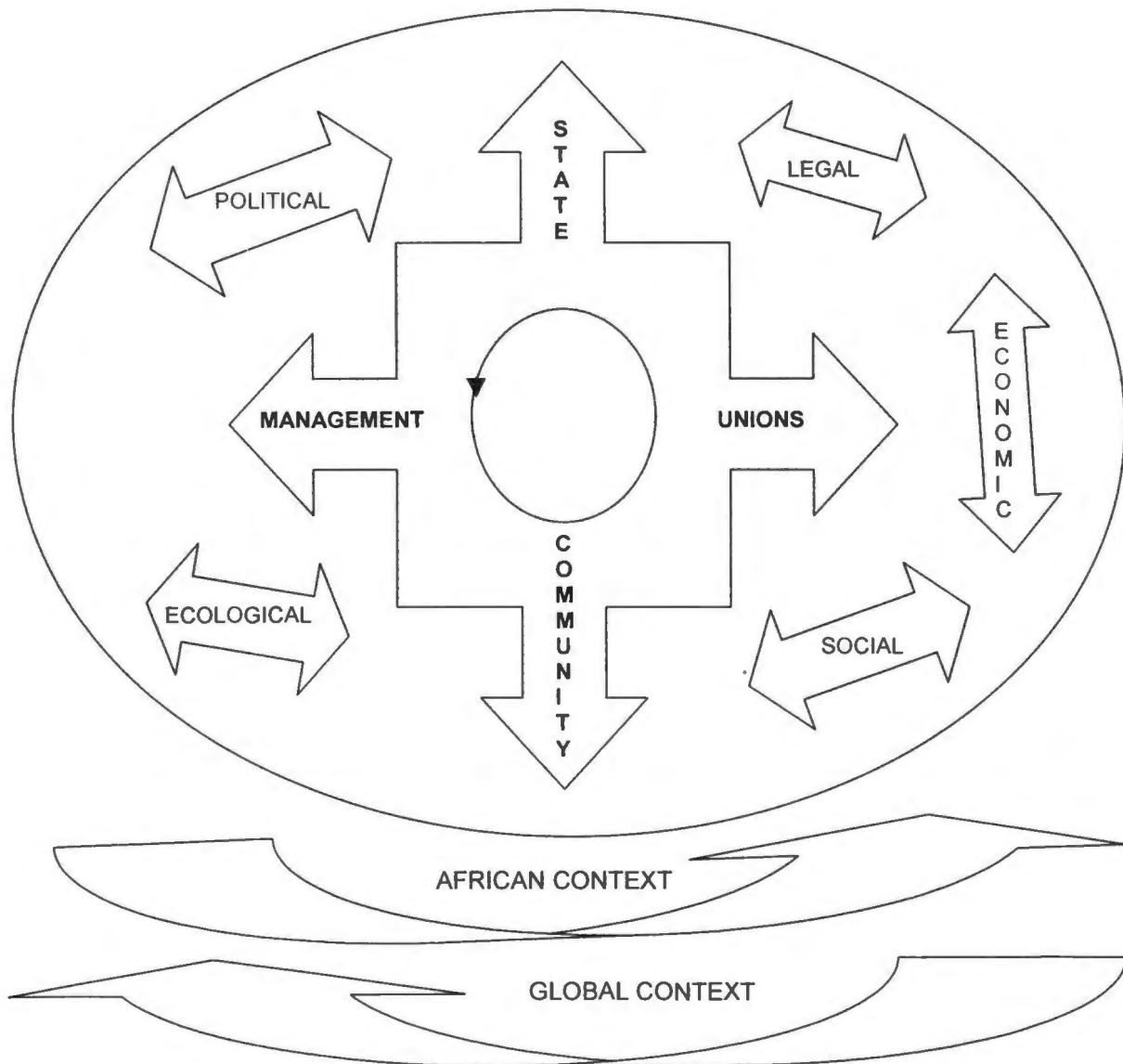
To gain some understanding of South African Industrial Relations, a brief overview of processes of change in South Africa – the environment of the Industrial Relations System - up to the first democratic election in April 1994 is given. This period covers the *history* and the period *at the dawn of democracy* as defined at the beginning of this chapter.

There is a proliferation of texts available on the change processes in South Africa. It would be presumptuous to claim to offer an in depth study. It is not intended to provide a detailed history, only a sparse sketching. The avid reader is invited to consult the original texts of the following authors, of which some include references to the role of the Industrial Relations movement: Adam and Giliomee (1979); Adam and Moodley (1993); Beck and Linscott (1991); Bendix (1996); Fine and Davis (1990); Giliomee and Schlemmer, (1985); Gouws (1986); Innes *et al.* (1992); Leach (1989); Lelyveld (1985); Lessem

(1996); Lessem and Nussbaum (1996); Pheko (1984); Sparks (1990); Walshe (1995). Beck and Linscott's work especially has been drawn upon in compiling this overview.

"To describe South Africa's historical setting as unique is to risk being glib and hackneyed. Nowhere else in the world has history placed together such a bewildering variety of peoples and cultures in close proximity and permanent settlement; in such numbers and with such great difficulties in assimilation. Africa, Asia and Europe have met before in East Africa, but never on this scale, never with the newcomers committed without reservation to staying on, nor with such demographic ratios as to make it impossible, in terms of raw power, for any group to safely dominate. European colonists have made war on each other before, as in Canada, but never on the scale of the Anglo-Boer War and never with such a huge indigenous population as onlookers. Racial discrimination has been practised before in colonial and neo-colonial societies, but never until in South Africa was it encoded in law and made fundamental to a kind of civic religion. Other countries have discovered mineral wealth but few, if any (the oilfields aside), the richness of South Africa. With its mining and secondary industry, South Africa is a colossus in African terms, yet its productivity depends on the efforts of a workforce whose very legitimacy and permanence in their homes and jobs had been challenged for decades by government, which made every effort to denationalise them." (Beck & Linscott, 1991)

South Africa is the outcome of:

- internal migrations and wars by the indigenous population,
- colonial settlement,
- imperial expansion,
- the ideology of apartheid.

The Dutch settled the Cape in 1652 with the intention of providing a halfway house on the sea route from Europe to the Far East, but later settled permanently. The next major settlement was that of the Huguenots fleeing France and settling the wine industry in the Western Cape. They fused with the Dutch to form the present white Afrikaans population, with a significant admixture of Germans. During the early years, slaves were imported from Indonesia and West Africa to work the farms. Most of the present "coloured" community, still mainly located in the Cape, stems from these slaves. In the early nineteenth century, the Cape passed to British control as a result of the post-Napoleonic agreement. In an attempt to stabilise a frontier, British Settlers were positioned as farmers in the Eastern Cape, where regular border wars occurred against the Xhosa people who had been gradually drifting southwards for generations. When the territory of Natal was annexed by Britain at a later stage, another significant British settlement occurred.

Meanwhile the Zulu people had been establishing a powerful empire, causing entire populations to flee as far as present-day Zimbabwe and Mozambique, leaving huge parts of the interior unoccupied. Therefore, when the Voortrekkers (Boers) left the Cape to escape British rule, they entered what appeared to be unoccupied territory. Only upon crossing the Drakensberg mountain range into Natal and later upon

trekking further north into the present day Gauteng and Mapumalanga, did they encounter the Zulus and the Matabeles (an offshoot of the Zulus) respectively. Both indigenous groups were defeated after a series of skirmishes.

The discovery of diamonds and gold spurred Britain to invade the Southern African hinterland, defeating the Zulus and the two Boer republics of the Orange Free State and the Transvaal. The British Empire extended to present day Zimbabwe, then Rhodesia. Zululand was annexed to the crown colony of Natal, the Xhosa territory of Transkei was annexed to the Cape Colony to secure the Eastern Cape frontier. Britain established protectorates in Basutoland (today's Lesotho), Swaziland and Bechuanaland (today's Botswana. "This pattern of annexations and protectorates has had significant consequences. Whereas the numerically large and military powerful Zulu and Xhosa groups were defeated and incorporated with crown colonies which later became provinces of the Union of South Africa, the smaller and weaker Basotho, Swazi and Botswana peoples followed a different route to sovereign independence (they spurned provisions in the South Africa act for their eventual incorporation with the Union). The irony is great – and not just for the Xhosas and Zulus. If the architects of Union had in mind a white-dominated South Africa, they took with them the seeds of its destruction – the two largest and most militant groups of the sub-continent, who provide the core support today for the African National Council (ANC) and the Inkatha Freedom Party (IFP)." (Beck & Linscott, 1991)

The discovery of gold and diamonds also led to the third wave of white immigration, not only from Britain, but also from Europe, Australia and The Americas. Black workers migrated to the towns for employment on the mines. The pattern of migrant labour persisted and was later encouraged by the apartheid government. Finding employment on the mines had also been the start of today's urbanised black labour force.

The Anglo-Boer War was followed by some sort of reconciliation and the forming of the Union in 1910. The Union comprised four colonies, namely the Cape Colony, Natal, Transvaal and the Orange River Colony, and some central and provincial government, but with central authority in control. Centralised decision making was continued after the take over of government by the National Party in 1948, culminating in the abolition of provincial councils in 1986. "It has had a profound effect on political life in South Africa. A culture of winner-takes-all has imbedded itself. There are no second prizes. Rule or be ruled. It is hardly surprising that the ANC tends toward a mirror image of National Party attitudes of the past, envisaging only one locus of real power. " (Beck & Linscott, 1991)

During the time of the Union the blacks of the Cape lost their voting rights; after 1948 coloured men were first put on a separate voters role before losing their voting rights completely; white "natives' representatives disappeared from parliament; two Land Acts, those of 1913 and 1936, prohibited blacks to purchase and own land outside traditional tribal territory. These Land Acts were the basis for the later homeland policy of a series of black statelets. Presently the minority whites own 87 percent of the land surface of South Africa. The land issue has fused black anger and is the emotional wellspring of the extremist Pan African Congress (PAC).

South Africa became a republic in 1961 with the National Party and apartheid in the rule. Black protest developed. The African National Congress (ANC) began as a conservative forum of chiefs and black urban professionals, radicalised. Activism culminated in the Sharpeville shootings of 1960. Both the ANC and PAC were banned. Their reaction was to go underground and into exile, launching an armed struggle. Four of the black homelands opted for independence; others, including KwaZulu, refused independence. Grand apartheid seemed to be succeeding to some extent and South Africa enjoyed prosperity. At that stage the neighbouring countries were under white rule: Rhodesia and the two Portuguese colonies of Mozambique and Angola. A coup in Portugal caused rapid decolonisation and Rhodesia was taken over by a black government after years of a bitter guerrilla struggle. All of a sudden, South Africa had an extensive border to protect. Internally, the youth of Soweto, the giant black township outside Johannesburg, erupted into unabated violence.

The National Party government under the leadership of PW Botha responded twofold. Militarisation, cross-border strikes and destabilisation increased. Many whites were killed in military action in Angola, for instance. The second type of response was an attempt to involve the coloured and Asian communities in government by separate houses of parliament. The instituting of the tricameral parliament split the National Party and the right wing Conservative Party was formed. Black opposition manifested in the forming of the United Democratic Front (UDF) in protest against the 1983 Constitution that excluded blacks from representation in parliament. Township unrest galvanised and, ironically, black on black violence increased, with the UDF, a near surrogate of the banned ANC, clashing with Inkatha.

The above encompasses - albeit briefly – the main ingredients for the turning out of the environment of the South African Industrial Relations System. In the next session, *Diagnosing of South African Industrial Relations,* an overview of the history of South African Industrial Relations will illustrate the profound effect the history, even the early history, of the forming of the country that is South Africa, had on the development of South African Industrial Relations.

The result of the intricacies of South Africa's history, described above, is very eloquently epitomised in the following quotation from Spark's (1990) *The Mind of South Africa*:

> *"Two minds, two worlds, one country: the kind of country H.G. Wells might have invented, or that Jonathan Smith might have sent Gulliver to, where people occupy the same space but live in different time frames so that they do not see each other and perceive different realities."*

4.3   Diagnosing of South African Industrial Relations

This section will offer an extremely concise account of the history of South African Industrial Relations during the recent years. Two periods will be covered. The first, termed *South African Industrial Relations Yesterday,* is the period prior to the 1990s when the transformation of South Africa has been initiated. The second, termed *South African Industrial Relations at the Dawn of Democracy,* is the period from the

announcement of the abolishing of apartheid up to the first democratic election in South Africa. There are various reasons for this division. The period prior to the nineties is steeped within the development of and the practising of apartheid. From announcing the abolishing of apartheid to the first democratic election denotes a volatile period of extreme uncertainty, of extreme expectancy, of extreme flux. Also, the starting point of the trying out of the conceptual resolution derived in Chapter 3 of this study is beginning 1994.

With the accounts is endeavoured to manifest South African Industrial Relations as an appropriate area of application within the complex-coercive problem context. It would be presumptuous to claim that an in-depth portrayal of the South African Industrial Relations System, its development and its practices is presented. For the purposes of this study, this is also not what is required here. What is required, is to portray some aspects highlighting the complex-coercive nature of South African Industrial Relations, with the essential purpose of establishing South African Industrial Relations as an appropriate area of application.

South African Industrial Relations yesterday

South Africa has for long been marked by historically, politically and legally entrenched racial divisions, as illustrated in the previous section, *Outline Of The South African Industrial Relations System* when discussing *The Environment*. Two distinct societal groups were established, which "...because one group perceived itself as being politically, socially and economically underprivileged, often had conflicting interest" (Bendix, 1996). The divisions of the socio-political system reflected also in the Industrial Relations System, as can be deduced from the following historical framework (Bendix, 1996):

- **The preindustrial era**
  Mainly agrarian society.
  Master and Servants Act of 1841, amended 1856 to provide for harsh punishment of black servants who defaulted in their work.
  The unskilled position of the black employee already entrenched.

- **The early years of industrialisation (1880 to 1924)**
  Discovery of gold and diamonds.
  Skilled immigrants, mostly British.
  Mechanisation: Skilled white unions insisted on guarantees for *white job security*.
  First regulation instituting an industrial colour bar (1897) prevented black employees from becoming engine drivers.
  After the Anglo-Boer war, the unskilled whites were included in the previously only skilled (white) unions.
  Multi-racial and non-racial unions were established in the secondary industries.

White mine workers strike 1913; General white workers strike 1914.

Transvaal Chamber of Mines *recognised white unions* in 1915.

Price of gold fell 1920, retrenchment of 10% of the white work force. Led to 1922 Rand Rebellion, crushed by the army. In spite of the Industrial Conciliation Act of 1924, the result was the *fall of the Smuts government.*

- **Rise of the black trade union movement**

  First recorded strike by black workers was in *1896* when black mine workers reacted to a decision by management to reduce wages.

  More strikes and dissatisfaction followed and in *1918* the Industrial Workers of Africa (IWA), *the first union for black workers,* was founded.

  The Industrial and Commercial Workers' Union of South Africa (ICU) took over IWA.

  In 1924 its membership was 30 000, higher than any other worker federation, but it *disintegrated in the late 1920s.* The then Prime Minister, Barry Hertzog, said: "The ICU, to my mind, was not a trade union. It was *a political organisation with members recruited from every walk of life."*

- **The Industrial Conciliation Act of 1924**

  Provided for the first time the machinery for collective bargaining.

  Definition of employee excluded "pass-bearing natives".

  Twenty-five years before the apartheid policy was legally entrenched by the National Party, apartheid was imbedded in the Industrial Relations System. Civilised Labour Policy introduced by PACT government, marked the beginning of an active campaign to promote white, especially Afrikaner, employees.

  The Native Administration Act of 1927 made it an offence to promote hostility between the races. Subsequently, the Act was used effectively *against black unionists.*

- **The growth of the manufacturing and service industries (1925 to 1948)**

  Afrikaner nationalism increasingly influential.

  The 1929 depression and World War II led to the *poor white* problem and the National Party campaigned to organise white Afrikaners into trade unions.

  Greater division in labour ranks: white/black, white/communist, white Afrikaner/English speaking white.

  Black unions also formed although not allowed to belong to registered organisations.

  Black unions, as well as the all-white Afrikaner trade unions, were necessarily *not only economic organisations, but also people's bodies,* representative as much of a mass movement as of specific employee interests.

- **Ascent of the National Party Government (1948 to 1970)**

  The *polarisation* between race and *English/Afrikaans* increased.

  Apartheid laws, such as those regarding influx control and group areas, were passed.

  Unions were all white, independent black or multi-racial (black, coloured, Asian).

  In 1960, the African National Congress (ANC) was finally banned.

  Industrial peace from 1960 to 1970.

- **Wiehahn (1970s)**

  Black workers more conscientized to their rights.

  Black workers constituted the majority of the working population.

  During-1972 – 1973, a *strike wave by black workers*. Strikes were *illegal*, but *no arrests* were made.

  The new era in South African Industrial Relations began here.

  Wiehahn Commission to solve the problem of *black worker militancy*.

  Recommendations, inter alia, were:

  ◊ full freedom of association,

  ◊ trade unions irrespective of colour, race or gender, allowed to register.

  The *Industrial Conciliation Amendment Act of 1979* reinforced the new era. By 1983 some of the major changes were:

  ◊ "employee" redefined to include all persons working for an employer,

  ◊ job reservation clause repealed,

  ◊ defined "unfair labour practice".

- **Developments during the 1980s**

  Trade union growth coincided with the mushrooming of *protest movements*.

  Only legitimate public forum for black employees.

  Politically prominent position.

  Strike frequency: 101 in 1979; 1 025 in 1980; 1 148 in 1987.

  Community-based unions were established.

  Launching of COSATU (Congress of South African Trade Unions) at the end of 1985. COSATU set itself a dual *economic and political role,* and organised industrial unrest not only because of labour related issues, but also because of social considerations.

From the above framework, it can be deduced that the structures of the South African Industrial Relations System have mirrored the structures within the broader South African society and that the divisions existing within the society have been reproduced in the Industrial Relations System. A further point noticed is that events from outside the Industrial Relations System have influenced the system. The converse is equally valid: actions and events within the Industrial Relations System have impacted on the South African society. In fact, actions within the Industrial Relations System have been forerunners of changes outside the system. The formation of COSATU, for instance, including the movement's

unambiguous positioning as not only an economical, but also a political agent for non-whites, has precipitated political change in South Africa.

A short note pertains: In the rest of the study, discussing the trade union movement will most often be done in regards to COSATU, which has established itself as the country's most powerful union federation and more than five times bigger than the second biggest federation (Barker, 1995; Levy, 1992).

A second note: COSATU is based on the principles of non-racialism and is a multi-racial organisation (Barker, 1995; Levy, 1992). In this study, however, a distinction is made between *black* and *white,* not specifically referring to the *coloureds* and *Asians*. In most instances, when using *black*, e.g. when referring to the *black* trade union movement, it is implied that coloureds and Asians are included. Distinguishing between *black* and *white,* and not between *black, white, coloured* and *Asian* is simply a matter of convenience and not intended as a slight to any population group.

South African Industrial Relations at the dawn of democracy

The above framework of *South African Industrial Relations Yesterday,* together with the discussion of the environment of the Industrial Relations System in the section *Outline Of The South African Industrial Relations System,* provide a broad sweep of the backdrop to 2 February 1990 when FW de Klerk, the then president and National Party leader, announced the unbanning of the ANC, the PAC and other organisations; the release of political prisoners, notably Nelson Mandela; the lifting of the state of emergency; negotiations with the ANC and others; the abolishing of apartheid legislation. His announcement heralded an era of expectation, but also of uncertainty. With apartheid on the point of being abolished, old ways of thinking and doing were increasingly becoming obsolete. The Industrial Relations System has also been experiencing this hiatus.

The day of the first democratic election in South Africa, 27 April 1994, is declared as the starting point of the new South Africa. However, the process of creating post-apartheid South Africa has started long before 27 April 1994. Labour, specifically black unionisation, has played a key role at the forefront of the process of creating post-apartheid South Africa (Kane-Berman, 1992; Naledi, 1994). Especially in the late 1980s, when other components of the mass democratic movement have been heavily suppressed, numerous general strikes, mainly led by COSATU, agitated for change.

In apartheid South Africa the politics of apartheid had to a great extent determined the roles of the stakeholders of the Industrial Relations System. A style of adversarial bargaining developed in apartheid South Africa (Bendix, 1996), and in Industrial Relations the issue was how to force a bargaining partner to make concessions. In post-apartheid South Africa Industrial Relations System faces a critical shift: the mainly coercive role played by all the stakeholders within the system, will have to be replaced by a constructive role if post-apartheid South Africa is to develop at all economically. A new mode of synergy needs to be established within the entire Industrial Relations System to forge a working relationship

between the stakeholders and to shape a worthwhile future. However, succeeding in this endeavour would entail progressing from a situation of conflict to one of co-operation.

At the dawn of democracy, all the stakeholders of the Industrial Relations System need to make important adjustments and redefine their roles. Complicating the transition period, is also the fact that by the beginning of 1994 South Africa has been suffering an economic recession already since 1990, with severe effects: retrenchments, increasing unemployment, little job creation (Barker, 1995; Landman, 1994; Levy, 1993). Accounts of the state of affairs of South Africa and of the Industrial Relations System at this time of flux abound. Perceptive insights can be gained from authors such as Adam and Moodley (1993); Barker (1995); Boon (1996); Consultative Business Movement (1994); Giliomee *et al.* (1994); Innes *et al.* (1992); Lessem (1996); Lessem and Nussbaum (1996); Levy (1991, 1992, 1993, 1994); Naledi (1994); Walshe (1995). Some of these insights are given in the following sections.

Unions

All unions are grappling to define a new role for themselves. "White racist unions are denying that they are racist and are developing a less overtly political role for themselves. Others from the old union establishment are lamenting the loss of easy access to the government, and hoping there is room for a moderate bloc within organised labour. And COSATU unions are trying to define a role which both supports the new government, and promotes worker rights." (Naledi, 1994)

In apartheid South Africa the union movement had been the only legal mouthpiece for the black population's political aspirations (Brown, 1993). The union federation COSATU was founded on 1 December 1985 and can boast an increase in market share of over 300% in its first six years (Hartford, 1992). According to Naidoo (1992), the then secretary-general of the union federation, COSATU's success can be attributed to the fact that "...thanks to apartheid which is a particularly vicious form of exploitation, we also offered a product that was bound to sell well – unity against racism, low wages, unemployment...".

During the transition period, the black union movement has played a key role as well. Since 1990 many black unionists have been holding prominent positions in the ANC and the PAC; COSATU has been partners of the ANC and the South African Communist Party in a tripartite alliance; COSATU's efforts have helped to secure an overwhelming electoral victory for the ANC; COSATU has been part of the originators of the Reconstruction and Development Programme (RDP). However, at the dawn of democracy, the black union movement is facing a crucial turn: "Unionists born and reared in the tradition of the '*struggle*' (mixed, admittedly, with a great deal of hard-nosed pragmatism) now face the prospect of a much less glamorous attempt to win and wield a very different, far less exciting, form of power" (Levy, 1993). COSATU will have to deal with losing its status as "...'liberation' movement that use to do much more than just fighting for workers' rights" (Landman, 1994).

Some of the difficulties confronting the black unions, in particular COSATU (Barker, 1995; Innes *et al.*, 1992; Landman, 1994; Levy, 1993; and others) are:

- The drain of top officials who have joined the ANC election list. Although this might strengthen COSATU's power base in the new government, it considerably weakens the internal leadership of the black union movement. Furthermore, the ANC has stressed that "…the unionists are running for office as ANC, not COSATU, candidates and that they will be subject to caucus discipline…" (Levy, 1993).

- The exodus from the Industrial Relations field since 1990 of several experienced unionists because of lucrative business offers and/or because of having achieved the goal of the struggle against apartheid.

- Losing its status as liberation movement will affect COSATU's preferential treatment in international bodies, such as the International Labour Organisation (ILO). Also, the black union movement may lose its international sources of finance, and logistical and training support. Its ability to deploy resources and to operate effectively on the ground will hereby be influenced.

- With South Africa's high employment rate – experts rate it any where between 40% and 50% - the black union movement could become the representatives of "an elite", i.e. the few employed.

- It will be more difficult to mobilise pressure against a majority government than against the minority apartheid government. Influence will not be guaranteed and unions "…may again have to be far more strategic about the ways in which they seek to maximise their muscle" (Levy, 1993).

- Attention will have to be geared towards putting inequalities at the work place right, e.g. affirmative action, education and training, work place democracy.

- South Africa's acceptance to the global arena means open trade and increasing globalisation; the subsequent demand for world class quality implies a commitment to productivity and competitiveness. Would more jobs be at stake because of globalisation?

The above concerns can be summarised by three elements crucial to the black union movement in the time of transition:

- "the state of *organisation*   - membership size and strength, and the ability to campaign and win demands

- the union's *machinery* – the ability to effectively use its resources (human and material)

- the labour movement's *vision* – its ability to define a coherent role under new circumstances and its capacity for strategic leadership; one which combines defence of worker interests with commitment to supporting and deepening the democratic transition"   (Naledi, 1994).

It has been mentioned that the white unions are also experiencing a crisis. Should the white right wing be allowed to retaliate at the political changes by using the white unions to withhold skilled labour in critical industries?   "To date very few observers think it probable that the white right will be able to

mobilise their labour power to bring critical industries to a standstill. Are white workers sufficiently radicalised to embark on a COSATU-like two or three day stayaway in e.g. Eskom, Transnet and the mines? If they can pull that off, and employers take retaliatory action, will workers be able to mobilise colleagues in other industries to withstand the employer action?" (Landman, 1994)

Regarding the low intensity of white union actions since the ascent of the National Party government and of apartheid, cohesion and united action by white workers seem highly unlikely. However, political changes and especially changes in their everyday life may radicalise white workers. Examples of such changes are:

- Job security being undermined by affirmative action programmes,
- "White" schools perceived as becoming overcrowded by black children,
- Fear of chaos, disintegration and an anti-white bias from new South Africa institutions,
- Rumours of deteriorating health care in hospitals,
- Police officers perceived as biased and anti-white,
- Having family or friends been killed/hurt in violent crime.

The question is whether the white right wing will accept all this passively, or "…will a radicalisation set in that can be mobilised by existing structures and leaders, like trade unions, churches and (small) political parties?" (Landman, 1994)

Although for different reasons, the white unions, as the black unions, face the uncertainty of how to deal with a new government and a changed political scenario.

Management

Management and organised business also need to take stock of their positioning in the post-apartheid South Africa. The constrained business environment of the apartheid South Africa, perhaps not accepted by all, had the convenience of clearly defined norms and rules. Since 2 February 1990, South Africa has moved into a more open environment in which the old rules and norms are being swept aside, without new rules and norms as yet having been established. "Effectively, business has no clear set of rules to guide it at the moment and, consequently, is not sure where it stands or where it is going." (Andrews *et al.*, 1992)

The key questions for business, derived from, inter alia, Andrews *et al.*, (1992), Barker (1995), Landman (1994), Levy (1993) are:

- What power does business have, especially in relation to other organised groups?
- How does business prepare itself for the future, especially in the time of transition whilst it would be difficult to draw black employees, unions and political groups into discussions before the country's political dispensation has not been resolved?

- How to become competitive in the global arena?

- The change in leadership in COSATU will result in employers having to deal with a new generation of union leaders. How to develop a new network of relationships and understandings?

- The black union movement will most probably now focus on work place issues, such as affirmative action, disclosure of information, participative management. Could a return of the kind of militancy experienced at the commencement of (black) unionisation in the early eighties be expected?

- In contributing to resolving the conflict between equity and sound policies, will business have to oppose certain extreme policy measures whilst making compromises on others? For example, no to nationalisation, but yes to intensive human resources development programmes? Yes to voluntary bonds to finance reconstruction and development, but no to prescribed assets?

- How does the management of a company respond to the changing environment in terms of reorienting the company within that environment?

- How should the management of a company transform their human resources development?

- Affirmative action is a burning issue. How to deal with it effectively, i.e. not compromising on standards, but fulfilling expectations?

- The face of management in the apartheid South Africa has been white and predominantly male. In post-apartheid South Africa this face will be becoming increasingly black. Management has been accustomed to presenting an undivided face towards unions and employees. In the post-apartheid South Africa, it is most likely that management would include "loyal unionists". How to cope with divided loyalties?

- How to tackle the issue of workplace democracy?

In conclusion, to paraphrase Andrews *et al.*: "...business needs to adopt a two-pronged strategy. The first is externally oriented and involves developing and shaping new rules for the game. The second is internally oriented towards redesigning the firm. Ultimately, it is the success or failure of this latter approach which will determine who most successfully adapts to a post-apartheid South Africa."

State

The two major political forces – the National Party (NP) and the African National Congress (ANC) – have agreed on a Government of National Unity for the period of transition (Giliomee *et al.*, 1994). The transition period is to be used to resolve the political dispensation and to draw up a new constitution. Sooner than later, however, especially the ANC, as the majority group in power, would have to spell out its stance regarding Industrial Relations.

In the process of preparing itself for "normal" politics, the ANC has been confronted by various obstacles. In the words of ANC spokesperson Gill Marcus: "The emotional support for the movement is massive, but translating that support into a knowledge and understanding of the ANC's policies, strategies, programmes and tactics is proving to be an unenviable task." (*Natal Mercury,* Feb 4, 1991)

The following are regarded as main tasks for the government to consolidate democracy in South Africa (Adam & Moodley, 1993; Giliomee *et al.*, 1994; Innes *et al.*, 1992; Landman, 1994a, 1994b, 1994c; Levy, 1992, 1993, 1994):

- Encourage an openness, accountability and transparency. The government is a servant, not a master.
- The constitution is the law of the land, not the winner of the election.
- Assume responsibility for programmes to rebuild disadvantaged communities.
- Institute programmes to effect merit-based participation in the economy – as owners, managers, and supervisors – of the previously disadvantaged.
- Allow vibrant and powerful institutions of civil society independent of the state and ruling party.
- Accept the central role of the private sector in the creation of wealth.
- Accept freedom of market forces in the economy.
- Recognise the need to stimulate foreign investment.
- Accept a fair distribution of income and health.
- Accept equal opportunity for all.
- Realise South Africa's interdependence in the global economy.
- Ensure a balance between its role in promoting economic growth and its social responsibility to the populace.
- Intervene in the economy only to facilitate sustainable growth.
- Stabilise the macro-economy through appropriate monetary and fiscal policy.
- Promote enterprise by deregulation, privatisation.
- Expand the economic base through maximising South Africa's competitive advantage in mining, agriculture, manufacturing, tourism and informal sector development.
- Reorient the economy towards competitive integration in the global arena.
- Develop human resources through relevant education and training, through protection of workers' rights, and through the equalisation of opportunity in the economy.

The above seems an insurmountable task. To what extent should the state intervene in Industrial Relations, apart from passing legislature? Furthermore, some of the requirements may impact on the ANC's alliance with COSATU and with the South African Communist Party (SACP). Regarding the ANC-COSATU alliance, Levy (1994) expresses the following: " There is much evidence of disenchantment within COSATU at the government's economic direction and a feeling that unionists who entered government have abandoned their roots. At the same time, there are signs that the ANC's enthusiasm for its ally has diminished: at a recent policy conference, Labour Minister Tito Mboweni turned pointedly to COSATU's Enoch Godongwana as he discussed tentative research confirming that wage rises will eat up productivity gains, stifling job creation."

However, the above is not as clearcut as it seems. While it has been predicted that the responsibilities of office and the realities of the world market will increasingly convince the ANC that militant unionism and the ambitious redistribution, which COSATU favours, are expensive luxuries, the evidence suggests

otherwise. "In the year in which the gulf between the two is meant to have widened, the ANC majority in parliament passed the most union-friendly labour legislation in our history.....the ANC has no great incentive to end it (the alliance) – on the contrary. The ANC places a high premium on remaining a broad umbrella under which a variety of interests can shelter." (Levy, 1994).

The alliance with the SACP is regarded favourably neither by the ANC's international anti-apartheid allies, nor by the non-socialist anti-apartheid activists in South Africa. ANC allies, as well as the majority of South African whites, coloureds and Asians become increasingly worried because "... the more the ANC becomes a normal political party, the hollower sounds the standard answer – that the Communists are only loyal members of a liberation movement from which they take orders. When the same personnel serve crucial roles in both parties, either their policies have merged or the one is using the other for its own ends. At issue is not only the economic vision of self –proclaimed Marxist-Leninists but also the commitment to multiparty democracy and the tolerance of political dissent." (Adam & Moodley, 1993)

The broader community

Although not traditionally regarded as one of the stakeholders of an industrial relations system, in this study it has been postulated that the broader community and the unemployed should be regarded as one of the stakeholders of the South African Industrial Relations System for various reasons. One is the fact that a large portion of the unemployed has been employed recently and has been represented by a union. Another is the importance of the upliftment of the poor, as expressed in the Reconstruction and Development Programme (RDP) of the ANC.

At the dawn of democracy, euphoria exists amongst the poor. Expectancies are high. "The prospect of political change has awakened high black economic aspirations. Not only do we have one of the most unequal income distributions in the world, but also the rich are almost all white and the poor almost all black. This is a result not of some natural accident, but a deliberate outcome of government policy. It is therefore inevitable that the majority should expect change to bring them not only the vote, but houses, jobs, and schooling. Voters will expect a majority government to deliver these benefits and may react angrily if it does not." (Friedman, 1992)

In two nationwide and representative personal interview-based surveys on expectations conducted in 1993 amongst South Africans (Schlemmer, 1994) the proportion blacks answering that they would demand and expect certain improvements were as follows across the range of following probes (items paraphrased, sample size 1100):

	% demand/expect
• Enforced minimum wages	58
• Subsidies to lower transport and food prices	56
• Ready-built houses provided by government	58
• Government to provide work to all unemployed	71

	% demand/expect
• Free schooling to all children	70
• White schools to accept all black applicants	71
• Black farm workers given part of farmers' land	54
• Whites more heavily taxed for welfare for poor	50
• Companies forced to appoint more blacks until certain goals achieved	43
• Whites in civil service retrenched to make way for blacks	46

In another survey, also by Schlemmer (1994), conducted in 1992 and based on a nation-wide sample including 1 660 blacks similar results were obtained. The following selection of items and percentages endorsements mirror the material frustrations and high expectations amongst the majority of black people:

- African people cannot be blamed for stealing, because whites have been selfish — 67%
- The main task of a new government is to make sure that people like me can live like most whites — 81%
- What will happen when all people are allowed to vote for a new government?
    - ◊ Blacks who want to farm will get land — 70%
    - ◊ Many jobs for blacks in the civil service — 71%
    - ◊ Everyone will have jobs — 58%

The above results should be considered in the light of the fact that the majority of blacks are poor and that the majority of the poor are black. For example, in a study on quality of life conducted in 1988 by Möller (1989), no more than the following proportions of a nation-wide sample of blacks were either satisfied or very satisfied with the dimensions of their lives listed:

- Own wages or salary — 15%
- Prospects for income in old age — 11%
- Own education — 26%
- Job opportunities — 17%
- Ability to provide for family — 32%
- Life compared with other race groups — 27%
- Overall life satisfaction — 32%

Since the Industrial Relations System is the creator of wealth (Barker, 1995) and since the prosperity and peace in South Africa depend to a great extent on tackling the poverty issue (Innes *et al.*, 1992), it is of utmost importance to be concerned with the expectancies and plight of the unemployed.

At the dawn of democracy, the unemployed also face the need to adapt. According to Diamond (1994) popular organisations within black communities must adapt:

- "From resistance and hostility to (apartheid) sate authority, to acceptance of the authority and legitimacy of the democratic state.

- From seeking to displace the state as alternative authority structures, to engagement with the sate as watchdog, advocate, and development partner.

- From a self-styled monolithic broad front, to acceptance of democratic pluralism and competition of interests within the urban black community, and to acknowledgement of the need for dialogue and negotiation among those interests (no less than between them and the state).

- Thus, from the representation of an undifferentiated black 'community' to the representation of more discrete and internally diverse interests.

- From close affiliation with the ANC to autonomy from political parties and the struggle for state power.

- From constituting the main outlet for black political leadership to being a continuing source of training and recruitment of blacks into the political arena, and therefore having continuously to identify and train new organisational leaders.

- From secretive and poorly institutionalised organisations with informal procedures and memberships to transparent and institutionalised with formal procedures, written rules, and openly documented memberships and finances.

- From blocking the plans of state authorities to initiating positive developments and policies of their own.

- From organisations dominated (for the most part) hierarchically by local activists imposing their strategies from above, to more internally representative structures, better able to articulate and reconcile divergent viewpoints.

- From a disparate set of local organisations to some sort of more closely networked national structure, with a better balance between the need on the one hand for local autonomy and responsiveness and the need on the other for regional and national co-ordination if these organisations are to have any coherent impact on the nation's development policies."

Verdict

The aim of this chapter is to determine whether the South African Industrial Relations System constitutes an appropriate area of application within the complex-coercive context. In Chapter 2, *Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue,* a context has been described as complex-coercive when:

- the situations of concern are perceived as complex and the sources of power of the different participants are not that easy to identify,
- the participants have contradictory interests,

- structural conflict may lead to radical change,
- power imbalances allow for domination and coercion,
- the basic inequalities of power render open debate between the participants impossible,
- human development is hampered,
- some participants benefit and even prosper at the expense of others,
- any cohesion that does exist will be achieved by the exercise of power and by domination.

The situations of concern are perceived as complex and the sources of power of the different participants are not that easy to identify

From the discussion of the South African Industrial Relations System so far in this chapter – albeit a sparse discussion and only touching on some topics – it is clear that the situations of concern are complex.   The environment of the system is volatile and extremely dependent on political changes, economic conditions and constitutes divisive social structures mirrored within the system.

"Over the next five to seven years South Africa is expected to meet six goals simultaneously: It has to re-establish the geographic and geo-political integrity of the society; it has to democratise the government; it has to re-stabilise society; it has to put the economy on the path of economic growth; it has to offer redistribution and development to its disadvantaged communities; it has to accommodate the commitments of highly politicised and highly polarised middle-level activists and élites." (Schlemmer & Giliomee, 1994)

Within this volatile environment, the "face of Industrial Relations is changing" (Innes *et al.,* 1990). It is an accepted fact that "...the continuation and even intensification of adversarial conflict in management-union relations can only make an already bad situation much worse..." (Innes, 1994).

The sources of the power of the different participants are not that easy to identify is for instance illustrated by one of the key issues facing organised business: What power does business have, especially in relation to other organised groups?   "That is not an easy question to answer, especially given the competitive, sectoral, and organisational differences that exist among the business community. Indeed, some would say that one should not even speak of a business community as such, but rather a number of different business communities." (Andrews *et al.,* 1994)

From the previous discussions of the ANC/COSATU/SACP alliance earlier in this chapter, it is also clear that the distribution of power amongst the three partners is not a clearcut case.   Concern about the unknown power of the white right wing and the influence thereof on the white skilled working force, has been aired. Within the black union movement, the dilemma of losing the status of a liberation movement and dealing with a government it has helped to put in power, causes much uncertainty to exist regarding its own position of power.   The unemployed is an unknown factor – how would the destitute react if expectancies are not met? Would they be able to exercise their sources of power?

The participants have contradictory interests

By definition, the potential for conflict within the labour relationship is infinite because of contradictory interests. "At its most basic level, conflict is evidenced by disagreement about the division of profits and benefits. Employees will want as much as possible in the form of wages, benefits and leisure, whereas the employer wishes to maximise profits for payouts to shareholders, expansion and reinvestment. On a more sophisticated level, conflict centres in such matters as role and status definition, decisionmaking powers, accountability structures, flexibility and control, and in a conflict of personal values and goals, beliefs and ideologies." (Bendix, 1996).

In the case of the South African Industrial Relations System, the polarising political policies prevalent in apartheid South Africa further increased the conflict in interests between the stakeholders. From the discussion on the history of South African Industrial Relations earlier in this chapter, it is clear that the social and political divisions in the South African society intensified the divergence of the different stakeholders.

Especially the rift between labour and business is wide. COSATU remains committed to socialist principles, arguing that the collapse of socialism in Eastern Europe was due "...more to the authoritarian form it took there than to any problems inherent in the system itself.....socialism in South Africa must therefore be democratically conceived and implemented.....the state must still play the key role in restructuring the economy to ensure the rapid redistribution of wealth. 'Growth through redistribution' is COSATU's slogan for the 1990s" (Innes, 1992). On the other hand, the business community believes in the free market doctrine of privatisation and deregulation. To them free enterprise means no state interference in the economy. According to the business community, as little restrictions and taxes as possible will allow maximum growth. "As growth occurs, so companies will take on more labour and, when shortages occur, wages will rise, leading wealth to trickle down to the workforce. Thus, the employers' strategy may be summed up as 'redistribution through growth'. (Innes, 1994)

Structural conflict may lead to radical change

The divisive social structures within the environment have been mirrored in the South African Industrial Relations System as mentioned in the discussion on South African Industrial Relations earlier in this chapter, and have led to grave inequalities in the structures of the Industrial Relations System. The inequalities are found along both racial and gender lines and, in most instances, amount to direct and indirect discrimination. Examples of inequalities include the development of human capital (education and training), high unemployment amongst black and women (which can also be partly ascribed to the combined influence of high population growth among blacks and low economic growth rates), sharp differences in wage earnings and income, and occupational inequalities, with white men over-represented in skilled occupations (Barker, 1995).

To illustrate some of the inequalities within the South African Industrial Relations System, consider the dominance of white males in skilled occupations. In 1991, 61% of all persons in high-level occupations

were white; 43% of all persons in high-level occupations were white males. If the nursing and teaching occupations – within which blacks, coloureds and Asians with high-level occupations are especially found - are excluded, whites formed 84% of all persons in high-level occupations, and white males 67%. Moreover, since 1965 to 1991 the annual growth rate of white male high-level workers has increased by about 4%, whilst the total number of working men has increased by only 1.2% p.a. over the same period (Barker, 1995). "It would appear, therefore, that a high and rapidly rising proportion of white men are employed in skilled occupations. It is highly improbable that such large numbers of white men would all be competent enough to successfully occupy high-level posts." (Barker, 1995)

The divisive structures have also been aggravated by apartheid legislation, as illustrated in the previous discussion on the South African Industrial Relations System and its environment earlier in this chapter. Legislation, for instance such as influx control which limited access of blacks to urban areas, job reservation which reserved certain jobs for whites only, the Group Areas Act which restricted social interaction between races severely and limited the availability of housing for blacks, resulted in the entrenchment of inequalities.

Power imbalances allow for domination and coercion

During apartheid South Africa, power was in the hands of the whites, with other population groups not having the right to vote. Legislation has been aimed at preserving white supremacy and apartheid laws have constrained the movements, education, development and opportunities for all other race groups (Adam and Moodley, 1993; Beck & Linscott. 1991; Innes *et al.* 1992; Pheko 1984). As expressed by Beck and Linscott (1991), "Racial discrimination has been practised before in colonial and neo-colonial societies, but never until in South Africa was it encoded in law and made fundamental to a kind of civic religion." As mentioned before, the structures within the environment of the Industrial Relations System were replicated within the system, leading to discriminatory labour legislation and gross inequalities in terms of race.

Describing power within South African Industrial Relations, Levy (1992) notes: " The key point about the sort of strategies which have governed industrial relations.....is that they have developed in a context in which one side retained the final say. However powerful unions may have seemed to have become it is, ultimately, employers who still decide. As some unionists never tire of pointing out, company and industry strategies are still decided by employers – unions simply react to them. Whatever powers unions may have won to block retrenchments, they have no say in the decisions which make retrenchment an issue. Similarly, while unions may now jointly decide wage levels with employers, they have no say in the decisions which determine the "bottom line" within which decisions must be made." The same sentiment is quoted by Bendix (1996) when discussing the power of unions; "Nevertheless, there are those who contend that this is but an illusion of power, since the very nature of organisational design and the processes emanating therefrom ensure the retention of managerial power."

Regarding apartheid, the international debate on South Africa, especially during the 1960s and 1970s, concentrated on the immorality of legalised racism. Internal strategic developments were described as

dichotomies between oppressors and victims. Reacting to these views, Adam and Moodley (1993) argue "Incontrovertibly, the system of racially defined privileges designated oppressors and victims, but if we are to understand South African politics, victimology needs to be balanced by accounts of how the seemingly powerless survived, gave meaning to their lives, and acted upon their particular historical circumstances."

"In the bleak period of the mid-1980s it appeared that white rule, notwithstanding the pressures to which it was being subjected and the legitimacy crisis of its institutions of rule, was strong enough to survive for a long time. Sober analysts spoke of 'the long haul', and it was commonly believed that white rule could survive, even if attenuated by strategic co-optation of pliable black leaders, for another generation. Assumptions that a kind of domino-effect would finally ensure that Africa's last redoubt of white rule would also succumb to the pressures for majority rule were believed to be misplaced, in view of the size and military preparedness of the white population." (Welsh, 1994) However, it is to be doubted whether any system based on domination and coercion is sustainable in the long run – what happens to the have-nots eventually affects the haves. To permanently dominate the power-less is at the power-full's own peril. The importance of the power-less lies within its very weakness, in its capacity to destabilise. That what constitutes the power of the power-less, is the potential to cause chaos, eloquently described by Senghaas (Adam & Moodley, 1995) as *Chaosmacht.*

The basic inequalities of power render open debate between the participants impossible

To handle and contain conflict, collective bargaining has been institutionalised as a predominant process in Industrial Relations. "Collective bargaining...results in compromise solutions and very often in a win-lose or lose-lose result.....the process of collective bargaining...relies greatly on the use of power.....the outcome will be biased in the sense that it will favour the party which is perceived to have the greater power.....Power, if it exists, must be seen to exist. This is why it is sometimes necessary for one of the parties to the labour relationship to engage in an overt display of power, since only then will the other party agree to engage in meaningful bargaining with him. In the labour relationship...the source of power...is usually coercive by nature" (Bendix, 1996).

Open debate implies direct, honest communication, not 'an overt display of power' and 'win-lose' or 'lose-lose'.

Human development is hampered

The inequalities within the South African Industrial Relation System, as mentioned above in *Structural conflict may lead to radical change,* illustrate the fact that human development has been severely hampered. Statistics on the educational levels of blacks and whites, also prove the point: 41% of the black workforce had an educational level of less than Standard 4 (Grade 6) in 1991, and 69% of the white workforce an educational level of Standard 10 (Grade 12) or higher (Barker, 1995). Not only in the Industrial Relations System, but also in the society, apartheid legislation has hampered human development, especially laws such as influx control, job reservation and the Group Areas Act. "Under

apartheid the private realm – where one lived, where one worked, how much one earned – was circumscribed by politically defined racial identity" (Adam & Moodley, 1993).

It could be argued that the development of not only the 'oppressed', but also that of the 'oppressor', had been hampered. Social interaction between races had been minimised, thereby depriving all, including the whites of the opportunity to enrich themselves with exposure to the views, cultures, tradition and so forth of another people.

Some participants benefit and even prosper at the expense of others

From the discussion up to now, it should be quite clear that in the South African Industrial Relations System some participants have indeed benefited and even prospered at the expense of others. White male predominance in high-level occupations is an example. The Gini coefficient for South Africa also underlines 'benefit at the expense of others'. The Gini coefficient for the total economy has been 0.63 in the 1960s and 0.60 in the period 1985 to 1991 (Barker, 1995). This indicates a severe inequality in income distribution and is on a par with the coefficients of Mexico and Brazil.

Any cohesion that does exist will be achieved by the exercise of power and by domination

The stakeholders of the South African Industrial Relations System are part of the system because of the economic practicalities of the labour market. There is no feeling of kinship amongst especially management and unions, as can be deduced from the discussions in this chapter. Restrictive structures and legislation have determined the roles and behaviour of the respective stakeholders, and concessions were forced according to a style of adversarial bargaining.

4.4   A worthwhile future?

In *Chapter 3,* a worthwhile future has been defined as *a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders.*

Would it be at all possible for the different stakeholders of the South African Industrial Relations System, to strive towards a 'worthwhile future'? Apart from the difficulties discussed in the previous sections of this chapter, the following also provide obstacles on the road towards a worthwhile future for the stakeholders of the South African Industrial Relations System:

• *The diversity of the groupings of stakeholders*
  The South African people are of a rich diversity. In terms of the Gravesian technology introduced in *Chapter 3,* South African society represents a perplexing mixture of different values and ways of thinking, ranging from the beige AN to the green FS on the double helix. As explained in *Chapter 3*

each of these positions on the double helix favours a different coping mechanism (paradigm) for the different crucibles (problems of existence) experienced.

The ways decisions are made according to the different paradigms are (Beck & Linscott, 1991):

System	*Thinking*	*Critical factors*
Beige AN	Reflexive	Instincts and survival senses
Purple BO	Animistic	Traditions, mystical signs and reciprocity
Red CP	Egocentric	Dominance and instant gratification
Blue DQ	Absolutistic	High authority and orderliness/logic
Orange ER	Strategic	Competitive advantage and risk taking
Green FS	Relativistic	Harmony and collective pressures

Not only does the wide range imply that people may perceive the same problems differently; it also implies that even in the event of perceiving a problem in a consistent way, people would apply different ways of decision making.

Convincing the stakeholders within the South African Industrial Relations System that it would be worthwhile to engage in resolving conflict towards co-operation is one side of the coin. The other side is to maintain commitment, as the different stakeholders attempt different ways of decision making during the process of resolving conflict.

- *Visible change*

    While striving – or attempting to strive – towards the worthwhile future, commitment would probably not be maintained unless substantial reduction in the existing inequalities is achieved. This implies rapid and visible change, whilst "…democracy, with its need for accommodation, moderation, and pragmatism, is rarely able to produce more than incremental change.....This reconciliation, between the need for fundamental social change, is far more difficult to achieve than the personal reconciliation between former bitter enemies…" (Diamond, 1994).

    Within the South African Industrial Relations System, there are severe inequalities and black organisations are calling for immediate redress (Innes *et al.,* 1992). Ndlovu (1992) states: "The Black Managers Forum is totally unhappy with the continuous holding of seminars and conferences discussing the issue of affirmative action which leads us nowhere. We want action and we want it now."

Contemplating this entire chapter, it appears that establishing a mode of co-operation amongst the stakeholders of the South African Industrial Relations System, does constitute an application within the complex-coercive problem context. It must be reiterated here, as in *Chapter 2,* that the system of systems methodologies – defining six problem contexts ranging from simple-unitary to complex-coercive - was not developed with the aim of classifying problem situations into rigid "boxes". Real world applications will most often not correspond exactly to any one box. However, from the above analysis it is

deduced that the South African Industrial Relations System does provide a taxing field for the *trying out* of the conceptual resolution derived in *Chapter 3*.

Postscript

Chapter 4 has outlined the context of the South African Industrial Relations System within which the "trying out" takes place. This has been done with the aim of determining whether the South African Industrial Relations System would be an appropriate area of application for the conceptual resolution developed in Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution. The following have been covered:

- *Industrial Relations is primarily about **people and their relationships**, secondly about structures and processes, and thirdly about the impact of Industrial Relations on its social, political and economic environment (and vice versa).*

- *In this study the South African Industrial Relations System is defined as containing four groupings of stakeholders: the state, unions, management, **and the broader community, inclusive of the unemployed.***

- *To gain some understanding of South African Industrial Relations, a condensed overview of processes of change in South Africa – the environment of the Industrial Relations System - up to the first democratic election in April 1994 has been given.*

- *The development of the South African Industrial Relations System – also up to the first democratic election in April 1994 - has been discussed, albeit briefly.*

The question whether South African Industrial Relations would offer an appropriate opportunity for applying and enriching the conceptual resolution developed in Chapter 3, has been answered by analysing each characteristic of the complex-coercive problem context - as listed in Chapter 2, Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue – in regard to the South African Industrial Relations System. It has been shown that the South African Industrial Relations System, does constitute an application within the complex-coercive problem context.

In the next two chapters, namely Chapter 5, Application: Effecting Structural Change within the South African Industrial Relations System and Chapter 6, Application: Establishing a Shared Mission for the South African Industrial Relations System, the conceptual resolution is to be applied.

SUMMARY

FROM THEORY TO APPLICATION

❶
RESEARCH PROBLEM CONTEXT

WORK OUT AND ENRICH

❷
THEORY
"Thinking out"

❹
APPLICATION
"Trying out"

❸
Learn by thinking out

❺, ❻
Learn by trying out

TRANSLATE

❽
Learn by reflecting on the thinking out

❼
Learn by reflecting on the trying out

INTERPRET

❾
? USEFUL ?

❿
REVISITING

In Chapters 2 and3 a theory has been developed to be tested out within the area of application, described in Chapter 4. The purpose of this summary is to emphasise the cohesion between the theoretical Chapters 2 and 3, and the practical Chapter 4. Cohesion is to be expected, since Operations Research is an applied science, theory and practice always forming a unit. Theory is tested out by practice, and the development of theory leads to changes in opportunities to practice. Practice itself is the source of theory and leads to modification in existing theory.

*Chapters 2 to 4 deal with **the development of a theory** –" how to address dynamic complexity as in the complex-coercive problem context" – leading to **an opportunity in practice** described in Chapter 4 – "contributing to resolving conflict within the South African Industrial Relations System".*

THEORY – CHAPTERS 2 AND 3

The main research objective of this study is:

To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.

In response to the main objective, Chapter 2, *Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue,* has outlined the context of the Operations Research theory within which the "thinking out" takes place. This has been done by unravelling the main objective - to work out and to enrich a methodology (within Operations Research) to address dynamic complexity as in the complex-coercive problem context. Each of the components of the main objective has been explicated, starting with dynamic complexity and concluding with a discussion of emancipatory attempts within Operations Research. In particular, a problem context has been described as complex-coercive when:

- the situations of concern are perceived as complex and the sources of power of the different participants are not that easy to identify,
- the participants have contradictory interests,
- structural conflict may lead to radical change,
- power imbalances allow for domination and coercion,
- the basic inequalities of power render open debate between the participants impossible,
- human development is hampered,
- some participants benefit and even prosper at the expense of others,
- any cohesion that does exist will be achieved by the exercise of power and by domination.

Regarding emancipatory attempts within Operations Research the chapter concluded with the appeal of Munro (1996):

"In the end, there may be no definitive content to emancipation or formal methodology for its realisation. However, this does not mean that we, as OR practitioners, should not seek to improve the human condition or fight oppression where we encounter it."

With this appeal ringing, Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* responds to the main research objective of this study by deriving the demands set to a methodology aimed at dealing with the complex-coercive context, and by concluding with the conceptualising of a possible resolution.

The demands inferred are:

- the crisis should be pointed out,
- power and its ramifications must be taken into account,

- power must be seen as coercive and as enabling,
- self-misunderstandings should be exposed,
- the structural bases of the society and/or organisation in question must be considered,
- an entry point for intervention should be provided,
- it would help to gain the support of a critical mass of key stakeholders,
- more politically sensitive intervention and communication tools are needed,
- interventionists should be aware of ethical implications in persuading stakeholders to participate in change,
- a plan of action for bringing about change should be derived,
- it should be realised that regression is always possible because of some stakeholders' fear of loosing control,
- the methodology must be emancipatory, but not idealistic to the extent that it is impracticable.

The deriving of the conceptual resolution has been based on the foundation laid by Chapter 2, *Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue.* The conceptual resolution comprises the notion of a worthwhile future and a two-prong approach towards attaining the worthwhile future.

A worthwhile future is defined as *a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders.* The two-prong approach consists of *a push* – structural change - and *a pull* – shared mission - towards the worthwhile future. A *dynamic interplay* would exist between structural change and a shared mission.

Structural change would have a "push" effect in the sense that behaviour is influenced, sometimes even determined by structure. It has been argued that structural change is to be brought about by external pressure, a demonstration of *power as a coercive as well as an enabling force.*

With *shared mission* is meant an overriding mission to which all the stakeholders of the system and its subsystems are committed. Shared mission would have a "pull" effect towards a worthwhile future in the sense that a mission articulates purpose and aims at a higher ideal.

The process of establishing a shared mission can only be initiated after some structural change has been effected. For establishing a shared mission, *a detailed action plan* has been designed. Within the action plan GABEK (©Zelger) as a communication and intervention tool, plays an integral part. GABEK (Ganzheitliche Bewältigung sprachlich erfasster Komplexität – holistic processing of linguistically represented complexity) is a technology that enables the surfacing of underlying feelings, values, attitudes and their interconnections, in the respondents' own words. The starting point of GABEK is open-ended questions, aiming at allowing respondents to express themselves from their own frame of reference, rather than from that of the researcher.

The action plan is:

- Draft a document briefly explaining the notion of a worthwhile future.
- Share the document on a worthwhile future with individuals from each grouping of stakeholders. Do GABEK analyses on these individuals, separately for each grouping of stakeholders. The open-ended questions asked should be geared towards the attaining of a worthwhile future and should be formulated according to the particular situation at hand. Performing *separate analyses promotes openness and honest communication*. Stakeholders are not confronted with the views of others and feel more inclined to express their own thoughts.
- Adapt the document on a worthwhile future and give feedback to each grouping of stakeholders separately. The stakeholders are now faced with their own underlying feelings, values and attitudes that emerged from the GABEK analyses. The information increases *an understanding of the self*.
- Organise a one-day workshop to work towards mutual understanding. Participants to the workshop should be influential individuals from all the stakeholder groupings. During the workshop, the information of the GABEK analyses on all the stakeholders will be shared. It is thereby hoped to expand the stakeholders' knowledge of each other. Through group discussions, *a mutual understanding* may develop.
- A further GABEK analysis on the group discussions will be done during the workshop to crystallise the outcome of the workshop. The open-ended questions asked should be geared towards *further co-operation* in striving towards 'a worthwhile future'. The results are to be shared at a further meeting between influential individuals.
- The desired outcome of the mutual understanding enhanced during the one-day workshop and the further meeting, is the establishing of *a forum for working towards a worthwhile future*. The forum should continue beyond the first meeting and should present a continuous platform for discussion and planning. In this way the participants may carry further within their respective environments the agreements reached and the *actions* decided upon.

The above conceptual resolution has been shown to answer to most of the demands set to a methodology appropriate for addressing the dynamic complexity as in the complex-coercive problem context. The conceptual resolution is not to be regarded as a final answer to the dilemma of progressing from conflict to co-operation in a complex-coercive setting. It is intended to enrich the conceptual resolution by a real world application. Even if successfully having done so, it should be remembered that a methodology is only a set of guidelines, not a prescriptive way of working and that a methodology is mouldable by the interventionist within the particular situation of application.

After having outlined the context of the Operations Research Theory in Chapter 2 and having derived a conceptual resolution in Chapter 3, the first step of what remains is to identify an appropriate area of application for the testing out of the conceptual resolution. In other words, the next step is the first in *moving from theory to practice*.

APPLICATION – CHAPTER 4

In Chapter 4, *Application: Dynamic Complexity Of The South African Industrial Relations System*, the area of application, namely the South African Industrial Relations System, is introduced. In depicting the South African Industrial Relations System, it has been noted that:
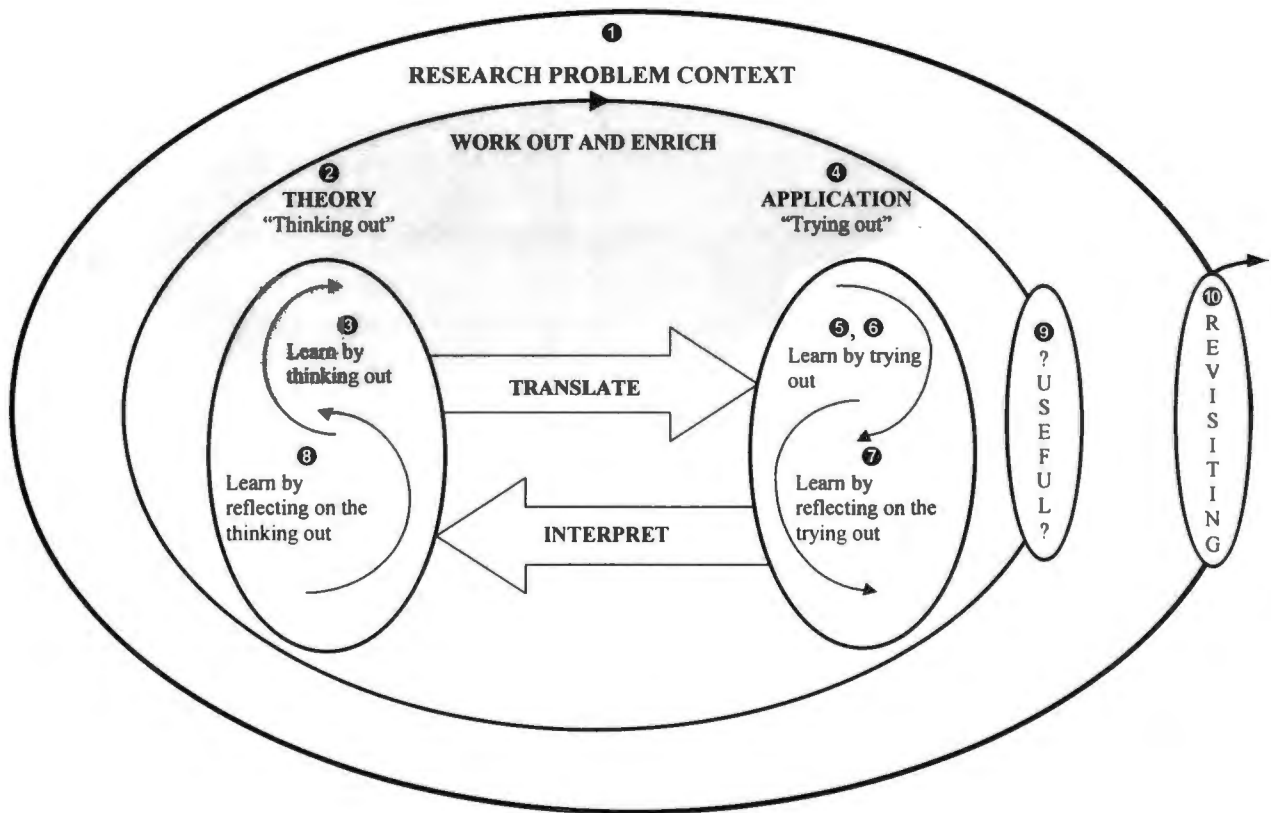
- Industrial Relations is primarily about **people and their relationships**, secondly about structures and processes, and thirdly about the impact of Industrial Relations on its social, political and economic environment (and vice versa).
- In this study the South African Industrial Relations System is defined as containing four groupings of stakeholders: the state, unions, management, **and the broader community, inclusive of the unemployed.**
- A condensed overview of processes of change in South Africa – the environment of the Industrial Relations System - up to the first democratic election in April 1994, has yielded some insights of South African Industrial Relations.
- Further insights to the nature of South African Industrial Relations have been gleaned from briefly discussing the development of the South African Industrial Relations System – also up to the first democratic election in April 1994.

With the above at disposal, the following question could be answered:

Would the South African Industrial Relations System offer an appropriate opportunity for trying out the conceptual resolution – as developed in Chapter 3 - for addressing dynamic complexity as in the complex-coercive problem context)?

An analysis of each characteristic of the complex-coercive problem context - as listed in Chapter 2 – in regard to the South African Industrial Relations System, has been done. The analysis has illustrated that:

- Establishing a mode of co-operation amongst the stakeholders of the South African Industrial Relations System, does constitute an application within the complex-coercive problem context.
- In fact, it is believed that the South African Industrial Relations System does provide quite *a taxing field* for the trying out of the conceptual resolution.

Chapter 4, *Application: Dynamic Complexity Of The South African Industrial Relations System,* has shown that the South African Industrial Relations System does offer an appropriate opportunity for applying and enriching the conceptual resolution developed in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution.* Developing the conceptual resolution has been based upon the Operations Research theory described in Chapter 2, *Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue.* Thereby the three chapters form the first link – the link from theory to practice - in the *iterative learning process* interlinking theory and application, described in the first chapter of this study.

CHAPTER 5

APPLICATION: EFFECTING STRUCTURAL CHANGE WITHIN THE SOUTH AFRICAN INDUSTRIAL RELATIONS SYSTEM
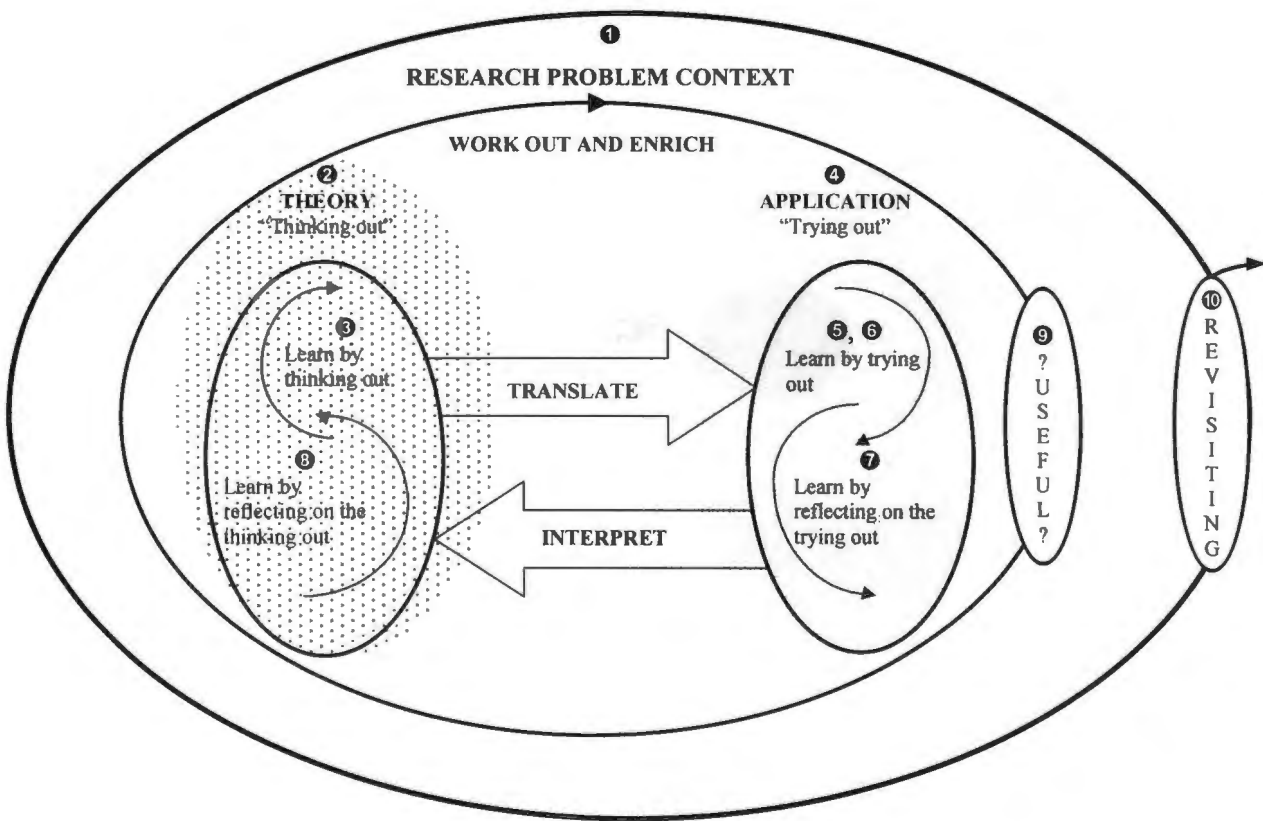
This chapter is the first of the two chapters in which the actual application of the conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context, is to be recounted. The conceptual resolution is applied within the South African Industrial Relations System, in the previous chapter shown to constitute an application area within the complex-coercive context.

The conceptual resolution comprises the notion of a worthwhile future and a two-prong approach towards attaining the worthwhile future. The two-prong approach consists of a push – structural change - and a pull – shared mission - towards the worthwhile future. In this chapter the push is described, whilst the pull will be dealt with in the following chapter, Chapter 6, Application: Establishing a Shared Mission for the South African Industrial Relations System.

Chapter 5 forms part of the "trying out" learning cycle. Together with Chapters 4, 6, and 7, it addresses the supporting objective of this study:

- To contribute to resolving the conflict within the South African Industrial Relations System.

The function of the chapter is to relate the effecting of structural change within the South African Industrial Relation System. Reflecting on the trying out as related here in Chapter 5 will take place in Chapter 7, Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System.

5.1   Preamble

In Chapter 4, *Application: Dynamic Complexity of the South African Industrial Relations System,* the structures within the South African Industrial Relations System have been shown to mirror the alienating structures of the South African society, ensuing from the policy of apartheid.   Consequently gross inequalities are entrenched within the Industrial Relations System and, in most instances, these have manifested in direct and indirect discrimination.   The divisive structures have also strengthened the exercising of coercion, have impeded open debate between the stakeholders, have hampered human development and have abetted some stakeholders in benefiting at the expense of others.

"Genuine empowerment means redesigning the infrastructures within which people interact with each other" (Zohar, 1997). Before contemplating to proceed with the pull towards a worthwhile future for the stakeholders of the South African Industrial Relations System, i.e. before establishing a shared mission all the stakeholders subscribe to, it is therefore essential to effect some initial structural change. It is hoped that by effecting some structural change within the South African Industrial Relations System, a climate conducive to the participation of the stakeholders in establishing a shared mission, will be created.

As a possible way of attaining structural change within a complex-coercive setting, such as the South African Industrial Relations System, the applying of external pressure to convince the power-full, has been suggested in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution*.

A few questions now arise:

- The present structures of the South African Industrial Relations System would thwart progress towards a worthwhile future and structural change is imperative. What should the structures of the South African Industrial Relations System look like?

- It has been argued that applying external pressure may effect structural change within a complex-coercive setting. In the case of the South African Industrial Relations System, what external pressure applied by whom? Further, having applied external pressure, what are the results, i.e. what structural change, if any, has been realised within the South African Industrial Relations System?

- Would the initial structural change effected within the South African Industrial Relations System be sufficient for commencing with the next phase of the conceptual resolution, namely the establishing of a shared mission amongst the stakeholders?

The layout of the rest of the chapter is therefore as follows:

- Proposed structural change.
- Effecting structural change.
- Structural change realised?

5.2   Proposed structural change

One way of explaining what something – presently unacceptable - should look like, is by stating the negative of what is at the moment, or by stating what it should not look like. A second is to declare what it should look like, including musts and wishes.   Another is to examine the present and to identify shortcomings. To some extent, all of these approaches will be employed within this section.

The South African Industrial Relations System, its divisive structures and resultant inequalities have been referred to in Chapter 4, *Application: Dynamic Complexity of the South African Industrial Relations System.* The observant reader would have noticed a serious omission in Chapter 4. No explanation has been offered on how South Africa arrived at "the dawn of democracy". What has led to the abolishing of apartheid?   The omission has been a deliberate act.   At "the dawn of democracy" some structural changes – to be discussed here as part of the resolution – have been taking place.   The conceptual resolution devised in Chapter 3 has in fact started to evolve during the period described in Chapter 4 as "the dawn of democracy".   Considering these evolvements and using the information in Chapter 4 as basis, the following sections will propose changes:

- in current structures with the aim of eradicating inequalities,
- to encourage open debate, and
- to include the unemployed as stakeholder.

Eradicating inequalities

The divisive structures within the environment of the Industrial Relations System and replicated within the system, have been exacerbated by apartheid legislation resulting in discriminatory labour legislation and gross inequalities in terms of race. For structural change aimed at obliterating these inequalities, it seems logical to require amending the discriminatory labour legislation. Since structures within the South African society have had such an impact on the Industrial Relations System, it would also be necessary to revoke

discriminatory legislation in the environment. The drift of these suggestions crystallises as the abolishing of apartheid from the books of law (Pothas *et al.,* 1994).

However, only annulling discriminatory legislation will not eradicate the existing inequalities referred to in Chapter 4. Some form of redress would also be necessary. It may even be inevitable that the redress be legally imbedded, as for example, labour legislation regarding affirmative action to redress the inequalities within, say, the management profile of an organisation.

The repeal of discriminatory labour laws is crucial and should form part of the initial structural change necessary for creating a climate conducive for participating in establishing a shared mission. Redressing, though also essential, may form part of later structural change in the dynamic interplay between effecting structural change and establishing a shared mission, as discussed in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution.*

Encouraging open debate

As mentioned in Chapter 4, collective bargaining has been institutionalised as a predominant process in Industrial Relations. The process of collective bargaining, however, relies on the use of power and results very often in a win-lose or lose-lose result. Open debate creates the conditions for a possible win-win result and for power playing no, or a diminished role in the process. One way of encouraging open debate is by the institutionalising of forums.

The term *forum* is borrowed from the ancient Rome where it designated a place of assembly for public business. Today forums offer participants the opportunity of co-authorship of the policies being debated and foster an attitude of co-operation. The results of a forum never represent the agenda of only one of the parties to the forum, and parties tend to take ownership of the results since all parties to the forum have actively participated in designing the policies at hand.

Within organisations, forums should be established to elicit participation and open debate between management, union representatives and employees on contentious issues regarding the transformation of the workplace. On a national level, the forum process could be applied to address socio-economic and labour issues of transformation within South Africa (Pothas *et al.,* 1994).

Including the unemployed

It has been suggested in Chapter 4, *Application: Dynamic Complexity of the South African Industrial Relations System,* that the unemployed should be regarded as one of the stakeholder groupings of the South African Industrial Relations System. "Regarded as one of the stakeholder groupings" implies being represented in an organised manner as interest groups.

South Africa is a developing country. In developed societies, with high levels of employment, unions represent the majority, or at least the most significant portion, of the have-nots. As in other developing countries, this is not the case in South Africa. The majority of the have-nots - millions of people – are outside the reach of the union movement.

The forums for policy making on a national level – referred to in the above section, *Encouraging open debate* – should include the poor. Any social contract negotiated should be between the state, organised business, organised labour, and the poor. Not including the poor in the forums, may lead to policy making benefiting a "labour élite" at the expense of the poor.

Social organisation amongst the majority black people outside the unions has been suppressed by apartheid for decades. Furthermore, because of the "struggle against apartheid", black people see themselves as black first, as members of an interest group second. To effectively take part in the forum process, the poor should be organised in interest groups. If not, they would facing pressure to identify with "the nation", to take action or endorse strategies not advancing their specific interests. A vehicle for including the poor, may be interest-based civic organisations, independent from political parties.

5.3   Effecting structural change

As proposed in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* structural change may be effected by external pressure, the applying of power as a coercive and an enabling force. This assertion will be evaluated by investigating the reasons for South Africa arriving at "the dawn of democracy" after decades of apartheid rule.

"In a speech to the U.N. Assembly on September 22, 1987, Canadian Foreign Affairs Minister claimed that 'the sanctions imposed on South Africa have been effective' in that 'growing numbers of individual South Africans have reached out for reform'. However, ...the liberal whites...deplored economic sanctions as counterproductive and ill-advised. South African liberals thus enthusiastically applauded the antisanctions policies of London and Washington..." (Adam & Moodley, 1993).

The above quotation embodies the controversy regarding external pressure and the abolition of apartheid. The effect of sanctions exerted against South Africa during the late 1980s, has been widely discussed (Adam & Moodley, 1993; Garner & Leape, 1991; Giliomee, 1992; Lipton, 1990; Price, 1990; and numerous others). The following points – some more controversial than others - summarise the effect of sanctions and shows that the political effects of sanctions have been "mixed" (Lipton, 1990):

- There were three basic categories of sanctions measures: disinvestment, trade restrictions, and bans on long-term credit. Of the three "...the last has affected South Africa the most" (Adam & Moodley, 1993). At additional cost, trade boycotts could be circumvented, whilst "...disinvestment has not noticeably impeded the functioning of the South African economy" (Lipton, 1990).

- After officially "withdrawing" from South Africa, many foreign firms continued to supply their products to the South African market through new, independent outlets (e.g. Kodak-Samcor) or from neighbouring states (Coca-Cola).

- Large South African conglomerates gained the opportunity to buy out withdrawing foreign firms at bargain prices. Concerns such as Anglo, Barlow Rand, and Sanlam benefited significantly.

- Pressure exerted by business on the government because of the sanctions and economic isolation, was expected. However, the expected pressure did not occur. "In fact, sanctions brought business and government closer together in the patriotic cause of circumventing foreign interference. Sanctions have thus been counterproductive vis-à-vis one important precondition for change: the deepening of cleavages within the ruling minority. Nevertheless, sanctions have undermined business confidence and contributed to the search for alternatives." (Adam & Moodley, 1993)

- Fair labour practice decreased with the withdrawal of foreign firms. Foreign firms operating in South Africa tended to be more amenable to social responsibility programmes and fair labour practice, than local management.

- Unemployment increased because of sanctions. Ironically, especially the already high rate of black unemployment increased. In the economic recession and restructuring of organisations, the power-full – white management – deflected the impact of sanctions onto the power-less – the black employee. The interests of white workers were protected, rather than those of the black workers.

- The growing number of unemployed weakened the black union movement. "Although the Congress of South African Trade Unions (COSATU) officially supported all pressure on the South African government, many affiliated unions have been ambivalent about further economic measures, particularly disinvestment. Union officials fear that rising black unemployment will make workers reluctant to take political risks – that it will depolitize them." (Adam & Moodley, 1993)

- After 1987, the Western world lost the drive for sanctions because of :

    ◊ the failure to change the apartheid policy of the South African government,
    ◊ the realisation that South Africa was relatively self-sufficient,
    ◊ the dependence of the other Southern African states on the South African economy.

- South Africa lost Western markets because of sanctions, but developed strong trade links with Pacific Rim countries, particularly Japan and Taiwan. The origin of South African products was disguised and products were labelled as made in Swaziland, the Seychelles, Mauritius or Namibia.

Contemplating the above, the reasons for the doubts regarding the success of sanctions are obvious. Contenders that sanctions did not play a role in the abolition of apartheid, point to internal reasons as more significant. The evolution of Afrikaner identity (Afrikaner defined as a white Afrikaans speaking South African), its redefinition in the 1970s to include English speaking South African whites, the failure of the tricameral constitution aimed at incorporating coloureds and Asians, and, finally, the admission under de Klerk that a future for Afrikaners can only be secured by inclusive citizenship for all South Africans, are listed as reasons. "Overall, then, Pretoria's decision is attributed to the intrinsic pragmatic rationality of Afrikaners, rather than the circumstances in which perceptions are formed and group boundaries are defined. Yet these new approaches were largely spurred by internal opposition and foreign isolation, which in turn shaped perceptions and mediated policies" (Adam & Moodley, 1993).

To argue that internationally imposed economic constraints had "a boosting effect" on the domestic political dialectic, is correct (Price, 1990). Directly relating the risks the apartheid government has been willing to take with "full black participation" to the "amount of international economic pressure it feels" (Price, 1990), is however refuted by others. "I could not find any direct, positive correlation between reform in South Africa and disinvestment from aboard. " (Geldenhuys, 1991) According to Geldenhuys, the undoubted harm of sanctions to the South African economy did not automatically translate into political reforms. But, he does reckon disinvestment as one of the factors contributing to the abolition of apartheid.

Even before the introduction of sanctions, South Africa was facing an economic crisis. "Mass mobilisation and spreading unrest in the mid-1980s, while never threatening the existence of the South African state, nonetheless weakened it in unexpected ways. It motivated the Chase Manhattan Bank to recall its loans, which triggered an avalanche of similar withdrawals by other banks. This forced Pretoria to declare bankruptcy in August 1985. In the minds of its originators, this flight of capital was not intended to speed up political change; the political instability in South Africa has simply led to a higher perception of risk, leading to the refusal to roll over short-term loans. It was this economic decision, not the legal sanctions introduced later, that accelerated South Africa's crisis. Between 1985 and 1990, the state lost some 30 to 33 billion rand, mostly in the repayment of foreign loans." (Adam & Moodley, 1993)

From the above discussion, it is clear that sanctions compounded market forces already at work, especially the flight of capital that began quite some time before sanctions were initiated. Also, sanctions strengthened the anti-apartheid movement by providing outsiders with the opportunity to influence South African developments through attacks on business confidence. The apartheid government was caught in a vicious circle, presented in Figure 5.1 on the next page.

Over time, from the Soweto uprising in 1976 and during the 1980s, black protests - as referred to in Chapter 4 - contributed to an increased perception of the economic risk of investing in South Africa. With an increasing perception of economic risk, more capital flowed out of the country. Capital flight was reinforced by the sanctions which followed in the late 1980s and which in turn strengthened the protest movement.

Figure 5.1

Sanctions and apartheid
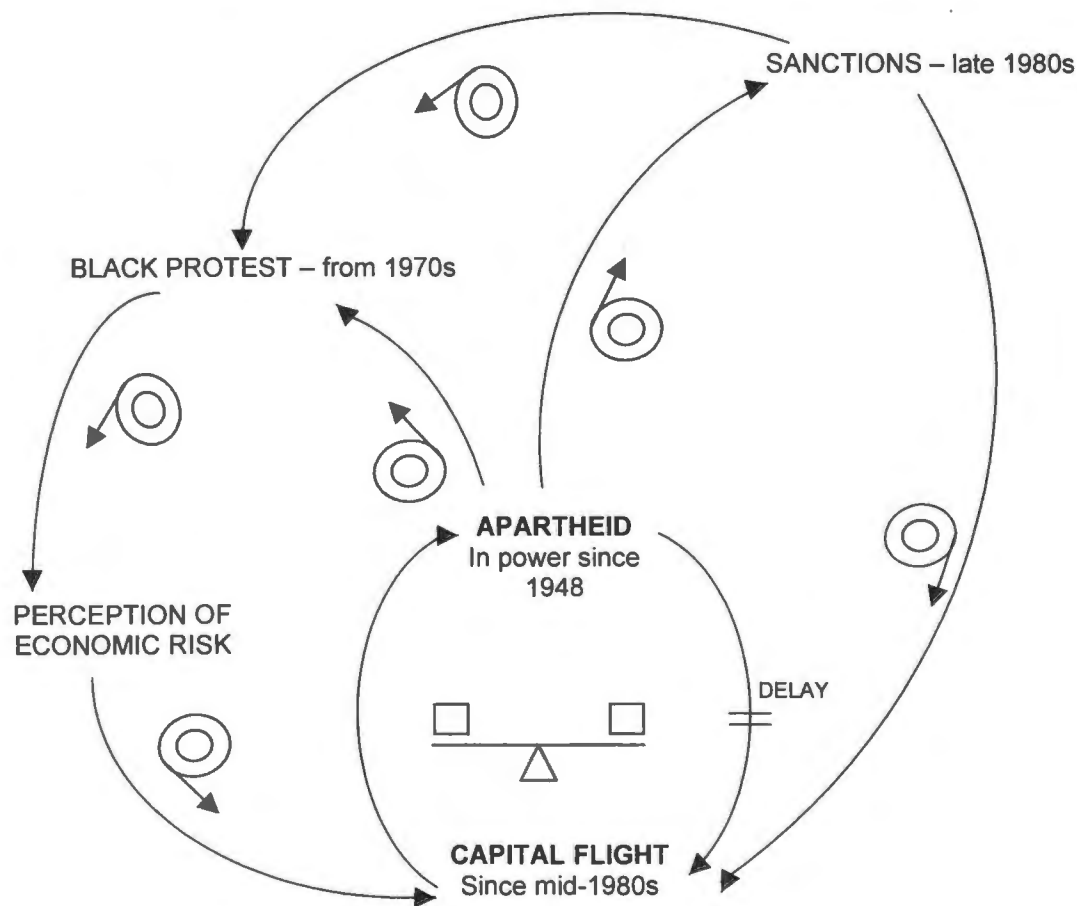
But, "Internal resistance and sanctions exerted constant pressure but they failed to achieve the fundamental requirement for a substantial shift in power: a crack in the regime." (Giliomee, 1992).

Perhaps the final word regarding the impact of sanctions on political change in South Africa, rests with Adam and Moodley (1993) who contend there is no final word: "All in all, then, no general conclusion can be drawn about the success or failure of sanctions against South Africa. The judgement remains an open question, as it depends on an empirical evaluation of the political and economic effects of different measures in specific historical circumstances."

5.4   Structural change realised?

It has been mentioned at the start of this chapter that, "at the dawn of democracy", apartheid has been in the process of being dismantled. What structural change has been effected? Would the initial structural change be sufficient for commencing with the next phase of the conceptual resolution?

What structural change?

Apart from one man, one vote which granted the right to vote to all citizens eighteen years and older, the most prominent structural changes are the repeal of apartheid legislation, such as the Group Areas Act, influx control, job reservation... . Some radical changes have also taken place regarding discriminatory labour legislation and labour issues. Examples include (Barker, 1995; Innes *et al.,* 1992; Levy, 1991, 1992, 1993, 1994, 1995):

- During 1991:

    ◊ COSATU and SACCOLA (the South African Employers Co-ordinating Committee on Labour Affairs) have agreed in principle that employer relationship with trade unions should be governed by a code of conduct.

    ◊ The 1991 Labour Relations Bill "the first piece of truly post-apartheid legislation.....has important implications for labour relations: it provides a new set of rules within which employers, employees and trade unions must conduct themselves, ...and enjoys the support of the key players." (Levy, 1991)

- During 1992:

    ◊ The National Manpower Commission (NMC) has been restructured and is to be operational by February 1993.

    ◊ A National Economic Forum (NEF) has been formed. The purpose of the forum is to discuss critical economic problems, such as unemployment and job creation. The forum is tripartite with representatives from government, labour and business. Two working groups are to be established to focus on short and long term issues.

    ◊ Basic labour rights are to be extended to farm and domestic workers, previously denied protection under the Labour Relations Act (LRA).

    ◊ The International Labour Organisation (ILO) Fact Finding Commission have visited South Africa, marking hopefully a return by South Africa to international labour circles.

    ◊ Most significant was the increasing acceptance by organised labour of the link between productivity and job security.

- During 1993:

    ◊ Agreement has been reached upon a new constitution which includes a Bill of Fundamental Human Rights. The Bill of Fundamental Human Rights, again, includes rights on labour relations.

    ◊ The restructured NMC and the NEF came into effect, offering the opportunity to organised labour to influence public policy on a wide range of issues.

◊ The Agricultural Labour Act, the Public Sector Labour Relations Act and the Education Labour Relations Act have been passed.

◊ A few short term changes to the Labour Relations Act have been proposed, but the Act is to be rewritten in its entirety.

◊ The Basic Conditions of Employment Act to cover domestic workers has been extended.

◊ The ILO has suspended its Declaration Against Apartheid, opening the way for rendering their assistance and expertise in South Africa to the state, employers and organised labour. Traditionally the ILO has rendered assistance in South Africa only to the "anti-apartheid forces" – of which COSATU formed part.

Apart from the above developments, a striking feature of change has been the establishing of forums for participative policy making. Some of these are the National Economic Forum (later replaced by the National Economic Development and Labour Council), the National Housing Forum, National Electrification Forum, the National Education and Training Forum, and regional development forums. Government, organised business and organised labour have participated at these forums. By establishing the forums, a situation has been created in which employers "…won't monopolise the power: at the very least, the union movement will enjoy a share of power - and responsibility. This dramatically changes the nature of the problem. For the unions, as for everyone else, the issue is no longer how to force a bargaining partner to make concessions, but how to ensure that the economy delivers enough growth and equity to offer real benefits to union members – as well as anyone else." (Levy, 1992)

The above presents a very brief summary of some of the key changes that have taken place at the period termed "at the dawn of democracy. But, are these changes enough to allow for commencing the second phase of the conceptual resolution, namely establishing a shared mission?

Initial structural change sufficient?

In Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* structures have been described as consisting of "…myths, constraints, rules, customs, beliefs, legal codes, and the like. These structure social systems by guiding social and economic action, by legitimising transactions, and by requiring deliveries to be made…..These determine what we must do, must not do, can do, and cannot do in any social transaction" (Hayden, 1986). Empowerment has been described as "Genuine empowerment means redesigning the infrastructures within which people interact with each other" (Zohar, 1997). From the overview in the previous section *What structural change?* "the infrastructures within which people interact with each other" have certainly been redesigned. Structures, however, are not only about "rules, constraints, …legal codes", but also about "…myths, …beliefs…".

It could be argued that whether the initial structural changes as described above would be sufficient for commencing with establishing a shared mission, might depend to some extent on whether the "myths"

and "beliefs" have been changed. However, examining the process of establishing a shared mission, it is noticed that the initial steps involve, inter alia, the increasing of self-understanding and mutual understanding. Establishing a shared mission, therefore, addresses the "myths" and "beliefs".

The structural changes described above have resulted in the removing of constraints because of power imbalances within the South African Industrial Relations System and in the removing of the divisive apartheid structures within the environment of the South African Industrial Relations System. A climate conducive to the commencing of establishing a shared mission amongst the stakeholders of the South African Industrial Relations System, has been created.

Postscript

In Chapter 5, the applying of the first of the two phases of the conceptual resolution within South African Industrial Relations has been discussed. The first phase of the conceptual resolution entails the effecting of structural change. The second phase involves the establishing of a shared mission and is dependent on the effecting of some initial structural change.

The discussion has been structured along the following main points:

- *Proposed structural change.*
- *Effecting structural change.*
- *Structural change realised?*

In the section on proposed structural change, suggestions have been made for structural change addressing

- *the eradicating of inequalities,*
- *the encouraging of open debate, and*
- *the inclusion of the poor.*

In the discussion on effecting structural change, the events and external pressure in the form of sanctions, trade boycotts and bans on loans, leading to the "dawn of democracy" and the abolition of apartheid have been studied.

The final section of the chapter has presented an overview of the structural changes realised and being realised at "the dawn of democracy". The structural changes realised have not been compared to the proposed structural changes. This is to be done in Chapter 7, Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System, when reflecting on the trying out within the South African Industrial Relations System.

However, the structural changes realised have been evaluated in Chapter 5 in the sense that the following question has been addressed:

- Would the initial structural change effected within the South African Industrial Relations System be sufficient for commencing with the next phase of the conceptual resolution, namely the establishing of a shared mission amongst the stakeholders?

It has been concluded that a climate conducive to the participation of the stakeholders of the South African Industrial Relations System in commencing to establish a shared mission, may have been created. Discriminatory labour legislation is being scrapped, apartheid Is being dismantled and forums have been established for participative policy making between government, organised labour and organised business.

The path has been prepared for the applying of the second phase of the conceptual resolution: establishing a shared mission. The second phase is to be discussed in the following chapter namely Chapter 6, Application: Establishing a Shared Mission for the South African Industrial Relations System.

CHAPTER 6

APPLICATION: ESTABLISHING A SHARED MISSION FOR THE SOUTH AFRICAN INDUSTRIAL RELATIONS SYSTEM
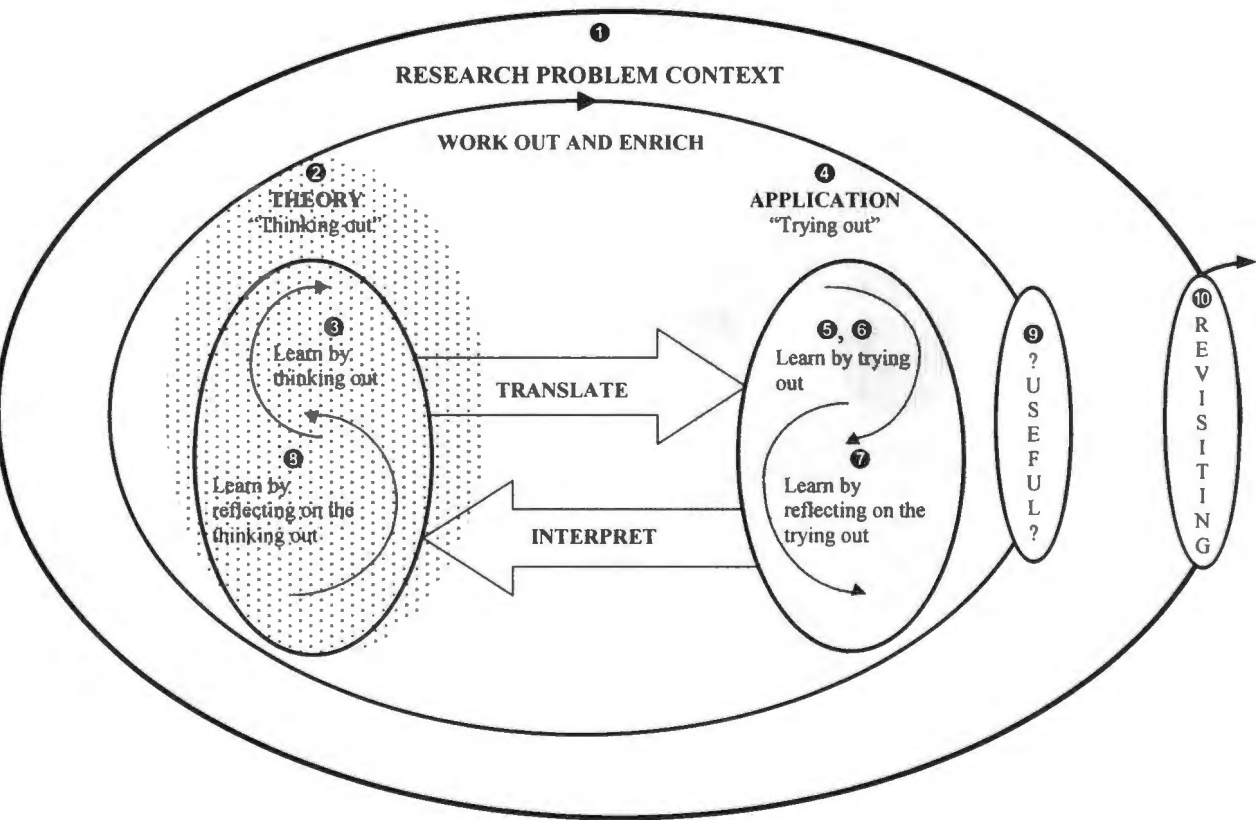
This chapter is the last of the two chapters in which the actual application of the conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context, is to be recounted. The conceptual resolution is applied within the South African Industrial Relations System, shown in Chapter 4, Application: Dynamic Complexity of the South African Industrial Relations System, to constitute an application area within the complex-coercive context.

The conceptual resolution comprises the notion of a worthwhile future and a two-prong approach towards attaining the worthwhile future. The two-prong approach consists of a push – structural change - and a pull – shared mission - towards the worthwhile future. In this chapter the pull is described. As stated in Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution, a prerequisite for commencing with the establishing of a shared mission, is the effecting of some structural change. In the previous chapter, Chapter 5, Application: Effecting Structural Change within the South African Industrial Relations System, it has been argued that sufficient structural change has been effected within the South African Industrial Relations System to proceed with attempting to establish a shared mission.

Applying the second phase of the conceptual resolution completes the process of "working out", as contained within the main research objective of this study: To work out and to enrich a

methodology to address dynamic complexity as in the complex-coercive problem context. "To work out" refers to obtaining the conceptual resolution within the Operations Research theory, translating it to and trying it out within the South African Industrial Relations real world application. Therefore, as part of evaluating whether the main research objective is being met, the process of "working out" is evaluated by asking the following question at the end of this chapter:

- *Has the conceptual resolution been translated to and tried out within South African Industrial Relations?*

Chapter 6 also forms part of the "trying out" learning cycle. Together with Chapters 4, 5, and 7, all contained within the real world application of South African Industrial Relations, it addresses the supporting objective of this study:

- *To contribute to resolving the conflict within the South African Industrial Relations System.*

The function of the chapter is to describe the establishing of a shared mission within the South African Industrial Relation System. Reflecting on the trying out as related here in Chapter 6, will take place in Chapter 7, Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System.

6.1   Preamble

In Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* an action plan has been derived for establishing a shared mission within a complex-coercive setting. Within the action plan GABEK (©Zelger) as a communication and intervention tool, plays an integral part. GABEK (Ganzheitliche Bewältigung sprachlich erfasster Komplexität – holistic processing of linguistically represented complexity) is a technology that enables the surfacing of underlying feelings, values, attitudes and their interconnections, in the respondents' own words. The starting point of GABEK is open-ended questions, aiming at allowing respondents to express themselves from their own frame of reference, rather than from that of the researcher. The action plan incorporates the following:

- Draft a document briefly explaining the notion of a worthwhile future.

- Share the document on a worthwhile future with individuals from each grouping of stakeholders. Do GABEK analyses on these individuals, separately for each grouping of stakeholders. The open-ended questions asked should be geared towards the attaining of a worthwhile future and should be formulated according to the particular situation at hand. Typical questions may include, e.g. "What do *you* want from the future?", and/or "What would *you* regard as 'a worthwhile future'?", and/or "How do *you* see your (the other stakeholders') role in the attaining of 'a worthwhile future'?". In each case,

the respondents are asked to motivate their opinions. Performing separate analyses promotes openness and honest communication. Stakeholders are not confronted with the views of others and feel more inclined to express their own thoughts.

- Adapt the document on a worthwhile future and give feedback to each grouping of stakeholders separately. The stakeholders are now faced with their own underlying feelings, values and attitudes that emerged from the GABEK analyses. The information increases an understanding of the self.

- Organise a one-day workshop to work towards mutual understanding. Participants to the workshop should be influential individuals from all the stakeholder groupings. The individuals are not representative in the sense of being elected by a certain percentage of the members of the stakeholder groupings. Rather, they are selected by the researcher - with possible input from the members of the specific stakeholder groupings - for their knowledge, experience and involvement. During the workshop, the information of the GABEK analyses on all the stakeholders will be shared. It is thereby hoped to expand the stakeholders' knowledge of each other. Through group discussions, a mutual understanding may develop.

- A further GABEK analysis on the group discussions will be done during the workshop to crystallise the outcome of the workshop. The open-ended questions asked should be geared towards further co-operation in striving towards 'a worthwhile future'. Examples of questions may for instance include: "What actions do *you* think are necessary to progress towards 'a worthwhile future'/a certain aspect of 'a worthwhile future'"?, "Who, do *you* think, should take these actions?", "What do you think can *you* do to reach "a worthwhile future'/a certain aspect of 'a worthwhile future'?" Again the participants are to be asked to motivate their opinions in a few sentences and again the actual questions asked should be determined by the situation at hand. The results are to be shared at a further meeting between influential individuals.

- The desired outcome of the mutual understanding enhanced during the one-day workshop and the further meeting, is the establishing of a forum for working towards a worthwhile future. The forum should continue beyond the first meeting and should present a continuous platform for discussion and planning. In this way the participants may carry further within their respective environments the agreements reached and the actions decided upon.

The above action plan has been derived as part of the conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context. The steps of the action plan have been worked out in detail – some more than others. It has been contended that the action plan is not to be rigidly prescriptive. Rather, while executing it, it should be adapted if necessary.

Therefore, in executing the action plan within South African Industrial Relations, it may, and in fact, it has happened that the original action plan set out above is deviated from. In this chapter, the process of carrying out the action plan within South African Industrial Relations, as well as the results obtained, are

to be discussed. While it should be clear from the discussion why the deviations have occurred, the implications of the deviations for the original action plan and therefore for the conceptual resolution, are to be dealt with only in Chapters 7 and 8. Chapter 7 will discuss the enrichment of the conceptual resolution as applied in South African Industrial Relations, and Chapter 8 the enrichment of the conceptual resolution in terms of Operations Research theory.

In addition to discussing the process and the results, some remarks on the scope and demarcation of executing the action plan pertain. Also, since establishing a shared mission completes the process of "working out" as contained in the main research objective, the latter is to be evaluated at the closure of this chapter. The layout of the rest of Chapter 6 is thus as follows:

- Scope and demarcation.
- Executing the action plan. A step-by-step account of:
    ◊ the process followed, and
    ◊ the results obtained.
- Evaluating "to work out".

6.2   Scope and demarcation

South African Industrial Relations is of national scale. Following the proverbial onion patch approach may be more sagacious in a context of such magnitude and complexity, than an ambitious attempt to tackle everything everywhere at once. A caveat pertains: the demarcation must be done in such a way that the results obtained for the narrower setting, would be transferable to the wider setting, i.e. the demarcation should allow for some scope. In addition, it would be foolhardy to attempt to establish a shared mission amongst all the stakeholders of the South African Industrial Relations System country wide within the time span of this study.

For the purposes of this study, the research has been limited to the Vaal Triangle, a highly industrialised region of South Africa. The Vaal Triangle is situated within Gauteng, the most densely populated province and also the economic heartthrob of South Africa. The Vaal Triangle has been selected as the specific area of application, since:

- Because of being highly industrialised, all the groupings of stakeholders are well represented within the Vaal Triangle, i.e. management (employers), unions (employees), communities and the government at a local level. The unemployed as well are represented, since the reputation of the region as providing job opportunities, attracts many hopeful job seekers. Further, the recession mentioned in Chapter 4, has resulted in retrenchments and job losses throughout the Vaal Triangle.

- Although not guaranteed, the mere fact that the stakeholder groupings are all represented, enables to a degree access to all stakeholder groupings.

- Moreover, because of the economic importance of the region and because of the high industrialisation, some key players of each stakeholder grouping – particularly the unions and the employers - are also represented.

- Considering the unique position of the Vaal Triangle within the Gauteng province, the leading industrial province of South Africa, it may happen that a riffle effect occurs, and that any positive results obtained, might be conveyed to other parts of the country.

- The possible ripple effect may also be strengthened by the fact that prominent players of the stakeholder groupings are represented in the Vaal Triangle region.

- Though not the most important reason, but definitely simplifying the empirical work, is the fact that the researcher is an inhabitant of the Vaal Triangle.

- The application has been carried out on the macro level, i.e. between organisations, not on the meso level, i.e. within organisations. Results on the macro level may, however, lead to opportunities on the meso level. Applying the action plan in the Vaal Triangle, would enable the researcher to be involved in follow up work.

Other aspects related to the scope and demarcation of attempting to establish a shared mission within South African Industrial Relations, include:

- Because of the racial divisions aggravated by apartheid, analyses were done of black and white respondents within each stakeholder grouping. Again the term "black" implies coloureds and Asians as well. The reason for distinguishing thus, is that blacks, coloureds and Asians are all perceived as being disadvantaged by the policy of apartheid – albeit blacks the most -, whilst whites are perceived as "benefiting" from apartheid. (As explained in Chapter 4, "benefiting" is arguable.) Distinguishing between *black* and *white,* and not between *black, coloured, Asian* and *white,* is simply a matter of convenience and not intended as a slight to any population group.

- Capitalising on any move towards co-operation or towards a willingness to co-operate between the stakeholders of the South African Relations System, is beyond the time span of the study, e.g. carrying through an identified project of mutual benefit to all stakeholders.

- However, such projects have been identified and some have been initialised during the course of the study. Moreover, as already mentioned, being an inhabitant of the Vaal Triangle, would favour the involvement of the researcher in projects beyond the time span of the study.

- The aim with actually applying the action plan – as part of the conceptual resolution for addressing dynamic complexity as in the complex-coercive context – remains the enriching of the conceptual resolution derived in Chapter 3. The outcome would be one of employing Operations Research within

the context of South African Industrial Relations. It would be impudent to present the outcome as one of employing Industrial Sociology.

6.3   Executing the action plan

The chronological scheme - as it has evolved - of carrying out the action plan, will be presented before giving an account of the process and results. The chronological scheme has a dual purpose. Firstly, it will serve as an overview of the step-by-step executing of the action plan. Secondly, it will also be an introduction to the step-by-step account of the results obtained.

Chronological scheme

Figure 6.1 on the next page shows the phases of implementing the action plan against a time scale. As can be observed from the diagram, there is a definite starting point for the invention. There is however, no definite end point. In the first place, 'striving towards a worthwhile future' is by definition a continuous process. In the second place, the intervention is being carried on beyond the time span of this study; i.e. follow up work is being done. For the purposes of this study, the (artificial) end point is the completion of one iteration of applying the methodology proposed. The diagram merely provides an overview; the details of the process and results of each of the phases will be discussed subsequently.

The following have been the main phases of carrying out the action plan within the Vaal Triangle:

- gaining access,
- enhancing self understanding,
- developing mutual understanding,
- deriving action plans,
- following up.

Note that each main phase embraces several sub-phases. Though the phases are distinguishable, significant overlap does occur. The overlap is to be expected, due to the continuous and the dynamic nature of the process. The one phase impacts on the next while still in the process of being completed. It should be emphasised that 'completed' implies one iteration of applying the action plan. In a certain sense 'enhancing self understanding', for example, can never really be completed.

It has to be mentioned that although the researcher has been involved in all the phases as indicated in Figure 6.1, intervention of this kind necessitates teamwork. Organising the workshop that took place on 16 October 1996, for example, had been the team effort of the symposium committee of the Vaal Triangle Campus of the Potchefstroom University for Christian Higher Education.

Figure 6.1

Chronological unfolding of action plan

START JAN 93

START MARCH 93

03 MAY 93

ESP. APRIL 94

FEB 95

TO

MID 96

JULY 96 TO

SEPT 96

17 OCT 96

FROM 07 MARCH 97

16 OCT 97

29 JAN 98

20 APRIL 98

27 JULY 98

VIA VAALGRO

MEETINGS PER STAKEHOLDER

FOUNDING OF VEC
GAINING ACCESS

SETBACKS

MEETINGS PER STAKEHOLDER

OPEN ENDED QUESTIONS
ENHANCING SELF UNDERSTANDING

SEPARATE ANALYSES

FEEDBACK PER STAKEHOLDER

AGENDA FOR WORKSHOP
DEVELOPING MUTUAL UNDERSTANDING

STAGING OF WORKSHOP

OPEN ENDED QUESTIONS

FEEDBACK

DERIVING ACTION PLANS

MEETING OF INFLUENTIAL INDIVIDUALS

WORKGROUP

PLANS FOR SURFACED NEEDS

FOLLOWING UP

TAKE ACTION
...COMMUNICATING
...POOLING RESOURCES
...JOB CREATION
... ...

A further point to note, is that the intervention has been initiated during 'the dawn of democracy', as described in Chapter 4. The changes outlined in Chapter 5, *Application: Effecting Structural Change within the South African Industrial Relations System,* have thus been in progress. In fact, throughout the execution of the action plan to establish a shared mission, structural change has been occurring. Though the impact of the effecting of structural change on the establishing of a shared mission is not quantifiable, it can be assumed that a dynamic interplay exists, as explained in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution.* That effecting of some structural change is a prerequisite for initiating the process of establishing a shared mission, is already an indication of the existing dynamic interplay.

In addition to the above phases as indicated in Figure 6.1, the researcher has done some field research during June/July 1996 in the Vaal Triangle as well as other centres across the country. For that period, the researcher has been the host of a German expert, Dr. Hellmut Luckenhoff, on social change and modelling appointed by UNESCO on a fact-finding mission to South Africa. The researcher has assisted in arranging the visitor's itinerary and has taken the liberty of accompanying him on his fact-finding tour. Together with a colleague, Prof. Dries de Wet of the Department of Statistics and Operations Research of the University, and Dr. Luckenhoff, the researcher has investigated community programmes initiated by companies, by communities themselves, by non-profit organisations, or by partnerships of these groupings. Various individuals – managers, employees, politicians, community workers, unemployed squatters,... - have been informally interviewed on their experiencing of the post-apartheid South Africa and their vision of the future. Although not part of the original action plan, this work has followed on some of the results obtained at the workshop of 17 October 1996. It has provided some valuable insights, which will be employed in enriching the original conceptual resolution for addressing dynamic complexity as in the complex-coercive context. The enrichment of the conceptual resolution is to be discussed in Chapter 8, *Operations Research Addressing Dynamic Complexity: Enrichment of the Conceptual Resolution.*

Gaining access

Before commencing with the action plan derived in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* and repeated for convenience at the start of this chapter, it has been necessary to gain access to the various stakeholder groupings. Gaining access has proved to be not a straightforward matter.

Considering the history of conflict amongst the stakeholders of the South African Industrial Relations System, and especially the fact that the conflict has been aggravated by the decades of apartheid, it has been taken as a requisite to distinguish between black and white within each stakeholder grouping. As mentioned before, 'black' includes Asians and coloureds. It must be reiterated that distinguishing on the basis of race, is not meant as a slight to any group. Black and white in South Africa have, because of apartheid, lived worlds apart - Spark's (1990) eloquent "Two minds, two worlds, one country..... where people occupy the same space but live in different time frames so that they do not see each other and

perceive different realities." For the purposes of this research, it is essential to distinguish between black management and white management, for instance. Before the abolition of apartheid, very few of the management of South Africa's companies have been black. Barker (1995) reports that in 1965 2.1% of all managers in South Africa were black (including Asians and coloureds), in 1979 5.0%, 1989 9.4% and in 1991 11.4%. In investigating what managers at the 'dawn of democracy' would consider as a worthwhile future, it would be foolish not to distinguish between black and white; the same for the other stakeholder groupings.

Access to management, white or black, has posed no problems. Perhaps the close links the Vaal Triangle Campus of the Potchefstroom University for Christian Higher Education has formed with the various companies in the Vaal Triangle over the years, has been an advantage. The researcher, as an employee of the University, has been welcomed by all managers contacted.

Reaching the community, especially the black unemployed, has been slightly more difficult. Use has been made of community workers, as well as of black Operations Research students to gain access in some cases.

No access to the government has been obtained at the initial phase. Members of the local government have contended that 'labour is a national issue'. At that time, central government has been in the midst of discussions on designing post apartheid South Africa. Time constraints simply would not have allowed for their participation. However, members of local government have been included later at the workshop of 17 October 1996.

The most difficult stakeholder grouping – apart from the government not participating at the initial stage – has proved to be the unions, both black and white. To directly approach these two groups, has not succeeded. The indirect approach discussed below has realised access, but at a cost in time.

In the attempt of reaching the unions, it has been decided to join forces with Vaalgro. Vaalgro, a non-profit organisation has been founded in 1992 with the aim of wealth creation in the Vaal Triangle. Companies involved in the founding have been, inter alia, Iscor and Emsa, both major industries in the region. Critical performance areas of Vaalgro have included marketing the Vaal Triangle as a profitable region for investment, especially foreign investment; assisting potential industrialists to establish themselves in the region by undertaking and making available the results of technical, economical and production research; contributing to the development and better utilisation of the Vaal Triangle's human resources, raw materials, infrastructure, factory space, machinery and equipment; identifying job opportunities and promoting employment. The vision of Vaalgro has been to strive "to be instrumental in the creation, uplifting and maintaining of the social and economic welfare of the Vaal Triangle, to the extent that every resident may be able to achieve the highest standard of living in the country". (Refer to Appendix A, *Vaalgro and VEC*, for more information on Vaalgro. Unfortunately Vaalgro has scaled down their activities a few years ago due to a lack of funds.)

At the time of initiating the action plan to establish a shared mission amongst the stakeholders of the South African Industrial Relations System, i.e. the end 1992/beginning 1993, Vaalgro has had quite a successful year, creating at least 64 new jobs and advising over 280 entrepreneurs (Refer to Appendix A, *Vaalgro and VEC*). From the activities listed above, it is clear that Vaalgro would supply an appropriate vehicle for access to unions.

The researcher has communicated the need for access to unions, to George Murray, the manager of Vaalgro. At a meeting with Mr. Murray on 30 November 1992, it has been decided to launch a discussion group regarding quality between Vaalgro, the University and the unions of the Vaal Triangle. (Please refer to Appendix A, *Vaalgro and VEC,* for the communication to Mr. Murray and the document proposed as a starting point for the discussions on quality.) Subsequently the researcher has attended a meeting on 21 January 1993, chaired by Mr. Murray, on persuading the trade unions of the Vaal Triangle to negotiate a favourable wage level in order to attract new business to the region thereby creating new job opportunities. (Refer to Appendix A, *Vaalgro and VEC*, for the minutes of the meeting.) Present at the meeting have been representatives from COSATU, NUMSA (National Union of Metalworkers), SACWU (South African Chemical Workers Union), South African Iron & Steel, South African Boilermakers, and MWU (Mineworkers Union). Through the first three it would be possible to gain access to black unions – with black as defined in this study. These unions are, in fact, multiracial. Through the last three, access to white unions would be possible. During the meeting, the union representatives have expressed the wish to learn more of quality, since productivity and quality go hand in hand. Productivity, again, has to do with attracting new business to the Vaal Triangle. The opportunity has presented itself to further contact with the unions. A second meeting with union representatives has been organised, but this time at the Vaal Triangle Campus of the Potchefstroom University for Christian Higher Education, not at the offices of Vaalgro.

The meeting has taken place on 05 March 1993 with the purpose of discussing job creation through quality. (Refer to Appendix A, *Vaalgro and VEC* for the agenda and minutes.) Again representatives from various unions have attended. Vaalgro has not attended, as decided beforehand by Mr. Murray, in order to encourage the unions to communicate more freely. The researcher has presented a talk on the relationship between quality and job opportunities. During informal discussions, the unions have reacted positively on participating in a workshop on job creation through quality. The unions have also expressed their wish for the University organising the workshop, and not Vaalgro. The University has been perceived as a neutral organisation, whilst Vaalgro has been perceived as "on the side of the companies". The date set for the workshop with participants from management and from unions, has been 26 May 1993. (Refer to Appendix A, *Vaalgro and VEC*, for a proposed agenda for the workshop.)

In the meantime various meetings between the University and Vaalgro, culminated in a decision to found the Vaal Excellence Council (VEC), a body involving business, unions and the community in quality improvement. It has been decided to first invite unions to take part in the founding of the VEC, then to persuade business and community organisations to participate as well. The argument has been that overwhelming support would be received from business if the willingness of unions to participate, has already been established. Extensive invitations have been sent to all the unions of the Vaal Triangle.

Only a representative from MWU (Mine Workers Union) has attended. (Refer to Appendix A, *Vaalgro and VEC,* for the invitation by Vaalgro to the unions and for the minutes of the meeting.) The reaction to the founding of the VEC has mirrored the reaction to the workshop organised for 26 May 1993. Not one positive response has been received from the unions - white or black - to the invitation to participate in the workshop. On hindsight, a few explanations may be offered: the connection with Vaalgro, has offended the unions. Although it has been stated explicitly that the University would be hosting the event and would be facilitating the small group discussions, Vaalgro has sent out the invitations. It has been explained in the invitation that Vaalgro is only handling the posting for reasons of convenience. Vaalgro has had the infrastructure and address lists available, the University not. A second reason might have been the cost of R20, which would have included a lunch and a social dinner in the form of a "spitbraai". A third reason might have been environmental factors. The country at that time in history has been at a crossroads. Any event on the political side could have effected the negative response. Furthermore, unions have been becoming increasingly involved in policy making, which has put severe constraints on their manpower and time resources. COSATU, especially, as a partner of the ANC/SACP/COSATU alliance, has put forward 20 of its most experienced unionists as candidates for the ANC's national election list, and has been involved in preparing for the coming election in April 1994.

Several attempts to gain access to unions during the rest of 1993, have failed. Early in 1994, another opportunity has been agreed upon for a meeting to organise the workshop, after having contacted various union representatives. On 10 April 1994 Chris Hani, a prominent black political leader, has been assassinated by a white assailant. This tragic event has destroyed all the contact with black unions up to that point.

During April 1994 everyone has been preoccupied by the drama of the first democratic election in South Africa. Late in 1994 various union officials have been contacted again, with more promising results. From the beginning of 1995 the participation in the second phase of the action plan, namely enhancing self knowledge, has been increasingly gained.

Enhancing self understanding

Process

It has been postulated in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* that, to develop mutual understanding, a certain knowledge of the goals, values and feelings of other stakeholders, as well as those of your own, is a prerequisite. For the enhancing of self understanding, the various stakeholders have been asked to respond to the following open ended questions (Please refer to Appendix B, *Enhancing Self Understanding,* for examples of completed questionnaires.):

- What ought to be the attitude of the stakeholders of the Industrial Relations System to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

- Give your perception of what each of the following stakeholders of the Industrial Relations System can do to help the new South Africa succeed.
    - ◊   State (2 to 3 sentences)
    - ◊   Employee & unions (2 to 3 sentences)
    - ◊   Management & employer organisations (2 to 3 sentences)
    - ◊   Community & unemployed (2 to 3 sentences)

The stakeholders have had the opportunity to complete the questionnaires without group pressure. Every individual could express his or her feelings and ideas without fearing that others "may hear and react to my views". All participants have been assured of staying anonymous, except for indicating to which grouping of stakeholders they belong and (optional) to which race group.

Managers have been reached by private appointment, mostly during working hours at their offices, but some after hours at home. Most of the community workers have been contacted at church organisations. Black students have been employed to interview unemployed blacks. In some cases, the students have had to complete the questionnaire because of the illiteracy of the respondent. The unions have been contacted in various ways. Individuals have been telephoned and asked to participate; the researcher has attended union meetings after hours and has been granted a 15 to 20 minutes before the start of the actual meeting. Also, during a course on Labour Relations presented during the first semester of 1995 by Prof. Christo van Wyk of the Department of Industrial Sociology of the University, access has been gained to almost all of the stakeholder groupings.

In every instance, the purpose of the research has been explained as endeavouring to improve co-operation between the stakeholders. Using the GABEK methodology, developed by a professor of Innsbrück, also has played a part in convincing individuals to participate. Finally, most people contacted have been sympathetic to the fact that the research is part of a PhD study. No participant has received an incentive for completing the questionnaire.

The numbers of participants in the first phase of the study, may seem inadequate, especially when compared to research based on traditional quantitative surveys. Qualitative surveys, such as this study, do not require huge sample sizes. The aim of this study has not been to investigate and verify statements such as "80% of the black unions in the Vaal Triangle..." Rather, the aim has been to elicit what stakeholders of the South African Industrial Relations System think and feel regarding co-operating towards a worthwhile future. What is important, however, is that stratification allows for the sample to be representative of the population investigated. Including black and white respondents from each stakeholder grouping, from different companies, different unions, and so forth, has ensured the sample employed to be representative of the stakeholders in the Vaal Triangle. Furthermore, responses obtained via open ended questions, contain a richness of information per respondent and per response. This richness also negates the necessity for huge samples.

Figure 6.2 shows the numbers of respondents who have taken part in the first phase, *enhancing self understanding*:

Figure 6.2

Number of respondents

STAKEHOLDER*	BLACK	WHITE	TOTAL
UNION	18	12	30
MANAGEMENT	15	14	29
UNEMPLOYED	20	5**	25

* Members of the local government have not participated in the first phase of the study.

** At the time of initiating the study, the majority of the unemployed in the Vaal Triangle have been black. Although the numbers of white unemployed have increased over time, the majority of the poor are still black. The number of white unemployed included in the study, has not warranted a GABEK analysis.

Each respondent has had to answer five questions, resulting in a total of approximately (5 x the number of respondents per stakeholder grouping) responses per stakeholder grouping. In the case of black unemployed, for example, a total of 92 responses has been analysed. Not all respondents have answered all the questions. The responses have been analysed with GABEK, separately for each grouping of stakeholders. According to the original action plan, the results should have been shared with each grouping of stakeholders separately. This has proved to be impractical. Logistically time constraints have not allowed for the feedback sessions to take place. Of less consequence is the fact that the same individuals could not all be reached again, since no record has been taken of their names and addresses. One of the reasons why some individuals have participated, has been the assurance of anonymity. Of course, the results, as being regarded as representative of a certain stakeholder grouping, could be reported back to other members of that stakeholder grouping. However, regarding the time invested to convince the original participants to take part in the study, time constraints would not allow for persuading a new group of would be participants.

It should be mentioned that some individuals have been contacted, mainly in the white management group since they have been easily identifiable by the researcher. Their reaction to the results obtained for white management, has been positive. They have taken ownership of the results and have recognised their own ideas and feelings.

Considering all of the above, the researcher has decided that feedback to each stakeholder grouping separately on the results of that stakeholder grouping specifically, would have been advantageous, but that time constraints would not allow for this step. Consequently, the researcher has continued with the next phase, namely, developing mutual understanding.

Results

For the detailed results of the GABEK analyses, please refer to Appendix B, *Enhancing Self Understanding*. The tree of gestalts and the detailed gestalts for the different levels of analysis are shown there for each stakeholder grouping, black and white separately. Here an example of agreement on the gestalt level and of a disagreement on the hypergestalt level between the two key players, namely unions and management will be used as an illustration of the type of results obtained. Due to the process of GABEK, an agreement on the gestalt level would be quite strong, since detailed information increases to the bottom of the tree of gestalts. On the other hand, a disagreement on the hypergestalt level would be quite strong, since detailed information decreases to the top of the tree.

An example of disagreement on the hypergestalt level:

Black management: *A positive attitude of transparency and partnership should exist between management and employees. There should be no power-abuse from both sides: management by exploitation of working conditions and wages; workers by strikes.*

White management: *Unions should accept co-ownership and co-responsibility for increasing productivity. Unions and employees should be educated to understand the principles of solid financial management. Unions should be more tolerant and realise the consequences of not being realistic in their demands. In stead of what can I get, employees and unions should have an attitude of what can I do.*

Black union: *All stakeholders should co-operate, understand each other's problems and promote a good relationship through communication and negotiation. Conflict should be avoided. Management, especially, should be sincere and open in addressing employees' needs and grievances.*

White union: *Management should be more humane to workers; should listen to their needs and be open to their suggestions.*

From the above it seems that the unions - both black and white – have had a need for management to be sincere and open regarding employees' needs. Black unions have expressed a wish for less conflict. White management have wanted unions to take co-responsibility for productivity, to make a contribution and not to have an attitude of demanding. Likewise, black management have pleaded that unions should have less of an attitude of demand and strike. However, they have also felt that management should be more open to employees.

Moving down the tree of gestalts, some of these differences become more pronounced:

Black management: *Management should stop trying to hold on to power they never really had. They must lead in the change process and not expect the shopfloor to change first. Exploitation of the employees in working conditions must stop and management must be transparent and fair.*

White management: *Unions must be realistic in their demands, honest and tolerant in negotiations. They must encourage their members to desire education and to actively contribute in terms of productivity. The attitude should be what can I do.*

From the above it is clear that white management and black management have not shared the same attitude towards the employees. Black management have been of the opinion that management should cease with exploitation and should be fair towards employees, whilst white management have believed that the unions should give the employers a fair chance. Black management have felt that management should initiate the change process, whilst white management have reckoned that employees should have a positive attitude of taking action towards making the RDP work.

The above are only examples of disagreement. Similarities have also been found regarding, for instance, the issues of communication and of building good relationships. An example of agreement on the gestalt level:

Black management: *The community must take charge to develop themselves and participate in self-help and RDP programmes to create jobs for the unemployed. The community should co-operate with law enforcement authorities to stop crime, violence and other social decay. This will pave the way to foreign investment. The unemployed should also accept with hope that the above will improve unemployment gradually.*

White management: *The community must optimally use opportunities for further development. The unemployed should have patience with the RDP and should not give over to violence. The community must become aware of the realities of the international world and try and do something for themselves and their community.*

Black union: *The community must not be at the receiving end always, but should strive to introduce job creation projects through the RDP, thereby contributing to their own financial independence rather than despairing.*

White union: *The community and employed should find a way in being self-sufficient and earn money for themselves. The unemployed can look for and apply for jobs. The community can drive projects to create employment. Do not expect to get fish – learn how to fish.*

A definite agreement on the responsibility of the community to take initiative to help themselves, to do something for themselves, not to despair and to make use of all opportunities to develop themselves – not to expect to get fish, but to learn how to fish, can be discerned from the above.

Develop mutual understanding

Process

According to the action plan, a workshop involving all the stakeholder groupings, has had to be organised for the next phase, namely, to develop mutual understanding. The idea has been to share the results of the stakeholder groupings at the workshop, thereby increasing their understanding of each other. During the previous phase, when giving feedback to a few individuals on the results for their specific stakeholder grouping, some of the results of the other stakeholder groupings have also been discussed. The reaction has been negative, in some cases almost aggressive.

On the basis of these experiences, the researcher has decided to rather, from the comparison of the separate GABEK analyses carried out during the previous phase, identify issues on which the respondents have shown some degree of agreement. The topic of agreement and the degree thereof that have emerged, have exceeded expectations (Pothas & De Wet, 1998). The major result that has surfaced, has been the opinion that all stakeholders, including the broader community, should work together for the benefit of the broader community of the Vaal Triangle. The broader community, containing the unemployed, should not expect handouts, but should take initiative in improving their quality of life.

The example of agreement give in the previous section, has illustrated this for unions and management. The same result has been obtained from the unemployed themselves:

The unemployed must not just sit and wait for the government to help. The community should be united in job creation and should be involved in creating a living for themselves.

This emerged result has paved the way to achieve a willingness to co-operate amongst the stakeholders of the Industrial Relations System within the Vaal Triangle.

Organising an annual symposium on some topical theme, has been the tradition of the Vaal Triangle Campus of the University of Potchefstroom for Christian Higher Education since 1975. At the time of intervention, the researcher has been, and in fact, at the time of writing still is, a member of the organising committee, which has offered the opportunity to adapt the symposium to suit the purpose of not only the management of the campus, but also the purpose of this research. A further advantage has been the fact that participants to the symposium have always included managers, union representatives, and community leaders from the Vaal Triangle, as well as members of the local government. At the symposium, all stakeholder groupings would be represented. In addition, the University as the organising body of the symposium would participate, as well as various other educational institutions of the Vaal Triangle – VISTA University (traditionally a black institution), the Vaal Triangle Technikon, colleges, schools.

Planning the symposium has commenced in the beginning of 1996. (Please refer to Appendix C, *Developing Mutual Understanding,* for minutes of such a committee meeting.) The theme the organising committee has decided upon for the 1996 symposium, has been "Participating in Positive Change within the Vaal Triangle". The theme has correlated with the emerged GABEK result that all the stakeholders of the Industrial Relations System in the Vaal Triangle should work together towards the benefit of the broader community of the Vaal Triangle.

The format of the symposium has been designed as follows:

- A plenary session starting with an address by the local mayor and followed by introductions to the theme of ten minutes each by leaders in the fields of Labour, Socio-economic Development and Education.

- Separate workshop sessions within the three groups - Labour, Socio-economic Development and Education - lasting for the larger part of the day. Participants would decide themselves which workshop session to join.

- Within each workshop session, the groups would divide into subgroups to enable small group discussions on aspects of "Positive Change within the Vaal Triangle". Two persons knowledgeable on the specific field would facilitate each workshop; e.g. two experts on Industrial Sociology would facilitate the Labour group.

- At the start of the small group discussions, each participant would complete an open ended questionnaire on ways to contribute to "Positive Change Within the Vaal Triangle", to be analysed with GABEK. This would be done to crystallise the outcome of the workshop. The results would be shared at a further meeting between influential individuals.

- After the small group discussions, each group would convene with their facilitators to prepare for a plenary feedback session.

To streamline the discussions at the symposium, a pre-symposium survey has been done during July to September 1996 amongst various inhabitants of the Vaal Triangle to identify specific aspects of "Positive Change within the Vaal Triangle". The group of 77 respondents has included (black and white) members of all the stakeholder groupings of the Industrial Relations System. The open ended questions asked have been (Please refer to Appendix C, *Developing Mutual Understanding,* for an example of a completed questionnaire.):

- What do *you* consider as *positive* change in the Vaal Triangle? Describe *your* point of view in two to three full sentences.

- Who or what do *you* think can make the biggest difference in bringing about positive change in the Vaal Triangle? Motivate *your* point of view in two to three full sentences.

- Who or what do *you* think can be the biggest hindrance to positive change in the Vaal Triangle? Motivate *your* point of view in two to three full sentences.

The results have rendered the following topics of discussion for the workshop sessions:

- General
Racism – black on white, white on black - has been perceived as one of the biggest hindrances to positive change in the Vaal Triangle. Prejudice because of not knowing each other, has also surfaced as a hindrance. Another problem identified has been a lack of openness towards others. Some remedies to bring about positive change in the Vaal Triangle, have included starting with yourself, creating a positive atmosphere, education.

- Labour
Top of the list has been job creation, followed by a lack of trust amongst management, unions and employees, and the need for training.

- Socio-economic
The high incidence of crime has been mentioned by all respondents. Job creation, attracting investments to the Vaal Triangle, the housing need, the education need, the service rendered by local government, and payment/non payment for services such as the supplying of water and electricity have also been mentioned as topics for discussion.

On 17 October 1996, the one-day symposium has been held with the theme "Participating in Positive Change within the Vaal Triangle". The plenary address by Mr. Yunus Chamda, the local mayor, has been an extremely strong message of hope and future development of the Vaal Triangle. He has emphasised that the potential for bringing about positive change within the Vaal Triangle, lies in the hands of every individual. The positive message has been continued by the three invited speakers in their ten minutes each introductions of the different sessions. The speakers have been Prof. Sakkie Steyn of the Technikon and previously of the University, Mr. Less Kettledas of the Department of Labour, and Mr. Harold Pakendorff, a political commentator for the three sessions Education, Labour, and Socio-economic Development respectively.

Participants have decided themselves which workshop session to join. Members of local government and of the broader community have tended to join the Socio-economic Development workshop. Members of unions have preferred the Labour workshop and managers from the local industries have attended mainly the Labour or the Socio-economic Development workshops. The Education group is not formally part of the Industrial Relations System, but education and training have been identified as two aspects of

"Positive Change within the Vaal Triangle" during the pre-survey. Also, the University, which has organised the symposium, has participated as an educational institution.

During the workshops at the symposium, the participants have been asked the following open ended questions (Please refer to Appendix C, *Developing Mutual Understanding*, for an example of a completed questionnaire.):

- What do you think *you* can do to contribute to positive change within the Vaal Triangle? Please motivate your answer in 4 to 5 full sentences.

- What actions do *you* think may really contribute towards positive change within the Vaal Triangle? Please motivate your answer in 4 to 5 full sentences.

- Who should initiate these actions? Please motivate your answer in 4 to 5 full sentences.

- Which action steps should these initiators take? Please motivate your answer in 4 to 5 sentences.

The researcher has analysed the responses via GABEK. The results of the GABEK analysis, reflecting the opinions of the participants to the workshops on the issue of how to contribute to "Positive Change within the Vaal Triangle", have been overwhelmingly positive.

Results

Synopsis:

Participants of the symposium have all agreed on:
- being positive about the Vaal Triangle,
- co-operating in bringing about positive change in the Vaal Triangle.

Towards the above some ideas have been formulated:
- communicating a positive mindset,
- cultivating friendships with individuals from other social groupings,
- reducing crime,
- creating jobs,
- small business development, and so forth.

Tree of gestalts:

The underlying structure of the participants' opinions and feelings on "Participating in Positive Change within the Vaal Triangle", is presented in Figure 6.2 on the next page. From the responses on the open

ended questions in the questionnaire, sixteen gestalts have been constructed, each gestalt forming a coherent unit. These sixteen gestalts have further been condensed via GABEK into five hypergestalts, which on their part have been again condensed into two hyperhypergestalts. The full details of the GABEK analysis are shown in Appendix C, *Developing Mutual Understanding.*

Figure 6.3

Tree of gestalts for workshop results
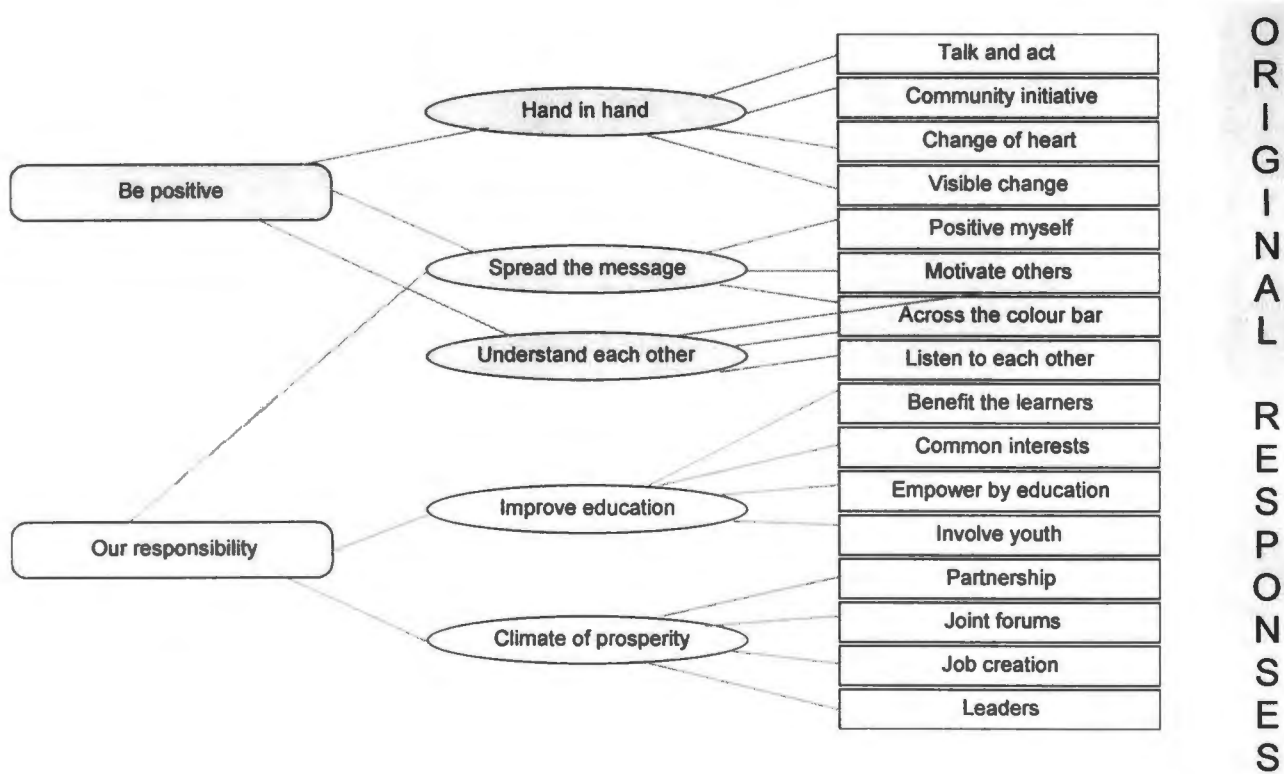
The two hyperhypergestalts:

Be positive: We must all be positive about the Vaal Triangle and demonstrate this mindset among all of our people.

Our responsibility: We must all accept the responsibility to co-operate in creating a climate of prosperity in the Vaal Triangle.

The five hypergestalts from which the above hyperhypergestalts have been constructed:

Hand in hand: All the people of the Vaal Triangle must participate in positive change. We must work hand in hand to implement agreed upon action plans, resulting in visible change for all within a certain time frame.

Spread the message: *We must be positive about the Vaal Triangle, demonstrating this mindset among family, friends and colleagues.   Each of us must accept the responsibility of contributing to the development of the region on own initiative, thereby motivating others.*

Understand each other: *We need to understand each other.   Building friendships across the colour bar, will lead to mutual trust.   By communicating in a positive manner, we'll learn to respect our different cultural backgrounds.*

Improve education: *Local business, educational institutions, labour and the community must co-operate in providing training to all in the Vaal Triangle.   Already at school level, industrial needs must be taken into account.   Other training programs must also be geared towards these needs to enable learners to pursue a career path.   To participate in improving education, business can provide funding: the educational institution, facilities and expertise.*

Climate of prosperity: *The community, business, labour and local government must co-operate to create a climate of prosperity and development.   Such a climate will be conducive to investment, small business development and job creation.   However, the current unemployment leads to crime and deteriorates our quality of life.   Reducing crime levels is therefore an absolute must.*

The sixteen gestalts which have been used in constructing the above five hypergestalts:

Talk and act: *People of different environments must meet and have open agenda discussions.   Everyone must be allowed to participate in discussions on matters of the day.   However, we must not only talk about changes.   Rather, we must identify problems and actions, and follow up on implementing our ideas.*

Community initiative: *Community leaders must actively support implementing projects geared towards positive change.   In fact, they must work had in hand with the members of the community.   Every member of the community should participate in projects of community interest.   Projects must be initiated in a professional manner, organise in action teams, use skilled project managers, combine resources and energy.   Feedback to the masses is important.   There must be no discriminating between different social and racial groups, because change can only be positive if it is for all.*

Change of heart: *To participate in positive change, all individuals should in the first instance have a change of heart.   During a joint planning session, they should decide upon specific goals and a plan of action, including research.   They must co-operate to*

implement the actions within a certain timeframe and be committed to bring about visible change.

Visible change: *Change in the Vaal Triangle must be visible. Change must be initiated only if it could result in uplifting the people and if the necessary funds would be available for visible implementation. We must all participate even if only in a small way. Change must be for all, without any discrimination, to be positive. The media must be encouraged to report positively on the Vaal Triangle.*

Positive myself: *Firstly be positive yourself and be proud of the Vaal Triangle. I am a responsible person and must take initiative. I cannot wait for others (such as the government) to implement actions necessary to bring about positive change. I can start at home, in my social contact with people, in my occupation! By being positive, and by committing myself to positive change, I can contribute to the region of the Vaal Triangle. I must talk about the good that is already being done in our region and motivate others.*

Motivate others: *We must demonstrate a positive attitude towards the Vaal Triangle. Start to communicate to your family and friends in a positive manner about our region, from there it will grow. Believe and trust in others, accept responsibility for your own. Have a good value system and motivate others by your example.*

Across the colour bar: *I can change my perception of other groups by actively engaging in socialisation. Building relationships across the colour bar will teach us to respect our different languages and cultures. I can get involved with other people and through visiting other communities, learn from them. By being involved, I can participate in working towards change beneficial to the Vaal Triangle.*

Listen to each other: *Different groups must really listen to each other and be lenient towards each other. Management especially, must listen to the ordinary workers and try to understand their feelings. We need to accept individuals and their cultural backgrounds.*

Benefit the learners: *Local business and educational institutions must co-operate in improving education and reducing illiteracy in the Vaal Triangle. Industries are in a perfect position to contribute financially to education. Co-operation can lead to using the local resources in the most effective way, benefiting the learners in the Vaal Triangle and enabling them to pursue a career path.*

Common interests: *Labour, industry and the community must co-operate and put common interests first. Training must be available to all. Industry is in the perfect position to fund education. Tertiary education institutions can supply facilities and expertise.*

Empower by education: *We must improve the standard of education. People must have the opportunity to empower themselves by being trained in basic skills as well as higher thinking and life skills. Technology should be employed in education and training.*

Involve youth: *To really have an impact on positive change, education must improve at school level. Teachers must be involved and link theory to practice. Pupils must be guided to understand what their subjects are really about. Career guidance must be geared to meet technical and industrial needs. We must involve our youth because they are the future.*

Partnership: *A partnership between labour, business and local government is needed to develop policies and to create a climate conducive to investment, job creation and growth. Crime must be stopped by strict law enforcing and by stronger measures even the death penalty. More can also be done for the community if everyone pays for services. Provision of services, basic education and medical care will then improve. Everybody must be engaged in fighting crime, paying his dues and encouraging investment.*

Joint forums: *Everyone must be involved in tackling community issues and bringing about positive change in the Vaal Triangle. Joint forums must include members of the community, business and government, working towards a common objective. An individual's responsibility does not only lie within himself, but in the community as well.*

Job creation: *Unemployment leads to crime, lack of self-esteem and suicide. Therefore, we need to promote job creation. We can encourage the development of small businesses. This means motivating individuals and training them in entrepreneurship. The training needs to be funded and must be done by experts. Entrepreneurs must also be assisted by providing premises and loans at low interest rates. We must also attract investors to the Vaal Triangle.*

Leaders: *Leaders from education, industry and the public sector need to be positive and co-operate to create a climate of prosperity. Others will follow to contribute towards positive change. Better education for all is a prerequisite to development. Furthermore, job creation and business development are vital. Reducing crime levels is also a must towards creating a climate of peace and prosperity.*

The above results speak for themselves. An overwhelming positive attitude towards co-operating for the benefit of all has been expressed. All of these are praise worthy, but what next? As expressed in one of the gestalts: *"However, we must not only talk about changes. Rather, we must identify problems and actions, and follow up on implementing our ideas."* A great number of participants have expressed the

opinion that the people of the Vaal Triangle should go a step or two beyond discussing the issues - a forum to implement the ideas should be created: *"People of different environments must meet and have open agenda discussions. Everyone must be allowed to participate in discussions on matters of the day."* and *"Joint forums must include members of the community, business and government, working towards a common objective."*

These results have pre-empted the goal of the next phase of the action plan, i.e. the stakeholders of the Industrial Relations System actually deriving action plans for co-operating in bringing about positive change within the Vaal Triangle.

Deriving action plans

Process

The organising committee has convened a meeting of various influential inhabitants of the Vaal Triangle, such as managers of various companies, the university management, the director of the local media publisher, for feedback of the symposium results. The meeting has taken place at the Vaal Triangle Campus of the Potchefstroom University, on 7 March 1997. Approximately thirty people have attended. The researcher has reported on the results obtained at the workshop sessions of the symposium and each person present has received a copy of the results. The report of the results has also been posted to all the participants of the symposium of 17 October 1996.

Results

The outcome has been received enthusiastically. Rather than organising another symposium for 1997, it has been decided to actively participate in especially job creation within the Vaal Triangle. The decision to pool resources towards positive change within the Vaal Triangle has also been made. Since various institutions have already been involved in community projects, it has seemed sensible to co-ordinate the efforts. The first step in co-ordinating the efforts would be to share information on what is being done where and by whom. The most likely contacts at the various companies to have this information, would be their human resource managers. The university has been appointed by the meeting to manage the process of co-ordination.

Also, some managers have contacted the researcher with appreciation of the manner in which the outcome of the symposium has been concretised. The general manager of one the major companies within the Vaal Triangle has, on the basis of the researcher's report, identified actions for his company to take. His team of human resource personnel has received the task to investigate how to address some of the issues that have surfaced at the symposium.

A further spin-off, though not related to the Vaal Triangle, deserves to be mentioned here. A visitor of the University of Natal, Prof. Don Petkov, has attended the symposium and has decided that the format

would be suitable for staging a similar workshop in Pietermaritzburg, Natal. The workshop theme has been "Contributing to Education and Training in the KwaZulu Natal Midlands". At the Vaal Triangle symposium education and training have also been identified as issues of concern. During the workshop, participants have completed a questionnaire of open ended questions, similar to those used at the Vaal Triangle symposium, except for being aimed at the KwaZulu Natal Midlands region. The workshop has created an opportunity to identify some actions to contribute to the improving of the education and the training of the community of the KwaZulu Natal Midlands (Pothas & De Wet, 1997; Zelger *et al.*, 1998).

Following up

On strength of the favourable reaction of the attendees of the meeting on 7 March 1997, a meeting of human resource managers of various companies in the Vaal Triangle has been convened at the University. Apart from sharing information on existing community projects within the Vaal Triangle, as discussed above, it has been argued that the human resource manager at a company would be a valuable ally in the co-ordinating effort for various other reasons as well. The human resource manager of a company is influential in the sense that he liases with both the management of the company and with the employees and union representatives. Furthermore, in any practice of social responsibility by a company, the human resources manager is usually involved. Another argument in favour of involving the human resource managers is that the financial support of the Vaal Triangle companies would be necessary for carrying out projects. As expressed by the results obtained at the symposium, one way for business to co-operate towards positive change in the Vaal Triangle is in the form of funding: *"Industries are in a perfect position to contribute financially."*

The meeting has taken place on 16 October 1997, a convenient date - usually reserved for the annual symposium. (Please refer to Appendix D, *Following Up*, for minutes of the meeting.)

Results

Participants to the meeting have all pledged their support for working towards positive change within the Vaal Triangle and have all been appointed as members of a project team. One specific issue has been emphasised as to receive urgent attention: job creation. Towards this ideal, the project team has met again on 29 January 1998 and 20 April 1998. In the meantime information on the various community projects has been gathered. (Please refer to Appendix D, *Following Up*, for minutes of the meetings.)

The main outcome of the meetings has been the decision to take the discussions around job creation a step further. The general managers of the companies in the Vaal Triangle have been invited to participate in the job creation project. The emphasis would be on *acting*. In the words of the vice-rector of the Vaal Triangle Campus of the Potchefstroom University for Christian Higher Education in an open letter to the general managers: "We do not envisage any further symposiums and deliberations on these critical issues. We rather ask that you view this open letter as a precursor to a personal visit by one of our team members, who will inform and motivate you to join us by participating in a one-off peer group leaders' council during which we will turn *this process into a project* in order, for once, to place action

before philosophy......We are aware of and committed to our mission, as mentioned above, given both the urgency and challenge the country-wide transformation process holds for us all. In a word, if we do not create jobs, stimulate economic growth, stabilise the social welfare of people and reclaim the spirit of the nation, we will merely carry on voicing concerns through continued deliberations....It is our believe that a person with a job and a home, is a person who experiences and realise a real sense of human dignity. Similarly, it is these people who stimulate the economy with expendable income and who can make a meaningful contribution to the macro-environment."

The fact that it has always been the habit to export raw materials from the Vaal Triangle for processing elsewhere has been identified as a major concern by the project team. Rectifying this would require a concentrated effort by the general managers of the Vaal Triangle companies. As stressed in the open letter mentioned above: "In our discussion we, among other things, voice our concern about the fact that many raw materials are exported from the Vaal Triangle to other industries in South Africa where secondary processing and tertiary finishing or refinement takes place as well as purchases by companies that occur outside our region."

The researcher, as a member of the project team, has been tasked to visit the general manager of Iscor, a steel industry and a major player in the Vaal Triangle economy, and the chairperson of Elca Engineering, a smaller company. (Please refer to Appendix D, *Following Up,* for a full list of project team members and companies to be visited.) The managers have been visited during May 1998. The reaction has been positive, especially to the emphasis on *action*. The workshop has taken place on 27 July 1998 and specific action plans have been set up, with the commitment of the leaders of the Vaal Triangle industries to be partners in job creation in the Vaal Triangle. (Please refer to Appendix D, *Following Up,* for the minutes of the workshop and detailed results.) The general managers have decided to appoint working groups within their specific companies to carry out the action plans and thereby to also involve the other stakeholders, such as the unions and the unemployed. The University has been tasked to co-ordinate the carrying out of the action plans, and the project team has to meet more frequently in order to monitor the progress being made. The process of job creation is being turned into a project.

6.4   Has the conceptual resolution been translated to and tried out within South African Industrial Relations?

In this chapter, the main objective, *to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context*, has been partially addressed. "To work out" refers to obtaining the conceptual resolution within the Operations Research theory, translating it to and trying it out within the South African Industrial Relations real world application. The purpose of the current chapter and the previous chapter has been to translate the conceptual resolution to and to try it out within South African Industrial Relations.

Whether the first part of to work out, namely obtaining a conceptual resolution within the Operations Research theory, has been carried out, has been evaluated at the end of Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution.* Here, at the end of Chaper 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* and after having completed Chapter 5, *Application: Effecting Structural Change within the South African Industrial Relations System,* it pertains to determine whether the latter part of "to work out" has been addressed. To determine whether the process of "to work out" has been completed, the following question should be answered:

- *Has the conceptual resolution been translated to and tried out within South African Industrial Relations?*

From the discussions in the previous chapter and in the current chapter, the answer is undoubtedly yes. The conceptual resolution entailing the notion of a worthwhile future and a two-prong approach to attain the worthwhile future, has been translated to and tried out within South African Industrial Relations, albeit with the demarcation as set out at the beginning of Chapter 6.

The first part of the process, namely effecting structural change, has been discussed in Chapter 5. Suggestions have been made for structural change addressing the eradicating of inequalities, the encouraging of open debate, and the inclusion of the poor. In the discussion on effecting structural change, the events and external pressure in the form of sanctions, trade boycotts and bans on loans, leading to the "dawn of democracy" and the abolition of apartheid have been studied. The final section of Chapter 5 has presented an overview of the structural changes realised and being realised at "the dawn of democracy".

The second phase of "to work out" has been discussed in the current chapter, namely Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System.* The step-by-step carrying out of the action plan derived in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* has been described in terms of the process followed and the results obtained. Carrying out the action plan has been confined to the Vaal Triangle, a major industrialised region of South Africa. It has been alleged that results obtained in the Vaal Triangle should be transferable to other regions in South Africa. In the execution of the action plan, the original action plan has been adapted according to the specific circumstances encountered and to the results obtained, as stated as possible in Chapter 3.

The latter step of "to work out" has thus been carried out and, at this stage of the study, the main research objective, *to work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context,* has been partially met.

Postscript

In Chapter 6, the applying of the second of the two phases of the conceptual resolution within South African Industrial Relations has been discussed.   The first phase of the conceptual resolution entails the effecting of structural change, and has been dealt with in Chapter 5.   The second phase involves the establishing of a shared mission.

The carrying out of the second phase, namely the establishing of a shared mission, has been confined to the Vaal Triangle, a major industrialised region of South Africa.   The action plan derived in Chapter 3, Operations Research Addressing dynamic Complexity: A Conceptual Resolution, has been executed step-by-step.   The steps involved have been termed:

- *Gaining access.*
- *Enhancing self understanding.*
- *Developing mutual understanding.*
- *Deriving action plans.*
- *Following up.*

The process followed and the results obtained, have been outlined for each of the above. Positive results have been obtained.   The stakeholders have indicated that the plight of the community is a common concern.   It has not been implied that the community is to be given handouts; on the contrary, it has been expected of the community to take initiative and to actively participate in community programmes.   A shared mission has emerged, namely "to co-operate in partnership with the community for the community".

The reporting of the results has concluded on a promising note.   Job creation has been singled out as one major concern that has to be addressed as a matter of urgency.   A project team has been appointed to initiate the process of job creation in the Vaal Triangle.   At the time of writing, various action plans with the aim of creating jobs for the community of the Vaal Triangle, are in the initial phases of implementation.

The action plan as applied here in Chapter 6 has not been compared to the original action plan as derived in Chapter 3.   This is to be done in Chapter 7, Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System, when reflecting on the trying out within the South African Industrial Relations System.

CHAPTER 7

APPLICATION: ENRICHMENT OF THE CONCEPTUAL RESOLUTION FOR THE SOUTH AFRICAN INDUSTRIAL RELATIONS SYSTEM
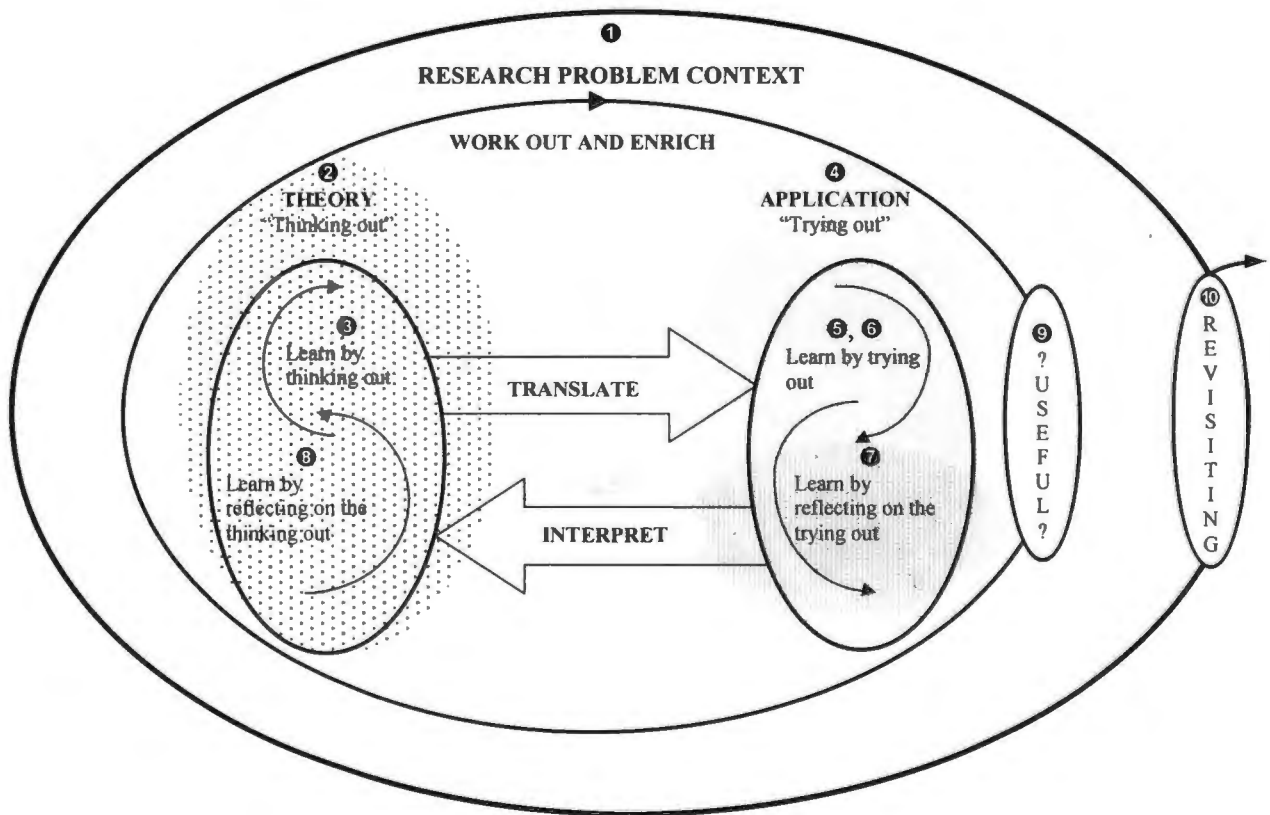
This chapter is the last of the four chapters of the "trying out" learning cycle. The trying out within South African Industrial Relations entails putting the conceptual resolution to the test. Together with Chapters 4, 5, and 6, all contained within the real world application of South African Industrial Relations, this chapter addresses the supporting objective of this study:

- *To contribute to resolving the conflict within the South African Industrial Relations System.*

It is then only apt that the attainment of the above objective is to be determined at the end of Chapter 7. It should be emphasised that the conceptual resolution has been tried out within the Vaal Triangle region of South Africa, as explained in Chapter 6, Application: Establishing a Shared Mission for the South African Industrial Relations System. When using the term "South African Industrial Relations" it is meant in the sense of having applied the conceptual resolution in the Vaal Triangle. It is not implied that the conceptual resolution has been tried out countrywide.

Before evaluating whether the supporting objective has been met, it is necessary to reflect on the trying out, as related in Chapters 5 and 6. Chapter 5 has dealt with the first phase of the conceptual resolution, namely effecting structural change. In Chapter 6, the second phase, establishing a shared mission, has been described.

The function of this Chapter 7 is thus to reflect on the trying out as described in Chapter 5, Application: Effecting Structural Change within the South African Industrial Relations System and Chapter 6, Application: Establishing a Shared Mission for the South African Industrial Relations System. It is thereby aspired to enrich the translating of the conceptual resolution to South African Industrial Relations.

7.1   Preamble

Putting the conceptual resolution to the test implies evaluating its performance in a real world application. As the conceptual resolution has been tried out in the application area of South African Industrial Relations, it means the following question needs to be answered:

- Has some form of co-operation or willingness to co-operate been expressed by the stakeholders of the South African Industrial Relations System?

However, the trying out does not merely serve the purpose of evaluating the conceptual resolution. In addition to putting the conceptual resolution to the test, the purpose of the trying out is to *learn by reflecting* on the results of the trying out. To learn equals to enrich. By *reflecting on the trying out*, it is thus endeavoured to enrich the translating of the conceptual resolution to South African Industrial Relations. The results of the trying out process within the real world application of South African Industrial Relations are also to be interpreted to enrich the original conceptual resolution. The original conceptual resolution is to be adapted according to the interpretation of the learning that has taken place within the process of trying out.

The enrichment of the conceptual resolution for South African Industrial Relations is to be discussed in this chapter, whilst the enrichment of the original conceptual resolution within the theory of Operations Research, will be discussed in Chapter 8, *Operations Research Addressing Dynamic Complexity: Enrichment of the Conceptual Resolution*. Naturally, the aspects discussed here in Chapter 7 will be returned to in Chapter 8. In the first, the discussion is to be in terms of South African Industrial Relations, in the latter in terms of Operations Research theory.

The conceptual resolution encompasses a two-prong approach – effecting structural change and establishing a shared mission. In Chapter 5, the effecting of structural change has been related in the context of South African Industrial Relations; likewise, the establishing of a shared mission in Chapter 6.

In reflecting on the trying out, the results as recounted in both these chapters need to be considered. The outlay of the rest of the chapter is therefore as follows:

- Reflecting on the effecting of structural change.
- Reflecting on the establishing of a shared mission.
- Has some form of co-operation or willingness to co-operate been expressed by the stakeholders of the South African Industrial Relations System?

It must be reiterated that the reflecting on the trying out is to be done in terms of the application, i.e. South African Industrial Relations. Interpreting the results of the trying out in terms of Operations Research theory is to take place only in the next chapter.

7.2   Reflecting on the trying out: Effecting structural change

In Chapter 5, *Application: Effecting Structural Change within the South African Industrial Relations System*, it has been suggested that, in the case of South African Industrial Relations for sufficient structural change before attempting to establish a shared mission, inequalities should be eradicated, open debate should be encouraged and the unemployed should be included as stakeholder. The structural changes that have been effected and the way these have come about, have also been depicted. In reflecting on the effecting of structural change within South African Industrial Relations, it pertains to compare the realised structural changes to the proposed structural changes.

Eradicating inequalities

The most prominent structural changes that have been effected, are the repeal of apartheid legislature, such as the Group Areas Act, influx control, job reservation... . Some radical changes have also taken place regarding discriminatory labour legislation and labour issues. But, have inequalities been eradicated?

From the GABEK results obtained during the enhancing of self understanding and the developing of mutual understanding phases, related in Chapter 6, some participants have expressed the following:

- *Management must introduce affirmative action in a fair manner, not favouring colour or gender, but training and developing people for equal job opportunities.*

- Management should be lenient and sincere in addressing employees' needs through negotiation. *They should build economic justice through transparency and an honest wealth sharing system.*

- Management should stop trying to hold on to power they never really had. They must lead in the change process and not expect the floor to change first. *Exploitation of the employees in working conditions must stop and management must be transparent and fair.*

- We must improve the standard of education. *People must have the opportunity to empower themselves by being trained in basic skills as well as higher thinking and life skills.* Technology should be employed in education and training.

From the above it is clear that the stakeholders have been feeling the need for eradicating inequalities. In considering the above, it should be remembered that these results have been obtained after some changes have already been effected, such as the abolition of apartheid. Although apartheid has been removed from the books of law, its legacy is still very much visible. The inequalities in high level occupations, for instance, cannot be eradicated by merely annulling laws on job reservation, or by taking the decision to deliberately appoint more people from other groups than white males. The appointees should be adequately qualified. How to obtain a pool of qualified people from other groups than white males, especially from other race groups, with the inequalities that have prevailed in the education and training of black people during apartheid? The keen need for people empowering themselves through education and training, has also been expressed, as shown above.

Another concern is the pace of change. Eradicating inequalities which have resulted from the decades of apartheid, will take time. The participants have also expressed their feelings regarding the pace of change:

- The community must take charge to develop themselves and participate in self-help and RDP programs to create jobs for the unemployed. The community should co-operate with law enforcement authorities to stop violence, crime and other social decay. This will pave the way to foreign investment. *The unemployed should also accept with hope that the above will improve unemployment gradually.*

- *People want to rush, but when going too fast, errors are being made.* The unemployed *should not get impatient with the slow progress* of the RDP and should not give over to violence. Unions must be *more tolerant and not try to force* their will. The employer should use less automation and more unskilled labour. The attitude of all the stakeholders should be *tolerance.*

On the other side of the coin, some have been of the opinion that change should be rapid:

- *Change in the Vaal Triangle must be visible. Change must be initiated only if it could result in uplifting the people and if the necessary funds would be available for visible implementation.* We must all participate even if only in a small way. Change must be for all, without any discrimination, to be positive. The media must be encouraged to report positively on the Vaal Triangle.

- All discriminatory laws and institutional frameworks should be removed. All people should be given equal opportunities. *Employers when interviewing staff should have an open mind, and should realise that not all employees have been exposed to expert training.* Give all employees the opportunities to be trained for specific positions. Be fair to all staff, irrespective of race and pay equal wages for equal jobs.

There is no simple answer to the dynamic complexity of eradicating the inequalities because of apartheid. In this study, it has been perceived that the initial structural changes by the annulling of apartheid legislation have been sufficient to create a climate conducive to a willingness to consider possible co-operation towards a worthwhile future. It has also been perceived that there exists a need for redressing, i.e. not only removing constrictive structures, but also take action geared towards the eradicating of inequalities. An example of such redressing, is affirmative action.

Encouraging open debate

A striking feature of change has been the establishing of forums for participative policy making. Government, organised business and organised labour have participated at these forums. Forums offer participants the opportunity of co-authorship of the policies being debated and foster an attitude of co-operation. From the GABEK results obtained during the enhancing of self understanding and the developing of mutual understanding phases, related in Chapter 6, it is clear that the stakeholders regard open communication and forums as important:

- All stakeholders must be committed to the successful implementation of the RDP. In order to meet the basic needs of the people, *the stakeholders must establish a link of open communication* on priorities of development, job creation and the spending of RDP funds.

- All stakeholders should co-operate, understand each others' problems and *promote a good relationship through communication* and negotiation. Management should *be sincere and open* in addressing employees' needs and grievances.

- Everyone must be involved in tackling community issues and bringing about positive change in the Vaal Triangle. *Joint forums must include members of the community, business and government, working towards a common objective.* An individual's responsibility does not only lie within himself, but in the community as well.

- *All the stakeholders ought to have an open attitude and ought to communicate to each other. Very often the biggest problem is the lack of communication.*

- *Set communication as highest priority.* Respect each other. *Open discussions between management and unions are a must.* Management should understand the employee and the

disadvantaged. Unions should co-operate with employers *to improve communication* down or upwards.

Include the unemployed

To include the unemployed, has been stated as a vital aspect of structural change. The importance of taking action to make provision for hearing the voice of the broader community including the poor, has been confirmed by the stakeholders themselves. The following are some examples of the GABEK results obtained during the enhancing of self understanding and the developing of mutual understanding phases, related in Chapter 6:

- Everyone must be involved in tackling community issues and bringing about positive change in the Vaal Triangle. *Joint forums must include members of the community,* business and government, working towards a common objective. *An individual's responsibility does not only lie within himself, but in the community as well.*

- *Different groups must really listen to each other* and be lenient towards each other. Management especially, must listen to the ordinary workers and try to understand their feelings. We need to accept individuals and their cultural backgrounds.

- Community leaders must actively support implementing projects geared towards positive change. In fact, they must work hand in hand with the members of the community. Every member of the community should participate in projects of community interest. Projects must be initiated in a professional manner, *organise in action teams,* use skilled project managers, combine resources and energy. *Feedback to the masses is important.* There must be no discriminating between different social and racial groups, because *change can only be positive if it is for all.*

- *Co-operation must be with due consideration to all South Africans. The community must be organised to create jobs for themselves. We, the unemployed, have to get unions and have to be organised.*

From the above, it is clear that the stakeholders, the unemployed included, have been of the opinion that the community and unemployed should be included. Moreover, they should be included in an organised manner.

Effecting structural change

The above has dealt with the nature and pace of change, but how to effect the change? It has been stated in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,*

that effecting structural change in a complex-coercive setting would, ironically, entail another form of coercion, namely *external pressure*. Observing the change in South African Industrial Relations, as described in Chapter 5, *Application: Effecting Structural Change within the South African Industrial Relations System,* it has been noted that the capital flight resulting from a perception of the country as a high risk investment, has caused the government to abolish the apartheid policy. The perception of South Africa as a high risk investment has been aggravated by sanctions and by black unrest, aimed at apartheid. Whether sanctions have succeeded in the abolition of apartheid, is being heavily debated. Fact remains that conditions in the environment, i.e. the unfavourable economic position of South Africa, has resulted in change. The changing environment has impacted on the South African Industrial Relations System, realising in the annulling of discriminatory labour legislation.

Regarding the process of change in South Africa, however, the role of the various leaders cannot be ignored, notably the influence of FW de Klerk and Nelson Mandela. Both have displayed the vision and courage to accept the challenge of managing change, FW de Klerk by initiating change and Nelson Mandela by not enforcing immediate redress. The importance of leadership in the process of change has been echoed by the stakeholders, as can be deduced from the following GABEK result obtained during the developing of mutual understanding phase, related in Chapter 6:

- *Leaders* from education, industry and the public sector *need to be positive and co-operate to create a climate of prosperity. Others will follow to contribute towards positive change.* Better education for all is a prerequisite to development. Furthermore, job creation and business development are vital. Reducing crime levels is also a must towards creating a climate of peace and prosperity.

7.3   Reflecting on the trying out: Establishing a shared mission

In Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System*, the action plan derived in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* for establishing a shared mission has been followed. In reflecting on the trying out of the action plan, it pertains to contemplate each phase of the action plan as it has been carried out.

Gaining access

As described in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* gaining access to all the groupings of stakeholders has proved to be not a simple matter. The researcher has had to make use of intermediaries in the case of the black unemployed and the unions. Unexpected setbacks have occurred, notably the cessation of contact with unions after the assassination of Chris Hani, a prominent black political leader. The subsequent cancelling of a carefully arranged workshop has, in a certain sense, rendered months of working towards progressing with the action plan, worthless.

Enhancing self understanding

The enhancing of self understanding has involved separate GABEK analyses per stakeholder grouping, with the aim to surface commonalties and differences. The stakeholders have had the opportunity to express themselves without being inhibited by the presence of others, thereby promoting honest communication. The commonalties and differences were to be shared with each group separately to increase their self understanding.

Honest communication can never be guaranteed. However, from GABEK results obtained such as the examples below, it does seem that honest communication has occurred to some extent.

- A result for black management::
> The community must take charge to develop themselves and participate in self-help and RDP programs to create jobs for the unemployed. The community should co-operate with law enforcement authorities to stop violence, crime and other social decay. This will pave the way to foreign investment. *The unemployed should also accept with hope that the above will improve unemployment gradually.*

The above result has not been expected by the researcher. At the time of this intervention, black management has been very much part of "the nation" and of "the struggle". To acknowledge the realisation that improving the plight of the poor would take time, is to communicate honestly. Moreover, in the above result, black management is advising the unemployed to accept that their plight would only improve gradually.

- A result for the black unemployed:
> The unemployed must not just sit and wait for the government to help. The community should be united in job creation and should be involved in creating a living for themselves.

The researcher has also not expected the above result. It has been expected that the unemployed, considering the decades of apartheid, would have wanted redress in the form of handouts. This has been illustrated by the results of some surveys done regarding the expectancies of the poor of the post apartheid South Africa, reported in Chapter 5, *Application: Effecting Structural Change within the South African Industrial Relations System.* Even if not handouts, then at least a plea for assistance and sympathy. The above result expresses a definite opinion - *by the unemployed themselves* - that the unemployed should accept the responsibility to create a living for themselves, should take action and should not "just sit and wait for the government to help".

It has been observed that the results obtained from the separate analyses, as reported in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* have been positive. It has been possible to identify disagreement, but, more important, to identify agreement. The

major result that has surfaced, has been the opinion that all stakeholders, including the unemployed, should work together for the benefit of the unemployed.

The results of the separate GABEK analyses were to be reported to each stakeholder grouping separately. This has proved to be impractical, as explained in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* mainly because of time constraints.

Developing mutual understanding

The aim in developing mutual understanding is to enable co-operation. The original action plan has been to share the results of the separate GABEK analyses of each stakeholder grouping with the other groupings of stakeholders. As explained in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* this strategy has had to be adapted. In stead of sharing the results containing disagreements and agreements, an issue of agreement has been pinpointed by comparing the separate analysis. It has been decided to use this issue of agreement in an attempt to unify the stakeholders.

From the results for the separate GABEK analyses as reported in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* the issue of agreement surfaced has been the plight of the unemployed and the responsibility of all, including the unemployed themselves, to take initiative to develop the community. The workshop *Participating in Positive Change within the Vaal Triangle* has been organised around this issue of agreement and the GABEK results obtained have confirmed the agreement. Combining the workshop results and the separate GABEK results, the emerged shared mission may be succinctly put as:

"to co-operate in partnership *with* the community *for* the community".

The shared mission expresses purpose "to co-operate...for the community"; strategy and action - "to co-operate"; behaviour standards – "in partnership with the community"; and values – "for the community". Furthermore, it has emerged from involvement of all the stakeholders, which imply ownership and accounts for "shared".

Deriving action plans and following up

Emerging a shared mission within a complex-coercive setting, is a step forward towards a worthwhile future, but it is not enough. Action needs to follow to establish the shared mission. In Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* the need of the stakeholders for action, has been reported. In deriving the action plans, influential individuals have been identified as individuals with resources available. It has been argued that involving these individuals

first, could result in the "visible" change the stakeholders have asked for, as reported in Chapter 6. The University has taken the responsibility of co-ordinating the actions.

Indications so far, have been that this strategy seems to be working. Not only has action plans been derived, but at the time of writing these action plans are being implemented by action teams supported by various companies across the Vaal Triangle.

7.4 Has some form of co-operation or willingness to co-operate been expressed by the stakeholders of the South African Industrial Relations System?

Chapter 7 has concluded the process of trying out. The question can now rightly be asked whether the supporting objective has been met. The supporting objective of this study is:

- To contribute to resolving the conflict within the South African Industrial Relations System.

In an attempt to address this objective, the conceptual resolution derived in Chapter 3, *Operations Research Addressing Dynamic Complexity,* has been applied within the Vaal Triangle region of South Africa. Evaluating the attainment of the supportive objective is therefore to be done with this limitation in mind. It has been explicated at the beginning of Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* that demarcating the trying out to the Vaal Triangle, has been a limitation, but that it has also offered some scope.

To determine whether the supporting objective has been met, the following question needs to be answered:

- Has some form of co-operation or willingness to co-operate been expressed by the stakeholders of the South African Industrial Relations System?

Based upon the results obtained from the trying out within the Vaal Triangle, the answer is yes. Not only has a willingness been expressed by the stakeholders to co-operate, but some co-operation has been taking place.

Firstly a shared mission, "to co-operate in partnership with the community for the community", has been emerged. Secondly, action plans have been derived to realise the shared mission, and finally, these action plans at the time of writing, are being implemented.

Postscript

In Chapter 7 reflecting on the trying out has taken place, thereby concluding the trying out process. The reflection has been done on both the "push" - effecting structural change - and the "pull" – establishing a shared mission – contained within the conceptual resolution.

In reflecting on the effecting of structural change, the observed structural change within South African Industrial Relations has been compared to the structural change as proposed at the beginning of the chapter specifically for South African Industrial Relations. The structural change proposed has been aimed at eradicating inequalities, at encouraging open debate and at including the poor. The comparison has been done with due consideration to the opinions of the stakeholders as expressed in the GABEK results obtained during the establishing of a shared mission. As explained in Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution, effecting structural change and establishing a shared mission shows a dynamic interplay. In the establishing of a shared mission, the stakeholders have expressed opinions on structural change, which could – and should – be applied in the process of reflecting on the trying out of effecting structural change.

In reflecting on the establishing of a shared mission, the trying out of the action plan derived in Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution, within the Vaal Triangle has been contemplated for each phase of the action plan. In gaining access, the making use of intermediaries and the occurring of setbacks have been noted. The trying out of the enhancing of self understanding and of the developing mutual understanding phases have been considered as successful. The adapting of the original action plan where deemed necessary, has been noted. The emerged shared mission, "to co-operate in partnership with the community for the community" has been evaluated as encompassing purpose, strategy, behaviour standard and values, as postulated in Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution. The phases deriving action plans and following up, have been regarded as fairly successful.

Chapter 7 has concluded with determining that the supporting objective has been met. The supporting objective is: To contribute to resolving the conflict within the South African Industrial Relations System. In evaluating the attainment of the supporting objective, it has been based on the results obtained by applying the conceptual resolution within the Vaal Triangle Region of South Africa. It is not claimed that the supporting objective has been met countrywide.

Interpreting the results of the trying out with the purpose of enriching the original conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context, is to be dealt with in the next chapter, Chapter 8, Operations Research Addressing Dynamic Complexity: Enrichment of the Conceptual Resolution.

CHAPTER 8

OPERATIONS RESEARCH ADDRESSING DYNAMIC COMPLEXITY: ENRICHMENT OF THE CONCEPTUAL RESOLUTION
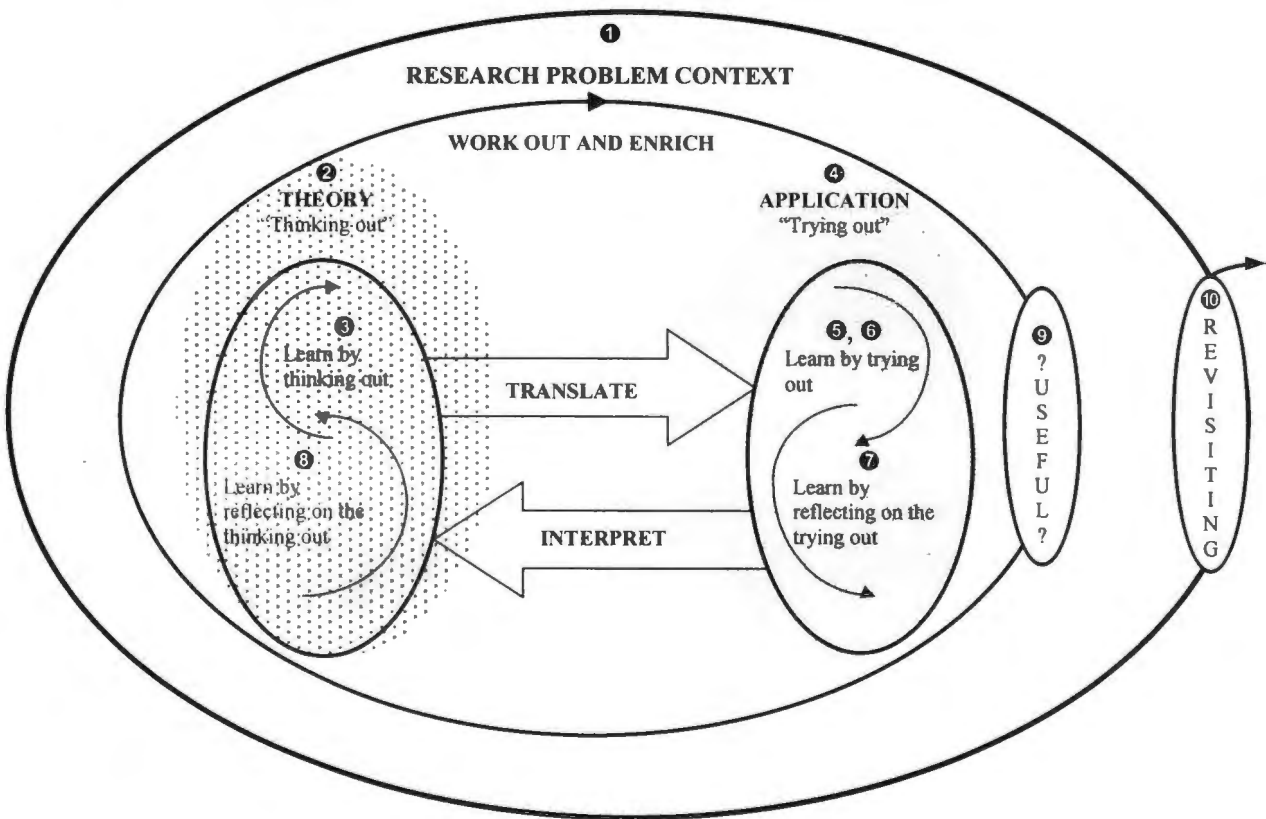
This chapter is the last of the three chapters - Chapters 2,3 and 8 - of the "thinking out" learning cycle. The thinking out within Operations Research theory entails obtaining a conceptual resolution for the research problem, i.e. obtaining a methodology for addressing dynamic complexity as in the complex-coercive problem context. Here, in Chapter 8, the main research objective of this study is returned to:

- To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.

Chapter 2, Operations Research Addressing Dynamic Complexity: Paraphrasing the Issue, has described the context of the Operations Research theory. In Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution, a methodology for addressing dynamic complexity as in the complex-coercive problem context, has been derived by a process of thinking out. What pertains in Chapter 8 is to reflect on the thinking out, thereby hoping to enrich the original conceptual resolution. It is then only apt that the attainment of "to enrich" in the above objective is to be determined here.

Before performing the evaluation, however, it is necessary to interpret the learning that has taken place within the process of trying out the conceptual resolution. The learning has led to the enrichment of the resolution for South African Industrial Relations, as described in Chapter 7, Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System. The original conceptual resolution is to be adapted according to the interpretation of this learning that has taken place within the process of trying out.

It should be emphasised that the conceptual resolution has been tried out within the Vaal Triangle region of South Africa, as explained in Chapter 6, Application: Establishing a Shared Mission for the South African Industrial Relations System. When using the term "South African Industrial Relations" it is meant in the sense of having applied the conceptual resolution in the Vaal Triangle. It is not implied that the conceptual resolution has been tried out country wide.

The function of this Chapter 8 is to reflect on the thinking out within Operations Research theory and to adapt the original conceptual resolution, as derived in Chapter 3, Operations Research Addressing Dynamic Complexity: A Conceptual Resolution. Thereby it is aspired to arrive at an enriched conceptual resolution, i.e. an enriched methodology to address dynamic complexity as in the complex-coercive problem context.

8.1   Preamble

In Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* a conceptual resolution for addressing the dynamic complexity as in the complex-coercive problem context has been derived. The conceptual resolution entails the notion of a worthwhile future and a two-prong approach towards attaining the worthwhile future.

A worthwhile future has been defined as a future in which every stakeholder within the system experiences a continuous improvement in quality of life, to the common benefit of all stakeholders. The two-prong approach suggested consists of a push – structural change – and a pull – a shared mission – towards the worthwhile future.

It has been argued that structural change is to be brought about by external pressure, a demonstration of power as a coercive as well as an enabling force. A detailed action plan for establishing a shared mission has been designed. Within the action plan GABEK as a communication and intervention tool, plays an integral part.

The conceptual resolution has been tried out in South African Industrial Relations, shown to constitute a real world application area within the complex-coercive problem context. The purpose in trying out the conceptual resolution has been to learn from practice by interpreting the results of the trying out in terms of Operations Research theory.

In this chapter, the following is thus to be decided:

- Has the reflection on the process of thinking out resulted in interpreting the results of the trying out and in adapting the original conceptual resolution?

Answering the above question evaluates "to enrich" as contained in the main objective of this study, i.e. to reflect on the thinking out of the conceptual resolution. Apart from the enrichment and the evaluation thereof as set out above, the enriched resolution is "to be compared" to other Operations Research methodologies. A few remarks regarding "to be compared" pertain:

- Strictly speaking, "to compare" would involve applying other methodologies to the same problem situation as to which the conceptual resolution has been applied, or – at least – to a similar problem situation. The first - applying another methodology to the same problem situation – is not easily done, if not impossible. As soon as an intervention is initiated, the problem situation changes from what it has been. The latter – applying another methodology to a similar problem situation – seems straightforward. However, considering the dynamic complexity of the complex-coercive problem context, would another similar problem situation really be similar?

- Applying a methodology is situational dependent. It has been stated in Chapter 3 that the conceptual resolution derived, is not a prescriptive set of rules. Rather, it is to be regarded as a set of guidelines for intervention. Furthermore, a methodology is mouldable by the interventionist within the particular situation of application.

- In the light of the above, the purpose of "to compare" cannot be *to rank* the conceptual resolution derived in this study *versus* other methodologies. Rather, the purpose is *to place* the conceptual resolution derived in this study *amongst* other Operations Research methodologies. Of course this is an extensive task and the researcher could not claim to complete it here. What would be attempted here, is only to point out some similarities to a few other methodologies, as well as some differences. Since GABEK plays an integral role in the conceptual resolution, some attention would also be paid to the potential of GABEK in intervention – again, only rudimentary.

The layout of the rest of the chapter is thus as follows:

- Reflecting on the thinking out: effecting structural change.
- Reflecting on the thinking out: establishing a shared mission.
- Has the reflection on the process of thinking out resulted in interpreting the results of the trying out and in adapting the original conceptual resolution?
- Placing the conceptual resolution amongst other methodologies within Operations Research.

8.2   Reflecting on the thinking out: Effecting structural change

Change may be characterised according to its nature – radical or incremental – and its pace –gradual or rapid. In Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* it has been proposed that effective structural change in a complex-coercive setting needs to be radical, a complete departure from previous practice. Incremental change would not be the answer and may even cause further polarisation. Regarding the pace of change, it has been stated that the radical change may be gradual or rapid, depending on the situation.

Interpreting the results of the trying out of the conceptual resolution within South African Industrial Relations as discussed in Chapter 7, *Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System,* it seems that effective structural change should certainly be radical. The incremental annulling of apartheid laws would have caused further polarisation. Considering the pace of the change, it may be deduced that initial radical change should be rapid. Stakeholders have expressed, for example, the urgency of equal opportunities for training, regardless of race, and the urgency of putting an end to all forms of exploitation at the workplace. However, mixed feelings have been expressed regarding the pace of later change. Some results indicate that later change, though radical, should not be expected too soon, while other results indicate that the initial rapid radical change should be followed by further rapid radical change.

The trying out has therefore confirmed that effective structural change should be radical. In addition, the trying out has shown that initial structural change should be rapid. The pace of the radical change following the initial rapid radical change should be carefully managed. If too gradual, it may lead to intolerance; if too rapid, it may lead to resistance.

In Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution*, it has been argued that in a complex-coercive setting the structures reinforcing polarisation, need to be changed. From trying out the conceptual resolution in South African Industrial Relations, it has been learnt that structural change should be aimed at eradicating inequalities, at encouraging open debate and at including the unemployed. Eradicating inequalities is about rectifying, or at least ameliorating the imbalances of benefits that are a result of the complex-coercive past and present. Certainly eradicating inequalities would contribute to weakening polarisation.

In open debate, all participants have the change to be heard; true open debate creates the conditions for a possible win-win result and for power playing having no, or a diminished role in the process. In South African Industrial Relations, the institutionalising of forums has been a praiseworthy attempt at encouraging open debate. Although forums definitely promote the conditions necessary for open debate, merely institutionalising forums do not guarantee open debate. The rules governing the forum should be adhered to. In the event of a participant not doing so, the working of the forum would allow the other participants to point it out and the situation could be corrected. However, whether all participants would have the courage to express themselves freely, is still not ensured. A possible way of encouraging participants to express themselves uninhibitedly would be *to apply GABEK within the forum.* It would be

impractical of course, to apply GABEK for every point of discussion.   Debate, however, would be facilitated significantly by having applied GABEK at the initial phase, thereby surfacing commonalties, differences, and the qualification thereof.

What does "including the unemployed" imply for the original conceptual resolution?   Firstly, what does "the unemployed" imply?   Not every situation in the complex-coercive problem context would involve "the unemployed", as has been the case for South African Industrial Relations.   In contemplating the role of the unemployed, it can be deduced that the unemployed has been identified by the stakeholders themselves as the unifying factor.   In terms of the original conceptual resolution, the unemployed as expressed in the resolution for South African Industrial Relations, represent *Factor X.*

Factor X is the unifying factor that needs to be emerged.   According to the definition of the complex-coercive problem context, there is no point of convergence amongst the stakeholders possible.   Due consideration has been paid to this in deriving the conceptual resolution.   The conceptual resolution postulates that structural change is a prerequisite for the establishing of a shared mission.   The conceptual resolution also postulates that the first step in the establishing of a shared mission is to promote honest communication.   If sufficient structural change has been effected and if the stakeholders have been allowed to express themselves uninhibitedly, it may be possible to emerge such a Factor X unifying the stakeholders of a situation within the complex-coercive problem context.   This has been illustrated in the case of South African Industrial Relations.   After the effecting of some structural change, and by executing the action plan for the establishing of a shared mission, it has been possible to emerge a unifying factor, namely the plight of the unemployed and the responsibility of all, including the unemployed to take initiative in developing the community.

What does "including" imply for the original conceptual resolution?   Emerging Factor X is a great step forward in resolving the dynamic complexity of the complex-coercive problem context.   However, it is not enough.   Regression is always possible, and even likely.   As has been expressed by the stakeholders of the South African Industrial Relations System, talk is not enough.   Action should also follow.   Including the unemployed in a structured manner has been part of the action needed in the case of South African Industrial Relations.   "Including", therefore implies to take action specifically geared towards enabling the realising of the shared mission.   Which action, is situational dependent.   The stakeholders themselves would suggest worthwhile possibilities, as has happened in the case of South African Industrial Relations.

The above has dealt with the nature of the structural change, as well as the purpose of the structural change.   But, what about the *effecting* of structural change?   In Chapter 3, *Operations Research Addressing Dynamic Complexity,* it has been suggested that external pressure may coerce the power-full to agree with, and to even initiate structural change.   External pressure may threaten survival and by creating a hostile environment, may bring about the realisation of a crisis and subsequent structural change.   In the case of South African Industrial Relations, this has been confirmed.   The country's economic crisis has created "a hostile environment", has ""threatened survival" and has forced the government to abolish the apartheid policy.

Of course, the factors leading to the abolition of apartheid have been much more intricate than illustrated here. Black protest, for instance, and the black union movement have also played a role. It has been explicated that these have contributed to the perception of South Africa as a high risk investment, have aggravated the flight of capital and thereby have enforced the abolition of apartheid. It has been argued by various authors that black protest per se, has not led to the demise of apartheid. However, this is a contentious point, especially when considering the *chaosmacht* of the power-less.

Regarding the original conceptual resolution it can be maintained that structural change is to be effected by the applying of external pressure. Another short remark pertains. External pressure may well lead to structural change, but in a complex-coercive setting, why would the change be for the better of the power-less? What prevents the power-full from using their power to fortify the present coercive structures, thereby strengthening their existing position of power? An explanation may be found in the envisaging of an alternative disagreeable future, if the existing structures are maintained and fortified. This explanation is confirmed by contemplating the environmental changes of the South African Industrial Relations System. Combined with external pressure, it seems that another factor has played a role, which could be termed *leaders with a vision*. First, at the decision to share power, FW de Klerk has demonstrated his ability to foresee the consequences of fortifying existing structures. Later, during the process of structural change, Nelson Mandela has also demonstrated his ability of vision by not attempting to enforce structural change, which would render the previously power-full to become the power-less.

8.3   Reflecting on the thinking out: Establishing a shared mission

In Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* an action plan has been derived for the establishing of a shared mission, the "pull" phase of the two-prong approach towards a worthwhile future. The action plan has been based on moving from coercion to co-operation and has incorporated GABEK as a valuable tool. In the trying out of the action plan, as described in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* some of the steps proposed in the original action plan has been altered. In this section, the implications thereof for the original conceptual resolution will be discussed.

Gaining access

Having evaluated the conceptual resolution in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* against the demands set to an appropriate methodology for the addressing of dynamic complexity as in the complex-coercive context, it has been acknowledged that the demand that an entry point should be provided, has not been addressed. It has been stated that the specific situation of application will to a great extent, if not fully, determine how to address this demand.

In trying out the conceptual resolution in South African Industrial Relations, some insights have been gained. Firstly, if the interventionist is regarded as an outsider, it is taken as an advantage. An outsider

is perceived as not standing to gain directly from the outcome, as not carrying the burden of the past, as not having a hidden agenda, as not being engaged in power play. A prerequisite of being accepted as an outsider, is to be honest about the motivation for intervening. The researcher has from the outset explained that the motivation of carrying out the study is of course the mutual benefit for all in the Vaal Triangle. Adding that the study forms part of a Ph.D. thesis, has in all cases convinced the stakeholders to take part.

Secondly, setbacks may occur and the interventionist should even expect setbacks. The process of gaining access is not in the control of the interventionist. In the trying out, this has been illustrated by the reaction of the union representatives on the assassination of Chris Hani, a prominent political figure.

Thirdly, it may pay to make use of intermediaries. In the trying out, the black unemployed would not have been reached without using black students as intermediaries. Also, in the case of using Vaalgro to gain access to unions, it has paid initially, though the University has been preferred for further contact.

Lastly, an almost trivial deduction is that gaining access is time consuming. In regarding the chronological scheme of the unfolding of the trying out of the action plan as set out in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* gaining access has taken about two years. If compared to the time span from attempting to gain access up to the staging of the workshop, this presents at least half of the time passed. Considering that the stages enhancing self understanding and developing mutual understanding involve maintaining access, the time input required for gaining access, is definitely a constraint which should be taking into account by the interventionist.

Enhancing self understanding

From the GABEK results obtained per stakeholder grouping, it seems that the manner in which GABEK has been applied, has promoted honest communication. To stage the opportunity for individuals of each stakeholder grouping to express themselves without the fear of being heard by others, has paid off.

Asking open ended questions aids in the obtaining of results expressed from the frame of reference of the respondent, as discussed in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution.* The open ended questions asked have been geared away from the past, towards the future. The first has been an "ought" question: "What ought to be the attitude of the stakeholders of the Industrial Relations System to help the new South Africa succeed?" The rest of the questions have "forced" the respondents to envisage the post South Africa succeeding: "Give your perception of what each of the following stakeholders of the Industrial Relations System can do to help the new South Africa succeed." This has had to be answered for each grouping of stakeholders.

By asking respondents to focus on a possible worthwhile future, it is not meant to ignore negative feelings and hostility. In reflecting on the value of asking open ended questions formulated as "ought to be" and

as "to help...succeed", it should be remembered that a prerequisite for initiating the establishing of a shared mission, is the effecting of some structural change. Asking questions relating to the past after having effected some structural change, would be counter productive. Sharing the information gained from such questions may even destroy the climate conducive to creating a willingness to participate in possible co-operation. The positive outcome of the effecting of some structural change may thus be negated and may even render the establishing of a shared mission impossible.

When stating that it is preferable to obtain results from the frame of reference of the respondents themselves, it is not to say that the open ended question should not be aimed at a certain purpose. The conceptual resolution does postulate that the establishing of a shared mission is to have a "pull" effect. Asking open ended questions geared towards the future, aids in determining the nature of the "pull".

Within "ought to be" a notion of value is contained. It is not asked what has been in the past or what is in the present or what will be in the future. It is asked what *should*. The respondent is thus confronted with his/her own system of values, of his/her own notion of right and wrong. In this sense, "ought to be" is boundary challenging, which would also promote the "pull" effect.

"To help...succeed" challenges the respondent to consider the possibility of co-operation. Even though the respondent may feel that no co-operation is possible, the mere fact of being exposed to the idea of co-operation, promotes the "pull" effect.

A short remark pertains: though the questions are geared to promoting the "pull" effect, the fact of being open ended, allows for a respondent to answer with reference to past or present experiences. The "ought to be" question, for instance, may be answered by stating that "it should be like this or this, not like it has been or like it is". The same applies to " to help...succeed". The cessation of some or other practice perceived as detrimental to co-operation, may be expressed as "stop doing this and this".

The ability of the open ended "ought to be" and "help to...succeed" questions to promote the "pull" effect of establishing a shared mission, has been confirmed by the trying out of the conceptual resolution in South African Industrial Relations. Extremely positive results have been obtained, as remarked in Chapter 7, *Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System.*

In the trying out, the power of GABEK to structure unordered verbal data has enabled the researcher to compare the separate analyses and to identify the differences and commonalties regarding "ought to be" and "to help...succeed". Combining this feature of GABEK with the formulating of the questions promoting the "pull" effect, has resulted in pinpointing an issue of agreement which could be used to unify the stakeholders. The issue of agreement has been the plight of the unemployed and the responsibility of all the stakeholders, the unemployed included, for the development of the community, as reported in Chapter 7, *Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System.*

Developing mutual understanding

In the trying out, the most conspicuous deviation from the original action plan for establishing a shared mission, has been concentrating on an issue of agreement, in stead of reporting the full results of the separate GABEK analyses to all the stakeholder groupings. In Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* it has been reported that some individuals have been given feedback on the full results. Their reaction has been negative, even aggressive. The implication for the original conceptual resolution is therefore to adapt the steps involved in the developing of mutual understanding. It has been proven incorrect to propose sharing agreements as well as disagreements. Sharing disagreements, it seems, will have the effect of rekindling the negative feelings and attitudes still present. The radical structural change proposed as a prerequisite to establishing a shared mission, does create a climate conducive to a willingness to participate in possible co-operation. However, the climate it seems, is fragile and the conceptual resolution should be adapted to allow for not damaging the results of the effecting of the initial structural change.

The open ended questions asked have been geared towards personal responsibility, suggestions for actions and who should be the initiators of these actions. This has led to GABEK results expressing suggestions for action and expressing personal commitment. A shared mission has been defined in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution*, as encompassing purpose, strategy, behaviour standards, and values. With the open ended questions aimed at actions and personal commitment, chances of surfacing a shared mission have been promoted. Also, with a shared mission is meant an overriding mission to which all the stakeholders of the system are committed. In the trying out of the conceptual resolution in South African Industrial Relations, the shared mission that has emerged, has been "to co-operate in partnership with the community for the community". It has been argued in Chapter 7, *Application: Enrichment of the Conceptual Resolution for the South African Industrial Relations System,* that this emerged mission fulfils the requirements of the shared mission as defined.

Deriving action plans and following up

Surfacing a shared mission is not enough – the stakeholders also have the need for action towards establishing the shared mission. The GABEK results as reported in Chapter 6, *Application: Establishing of a Shared Mission for the South African Industrial Relations System*, have confirmed the necessity of including the deriving of action plans and following up in the conceptual resolution.

From the trying out, it can be deduced that suggestions for possible actions may be obtained from the stakeholders during the process of enhancing self understanding and developing mutual understanding. In the GABEK results, various actions are suggested, e.g. hiring casual labour to ease unemployment, as reported in Chapter 6.

Regarding the identifying of influential individuals to take further the suggested actions, from the trying out the criteria used has been access to resources, access to other stakeholders, access to information, access to expertise. In the case of South African Industrial Relations, it has been decided by the project team to approach first the human resource managers for various reasons. As explicated in Chapter 6, these reasons have included access to the general manager, access to union representatives and employees, access to information on current community projects, having the experience of running community programmes. Furthermore, through the human resource manager access has been gained to the general manager who controls the financial resources.

The researcher is concerned about the fact that not all the stakeholders have been included in the deriving of action plans and following up. At the time of writing, the action plans are in the first phases of implementation. Including all stakeholders at the implementation stage, but not at the planning stage, may have repercussions. Since the stakeholders have suggested some actions during the enhancing of self understanding and the developing of mutual understanding, as shown by the GABEK results, it may happen that the stakeholders take ownership of the action plans, even though having been included only at the implementation stage. However, it might have been less of a risk to have included members from all stakeholder groupings and to have ensured the inclusion of the influential individuals as defined above as well.

It has been mentioned in Chapter 6, *Application: Establishing a Shared Mission for the South African Industrial Relations System,* that the researcher has accompanied an international expert on social modelling on a tour to various institutions across the country involved in community work. Some of the insights the researcher has gleaned from these institutions include the role of individuals, the importance of trying - even if only in a small way, and the importance of acknowledgement.

Regarding the role of individuals, it can be stated that those individuals met, have radiated enthusiasm for what they have been doing. With no extra remuneration, most of them have been happy to put in extra hours and extra effort for the satisfaction of knowing they have been contributing, even if only in a seemingly insignificant way.

The second point, the importance of trying, is related to the first, the importance of the individual. On being questioned, the said individuals have all responded that they enjoy the process of taking part, of meeting people from a different cultural background. Even though results have not always proved to be spectacular, there has been a profit in merely trying.

The third point, the importance of acknowledgement, has to do with a situation where previous separate efforts have to be co-ordinated, as is the case for the following up in the Vaal Triangle. Companies enjoy enhancing their public image through community development programmes. In the case of having already established a certain programme, why would such a company be willing to pool resources? One way of solving this specific problem, has been encountered at the Business Community Park established in the unused construction site of Alusaf in Richards Bay, KwaZulu Natal. New projects have been

defined and other projects have been combined, but the companies participating in pooling their resources have all retained their so called "flagship" project.

8.4 Has the reflection on the process of thinking out resulted in interpreting the results of the trying out and in adapting the original conceptual resolution?

Before responding to the question whether the results of the process of trying out has been interpreted and the original conceptual resolution has been adapted, the above discussions on reflecting on the thinking out for the effecting of structural change and for the establishing of a shared mission, will be summarised:

- It has been confirmed that structural change has to be radical. Initial structural change should not only be radical, it should also be rapid. The pace of radical change following on the initial structural change is problematic.

- As postulated in the original conceptual resolution structural change is to be effected by external pressure coercing the power-full to agree to structural change. Promoting chances of the reaction to external pressure not to be the fortifying of the existing coercive structures, are to have leaders with a vision.

- The structural change should be geared towards eradicating inequalities, encouraging open debate, and at taking action regarding a Factor X. Factor X is some unifying factor – unique for each situation – which may emerge from the separate GABEK analyses during the enhancing self understanding phase. Open debate may be encouraged by forums and it has been suggested that honest communication within the forums, may be advanced by applying GABEK within forums. Eradicating inequalities are addressed by radical structural change.

- Gaining access is a cumbersome process for which time should be allowed – perhaps much more than expected. Also, setbacks may occur. Access may be aided by making use of intermediaries.

- In this trying out, the researcher being received as an outsider has been advantageous for maintaining access. Whether this would be the case for other situations, is not known.

- Applying GABEK to promote honest communication, as suggested in the original conceptual resolution, has been successful.

- The formulating of the open ended question has an important effect. For the separate GABEK analyses in the enhancing self understanding phase, asking "ought to be " and "help...to succeed" has caused the respondents to think normatively and to consider co-operation towards a worthwhile future.

- According to the original conceptual resolution, the full results of the separate GABEK analyses had to be shared with all stakeholders to develop mutual understanding. Some attempts at sharing the results, have had a negative effect. The original conceptual resolution has therefore been adapted. In stead of sharing the GABEK results of the compared separate analyses, the separate GABEK analyses are to be compared to identify some issue of agreement around which the stakeholders can be unified. This issue of agreement is the Factor X mentioned above.

- Formulating the open ended questions aimed at actions and personal responsibility regarding Factor X during the developing mutual understanding phase, promotes the emerging of a shared mission.

Another remark pertains. *The shared mission itself is the "pull", rather than the worthwhile future. The shared mission embodies action, which the worthwhile future does not. In deriving the conceptual resolution, the shared mission has been described as the "pull" towards the worthwhile future. It should rather be described as the "pull" unifying the stakeholders. Although the notion of the worthwhile future is inseparable from the shared mission, the shared mission is the mobilising power.*

In addition to the above, when regarding the results of the trying out, it seems as if the problem situation has shifted from the complex-coercive problem context to the complex-pluralist problem context. Put in another way: the problem situation has shifted along the unitary-pluralist-coercive continuum describing the relationship between the stakeholders. The shift has been from close or at the extreme of the continuum depicted by coercive in the direction of pluralist. The establishing of a shared mission, is an indication of a coercive relationship turning towards a pluralist relationship.

From the above summary it is clear that the answer to "Has the reflection on the process of thinking out resulted in interpreting the results of the trying out and in adapting the original conceptual resolution?", is a definite yes. Learning from trying out in practice the original conceptual resolution derived in theory, has taken place.

8.5   The enriched conceptual resolution amongst other methodologies

Having obtained an enriched methodology for addressing dynamic complexity as in the complex-coercive context, the following logical step is to compare the enriched conceptual resolution to other Operations Research methodologies. The comparison amounts to a vast task, and may even warrant a next PhD study. The comparison done here is thus very rudimentary and does not claim to be exhaustive.

It has been explained at the beginning of the chapter that the purpose of "to compare" cannot be *to rank* the conceptual resolution derived in this study *versus* other methodologies. Rather, the purpose is *to place* the conceptual resolution derived in this study *amongst* other Operations Research methodologies.

In a certain sense, "placing the conceptual resolution amongst other Operations Research methodologies" has been effected by developing the conceptual resolution for the purpose of addressing dynamic complexity as in the complex-coercive context. The conceptual resolution is therefore by definition a methodology within emancipatory Operations Research.

The conceptual resolution derived in this study contains the notion of a worthwhile future. This aspect can also serve to place the conceptual resolution amongst other Operations Research methodologies, notably Interactive Planning.

In the conceptual resolution, GABEK as a communication and intervention tool has played an integral part. GABEK can be applied in many other situations not necessarily aimed at the resolution of conflict in complex-coercive contexts. It therefore pertains to place GABEK itself amongst other methodologies of intervention.

Regarding the above, the outlay of the rest of this section is a brief exposition of

- the conceptual resolution in regards to Critical Systems Heuristics,
- the conceptual resolution in regards to Interactive Planning.
- GABEK in relation to other Operations Research methodologies.

The conceptual resolution and Critical Systems Heuristics

Ulrich's Critical Systems Heuristics (1983) has filled a major gap in providing "...an appropriate philosophy for an emancipatory systems approach..." and in developing "...a method which can be used...to reveal the 'normative content' of actual and proposed systems designs" (Flood and Jackson (1991). Critical Systems Heuristics has for long been acclaimed as the only methodology proven to handle coercive contexts and has been mapped to the simple-coercive problem context. It is a widely documented methodology, but before proceeding with a rough comparison between Critical Systems Heuristics and the conceptual resolution derived in this study, it pertains to highlight some aspects of Critical Systems Heuristics.

The methodology of Critical Systems Heuristics consists of two parts: the first to help planners, or decision makers, and others to understand their presuppositions entering social systems design; the second to enable ordinary citizens to take part in the planning by arguing with the planners about the partiality of their plans. Only if the ordinary citizens, as the affected, agree with the decision makers, as the involved can the decisions be regarded as rational. The affected are defined as the witnesses to decision making; the involved are defined as those involved in decision making, namely the client, decision taker, and the designer.

Ulrich employs a checklist of twelve boundary questions - three for each of the four groups named above. For the first part the twelve questions are "is" questions; for the second part of the methodology, the questions are "ought to " questions. An example of one of the questions: "Who *is* the actual client of the design", versus "Who *ought to be* the actual client (beneficiary) of the design?"

The researcher will not attempt a comparison between Critical Systems Heuristics and the conceptual resolution based on underlying philosophies and principles, in this study. The researcher intends to employ the following short remarks made below as the starting point for a future study:

- Critical Systems Heuristics deal with issues of power and domination; the conceptual resolution as well.

- Critical Systems Heuristics attempts at offering both the affected and the involved an opportunity for equal dialogue; the conceptual resolution claims to offer both the power-less and the power-full the opportunity to be heard.

- Critical Systems Heuristics employs a set of twelve questions, first as "is" and then as "ought to"; the conceptual resolution employs open ended questions, some also in the "ought to" mode, but not a specific set. The questions are to be adapted according to the problem situation at hand.

- Whether Critical Systems Heuristics creates the conditions for uninhibited communication, is arguable; the conceptual resolution claims to do this by employing GABEK separately for different groups and also by allowing individuals to express themselves without the presence of others.

- Critical Systems Heuristics does not pay attention to coercion imbedded structurally; the conceptual resolution claims to do this by effecting structural change.

- Critical Systems Heuristics does not offer guidelines for actions; the conceptual resolution claims to do this by the employing of open ended questions during the establishing of the shared mission. The questions, to be analysed by GABEK, are confronting the respondents with what actions should be taken, which action steps are necessary and what is their personal responsibility in action.

- Critical Systems Heuristics has been proven in numerous applications; the conceptual resolution in only one, albeit a taxing application area.

- The methodology of Critical Systems Heuristics is therefore established; the conceptual resolution may still evolve.

For this specific reason, i.e. the evolving of the conceptual resolution, the researcher intends to investigate the possible combination of Critical Systems Heuristics and the conceptual resolution in a future study. The corresponding notions of attempting to promote equal debate between groups, of employing challenging questions provide enough of an interface to warrant such a study.

The conceptual resolution and Interactive Planning

Ackoff's (1974b) Interactive Planning may well be the best known and widely used of most Operations Research methodologies aimed at intervention, i.e. aimed at changing the current situation to a more desired situation. Interactive Planning has been mapped to the complex-pluralist problem context (Jackson & Keys, 1984). The methodology involves five phases: formulating the mess, ends planning, means planning, resource planning, design of implementation and control. Of these, the ends planning phase deserves further explanation.

Ends planning begins with "idealised design". Idealised design consists of three steps: selecting a mission and propounding a vision of what the organisation could be like; specifying desired properties of the design – a comprehensive list on which the stakeholders agree; designing the system – spelling out how the desired properties of the idealised design could be realised.

These steps are to be repeated twice; once for obtaining a constrained idealised design; the other for obtaining an unconstrained idealised design. Constrained implies no changes in the environment or, rather in Ackoff's terms, the "wider system"; whilst unconstrained allow for changes. On comparing the two idealised designs, if the gap found is wide, then efforts towards changing the wider system will be concentrated upon in the rest of the planning process.

Again the researcher will not attempt a comparison between Interactive Planning and the conceptual resolution based on underlying philosophies and principles, in this study. The researcher intends to employ the following short remarks made below as the starting point for a future study:

- Interactive Planning attempts to deal with conflict by a "pull" effect – the idealised design expressing a desirable future; the conceptual resolution also make use of a "pull" effect – the shared mission, but only after some structural change to create a climate for the establishing of a shared mission.
- The idealised design is a "pull" force because of a vision of what can be; the shared mission of the conceptual resolution is a "pull" force because, by definition, it embodies action every stakeholder is committed to. Of course behind the shared mission has been the notion of a worthwhile future, but the worthwhile future is determined by the shared mission, not the other way round. The shared mission provides the "pull", not the notion of the worthwhile future.
- Interactive Planning depends on free and open debate, but it is not ensured that the power-less in the lengthy process of planning, is allowed opportunity for equal debate; the conceptual resolution claims to offer both the power-less and the power-full the opportunity to be heard.
- In Interactive Planning certain issues might not reach the debating arena; by employing open ended questions the conceptual resolution aims at allowing stakeholders to express themselves as uninhibitedly as possible from their own frame of reference.
- In Interactive Planning it is attempted to harness stakeholders' creative potential by participation; the conceptual resolution attempts the same by using open ended questions and allowing all the stakeholders to express their ideas from their frame of reference.
- Interactive Planning does involve the formulation of action steps, notably in the means planning and resource planning phases, and for design of implementation and control; the conceptual resolution does also provide for the deriving of action plans and following up, but actions are already being suggested in the establishing of a shared mission.
- Interactive Planning is a proven methodology; the conceptual resolution not and most probably may evolve over time.

Again, for this specific reason, i.e. the evolving of the conceptual resolution, the researcher intends to investigate the further comparison of Interactive Planning and the conceptual resolution in a future study. The corresponding notions of participation, of promoting creativity, of a "pull" effect provide enough of an interface to warrant such a study.

Placing GABEK amongst other methodologies

As discussed in Chapter 3, *Operations Research Addressing Dynamic Complexity: A Conceptual Resolution,* GABEK is a technology that enables the surfacing of underlying feelings, values, attitudes and their interconnections, in the respondents' own words. The starting point of GABEK is open ended questions, aiming at allowing respondents to express themselves from their own frame of reference, rather than from that of the researcher. Advantages of GABEK are:

- the structuring of the individual text responses on the open ended questions, revealing the underlying network of ideas and opinions,
- the providing of a holistic overview of the field(s) of feelings and opinions researched,
- the possible structuring of a causal network showing cause and effect as perceived by the respondents, since the original responses to the open ended questions express feelings, evaluations, aims, convictions, worldviews,...,
- the possible including of all participants - those involved and those affected, thereby obtaining a holistic and more comprehensive view of the situation studied, as expressed by the participants in their own words,
- the obtaining of a creative problem solving potential, surfaced from the experiences of all the participants - those involved and those affected,
- the generating of ownership of the results amongst the participants, since they recognise their ideas and opinions, are able to identify with the GABEK results and are likely to participate in further decision making based on the GABEK results,
- the enabling of the interactive analyses by employing the software WINRELAN, which facilitates the administration of the data base, the structuring of the tree of gestalts and other analyses.

The latest developments in Operations Research advocates multimethodology, i.e. the theory and practice of combining methodologies (Midgley, 1997). The above advantages render GABEK particularly suitable to combining with other Operations Research methodologies. For example, the ability of GABEK to facilitate participation by all stakeholders offers the opportunity to combine GABEK with methodologies in which participation is essential, such as in the soft Operations Research methodologies. The possibility has been mentioned above of combining Critical Systems Heuristics and GABEK, which is in the realm of emancipatory Operations Research. Even in hard Operations Research, GABEK has a role to play. The ability of GABEK to structure unordered verbal responses to open ended questions, enables the surfacing of issues of concern. GABEK would therefor be a powerful front end to a traditional investigation. Using GABEK beforehand to identify issues of concern, will ensure that factors of concern are being measured and managed. Often factors identified by the researcher in a traditional survey, miss out on factors regarded by the stakeholders as important.

Used on its own, GABEK also manifests powerful intervention abilities. Notably is the ability of GABEK to harness the creative potential of individuals, which renders GABEK an excellent problem structuring method. This is strengthened by the asking of open ended questions, allowing individuals to express

themselves from their own frame of reference. Another ability of GABEK, the possible structuring of a causal network – an ability not having had a need for in this study – also can contribute significantly to problem structuring. Regarding problem structuring and the notions of multimethodology, SODA – Strategic Options Development and Analysis (Eden *et al.*, 1983), combined with GABEK might prove an interesting and profitable exercise. There may exist some possibilities in combining the cognitive maps employed in SODA and the causal networks employed in GABEK .

GABEK, for the same reasons as the above, can be employed as a planning method – especially strategic, but also tactical. Since all individuals, also employees within an organisation with shopfloor experience, for example, can contribute their experience knowledge without being dominated by authority, a rich pool of suggestions for actions may be obtained. Implementation is promoted, because participants take ownership of the action plans since GABEK results are expressed in words and phrases recognised by the participants.

The above examples are certainly not exhaustive, but have illustrated that GABEK has extensive possibilities as a systems intervention tool and has given some indication of GABEK in relation to other methodologies within the realm of Operations Research.

Postscript

In Chapter 8 reflecting on the thinking out within the Operations Research theory has taken place, resulting in the enrichment of the original conceptual resolution derived in Chapter 3, Operations Research Addressing Dynamic Complexity; A Conceptual Resolution. In reflecting on the thinking out, the results of the trying out within South African Industrial Relations, have been interpreted in terms of Operations Research theory and the conceptual resolution has accordingly been adapted.

The attaining of "to enrich" as in the main objective of this study has been determined, thereby completing the evaluating of the main objective. The main objective of this study is

- *To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.*

The thinking out learning cycle within the Operations Research theory has thus been closed within Chapter 8. Without denying the significant contributions of the rest of the study, it can be argued that Chapters 3 and 8 form the kernel of this study on Operations Research addressing dynamic complexity as in the complex-coercive context. In Chapter 3, a conceptual resolution aimed at addressing dynamic complexity as in the complex-coercive problem context has been derived within Operations Research theory. In Chapter 8, all that has been learnt from applying the conceptual resolution in a real world application area within the complex-coercive problem

context, has been pulled together by the process of reflecting on the thinking out within Operations Research theory. The culmination of the thinking out learning cycle, has been the enrichment of the conceptual resolution here in Chapter 8.

The enriched conceptual resolution has subsequently been compared with the purpose of placing the conceptual resolution amongst other methodologies. Special attention has been paid to the placing of GABEK, not only because GABEK plays an integral part of the conceptual resolution. The role of GABEK within the conceptual resolution is a specialised application of GABEK, designed by the researcher specifically for the addressing of dynamic complexity as in the complex-coercive problem context. That GABEK is a powerful tool of intervention and communication and that GABEK could be widely applied, deserve to be mentioned.

SUMMARY

FROM APPLICATION TO THEORY
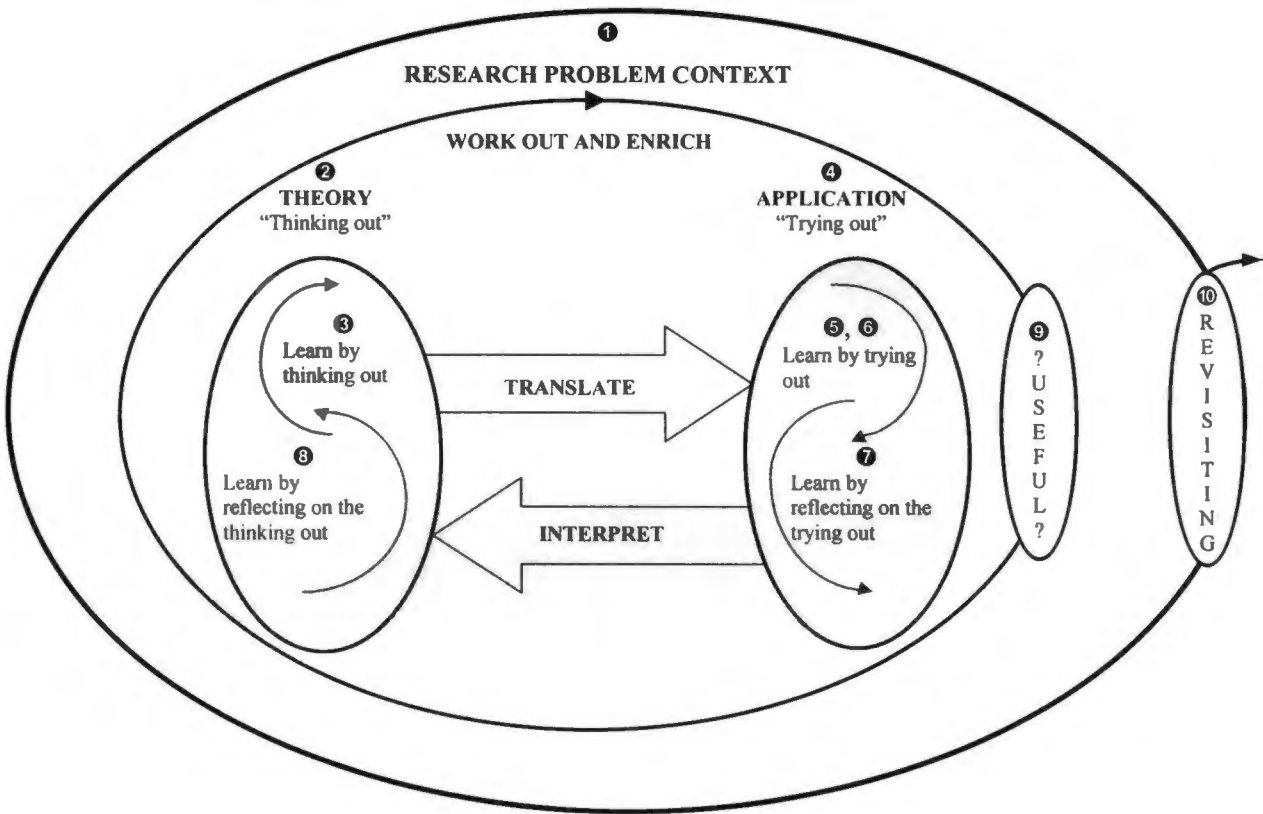
In Chapters 5 and 6, the trying out of the conceptual resolution has taken place within the real world application of South African Industrial Relations. In Chapter 5 the effecting of structural change within the South African Industrial Relations System has been described; in Chapter 6 the establishing of a shared mission within the South African Industrial Relations System. The trying out within the real world application of South African Industrial Relations entails putting the conceptual resolution to the test. The purpose, however, is not only to evaluate, but also to learn by reflecting on the results of the trying out.

Reflecting on the results of the trying out in terms of South African Industrial Relations has taken place in Chapter 7. The aim has been to obtain an enrichment of the conceptual resolution for South African Industrial Relations. Learning by reflecting on the trying out in terms of South African Industrial Relations has thus taken place.

The results of the trying out in the real world application have also had implications for the conceptual resolution derived in the Operations Research theory. In Chapter 8, in reflecting on the thinking out the results of the trying out have been interpreted in terms of the Operations Research theory and the original conceptual resolution has been adapted accordingly. The aim has been to obtain an enrichment of the original conceptual resolution. Learning by reflecting on the thinking out within Operations Research has thus taken place.

The purpose of this summary is to emphasise the cohesion between the practical Chapters 5, 6, and 7, and the theoretical Chapter 8. Cohesion is to be expected, since Operations Research is an applied science, theory and practice always forming a unit. Theory is tested out by practice, and the development of theory leads to changes in opportunities to practice. Practice itself is the source of theory and leads to modification in existing theory.

*Chapters 5 to 7 deal with **theory is tested out by practice** –" trying out the conceptual resolution within the real world application of South African Industrial Relations and reflecting on the trying out" – leading to **modification in theory** described in Chapter 8 – "reflecting on the thinking out within Operations Research theory".*

APPLICATION – CHAPTERS 5, 6 AND 7

Trying out

The trying out of the conceptual resolution within South African Industrial Relations has involved both the "pull" and the "push" towards a worthwhile future as proposed by the conceptual resolution. In Chapter 5 the trying out of the "push" – the effecting of structural change – has been described, whilst the "pull" – the establishing of a shared mission – has been described in Chapter 6.

In translating the conceptual resolution to South African Industrial Relations, it has been proposed that the effecting of structural change should be geared towards the eradicating of inequalities, the encouraging of open debate, and the inclusion of the poor.

In discussing the effecting of structural change through external pressure, the influence of sanctions, trade boycotts and bans on loans, leading to the "dawn of democracy" and the abolition of apartheid have been studied. The structural changes realised "at the dawn of democracy" have been described. These have included the scrapping of discriminatory labour legislation, the dismantling of apartheid, and the establishing of forums for participative policy making between government, organised labour and organised business.

The conceptual resolution postulates that some structural change is a prerequisite for establishing a shared mission. Before proceeding to the trying out of establishing a shared mission, it has been determined that the structural changes described above, notably the abolition of apartheid, have been sufficient to initiate the process of establishing a shared mission.

Establishing a shared mission for South African Industrial Relations has been confined to the Vaal Triangle region, a major industrialised region of South Africa. The action plan as defined in

the conceptual resolution, has been executed step-by-step. The steps involved have been termed:

- Gaining access.
- Enhancing self understanding.
- Developing mutual understanding.
- Deriving action plans.
- Following up.

The process followed and the results obtained, have been outlined for each of the above. In the enhancing of self understanding phase, the stakeholders have indicated that the plight of the community is a common concern. It has not been implied that the community is to be given handouts; on the contrary, it has been expected of the community to take initiative and to actively participate in community programmes. Even the unemployed themselves have agreed, as shown by the GABEK results below:

Black management: *The community must take charge to develop themselves and participate in self-help and RDP programmes to create jobs for the unemployed. The community should co-operate with law enforcement authorities to stop crime, violence and other social decay. This will pave the way to foreign investment. The unemployed should also accept with hope that the above will improve unemployment gradually.*

White management: *The community must optimally use opportunities for further development. The unemployed should have patience with the RDP and should not give over to violence. The community must become aware of the realities of the international world and try and do something for themselves and their community.*

Black union: *The community must not be at the receiving end always, but should strive to introduce job creation projects through the RDP, thereby contributing to their own financial independence rather than despairing.*

White union: *The community and employed should find a way in being self-sufficient and earn money for themselves. The unemployed can look for and apply for jobs. The community can drive projects to create employment. Do not expect to get fish – learn how to fish.*

Black unemployed: The unemployed must not just sit and wait for the government to help. The community should be united in job creation and should be involved in creating a living for themselves.

The above results have prepared for the next phase, namely the developing of mutual understanding, which has involved a workshop with all the stakeholders participating. The

workshop theme "Participating in Positive Change within the Vaal Triangle" has correlated with the emerged common issue of concern, namely the unemployed . Extremely positive results have been obtained, as illustrated below by some GABEK results:

Hand in hand: All the people of the Vaal Triangle must participate in positive change. We must work hand in hand to implement agreed upon action plans, resulting in visible change for all within a certain time frame.

Spread the message: We must be positive about the Vaal Triangle, demonstrating this mindset among family, friends and colleagues. Each of us must accept the responsibility of contributing to the development of the region on own initiative, thereby motivating others.

Understand each other: We need to understand each other. Building friendships across the colour bar, will lead to mutual trust. By communicating in a positive manner, we'll learn to respect our different cultural backgrounds.

Improve education: Local business, educational institutions, labour and the community must co-operate in providing training to all in the Vaal Triangle. Already at school level, industrial needs must be taken into account. Other training programs must also be geared towards these needs to enable learners to pursue a career path. To participate in improving education, business can provide funding: the educational institution, facilities and expertise.

Climate of prosperity: The community, business, labour and local government must co-operate to create a climate of prosperity and development. Such a climate will be conducive to investment, small business development and job creation. However, the current unemployment leads to crime and deteriorates our quality of life. Reducing crime levels is therefore an absolute must.

The reporting of the results has concluded on a promising note. A shared mission has emerged, namely "to co-operate in partnership with the community for the community". Job creation has been singled out as one major concern that has to be addressed as a matter of urgency. A project team has been appointed to initiate the process of job creation in the Vaal Triangle. At the time of writing, various action plans with the aim of creating jobs for the community of the Vaal Triangle, are in the initial phases of implementation.

Reflecting on the trying out

In Chapter 7 reflecting on the trying out has taken place, thereby concluding the trying out process. The reflection has been done on both the "push" - effecting structural change - and the "pull" – establishing a shared mission – contained within the conceptual resolution.

In reflecting on the effecting of structural change, the observed structural change within South African Industrial Relations has been compared to the structural change as proposed, namely aimed at eradicating inequalities, at encouraging open debate and at including the poor. The comparison has been done with due consideration to the opinions of the stakeholders as expressed in the GABEK results obtained during the establishing of a shared mission. Effecting structural change and establishing a shared mission shows a dynamic interplay. In the establishing of a shared mission, the stakeholders have expressed opinions on structural change, which could – and should – be applied in the process of reflecting on the trying out of effecting structural change.

In reflecting on the establishing of a shared mission, the trying out of the action plan in the Vaal Triangle has been contemplated for each phase of the action plan. In gaining access, the making use of intermediaries and the occurring of setbacks have been noted. The trying out of the enhancing of self understanding and of the developing mutual understanding phases have been considered as successful. Most significant has been the adapting of the mutual understanding phase. Rather than sharing the full GABEK results with all the stakeholder groupings, one common concern around which the stakeholders could be rallied, has been identified. This led to the emerged shared mission, "to co-operate in partnership with the community for the community". It has been evaluated as encompassing purpose, strategy, behaviour standard and values, as postulated in the conceptual resolution. The phases deriving action plans and following up have been regarded as successful, at the time of writing.

Chapter 7 has concluded with determining that the supporting objective has been met. The supporting objective is: *To contribute to resolving the conflict within the South African Industrial Relations System*. In evaluating the attainment of the supporting objective, it has been based on the results obtained by applying the conceptual resolution within the Vaal Triangle Region of South Africa. It is not claimed that the supporting objective has been met countrywide.

The results of the trying out, as related in Chapters 5 to 7, have implications for the conceptual resolution. The purpose in trying out the conceptual resolution has been to learn from practice. Interpreting the results of the trying out with the purpose of enriching the original conceptual resolution for addressing dynamic complexity as in the complex-coercive problem context, is to be dealt with in Chapter 8, the last chapter in this cluster from application to theory.

THEORY – CHAPTER 8

In Chapter 8 reflecting on the thinking out within the Operations Research theory has taken place, resulting in the enrichment of the original conceptual resolution. In reflecting on the thinking out, the results of the trying out within South African Industrial Relations, have been interpreted in terms of Operations Research theory and the conceptual resolution has accordingly been adapted.

In reflecting on the thinking out for the effecting of structural change and for the establishing of a shared mission, the following have been obtained:

- It has been confirmed that structural change has to be radical. Initial structural change should not only be radical, it should also be rapid. The pace of radical change following on the initial structural change is problematic.

- As postulated in the original conceptual resolution structural change is to be effected by external pressure coercing the power-full to agree to structural change. Promoting chances of the reaction to external pressure not to be the fortifying of the existing coercive structures, are to have leaders with a vision.

- The structural change should be geared towards eradicating inequalities, encouraging open debate, and at taking action regarding a Factor X. Factor X is some unifying factor – unique for each situation – which may emerge from the separate GABEK analyses during the enhancing self understanding phase. Open debate may be encouraged by forums and it has been suggested that honest communication within the forums, may be advanced by applying GABEK within forums. Eradicating inequalities are addressed by radical structural change.

- Gaining access is a cumbersome process for which time should be allowed – perhaps much more than expected. Also, setbacks may occur. Access may be aided by making use of intermediaries.

- In this trying out, the researcher being received as an outsider has been advantageous for maintaining access. Whether this would be the case for other situations, is not known.

- Applying GABEK to promote honest communication, as suggested in the original conceptual resolution, has been successful.

- The formulating of the open ended question has an important effect. For the separate GABEK analyses in the enhancing self understanding phase, asking "ought to be " and "help...to succeed" has caused the respondents to think normatively and to consider co-operation towards a worthwhile future.

- According to the original conceptual resolution, the full results of the separate GABEK analyses had to be shared with all stakeholders to develop mutual understanding. Some attempts at sharing the results, have had a negative effect. The original conceptual resolution has therefore been adapted. In stead of sharing the GABEK results of the compared separate analyses, the separate GABEK analyses are to be compared to identify some issue of agreement around which the stakeholders can be unified. This issue of agreement is the Factor X mentioned above.

- Formulating the open ended questions aimed at actions and personal responsibility regarding Factor X during the developing mutual understanding phase, promotes the emerging of a shared mission.

In addition to the above, when regarding the results of the trying out, it seems as if the problem situation has shifted from the complex-coercive problem context to the complex-pluralist problem context. Put in another way: the problem situation has shifted along the unitary-

pluralist-coercive continuum describing the relationship between the stakeholders. The shift has been from close or at the extreme of the continuum depicted by coercive in the direction of pluralist. The establishing of a shared mission, is an indication of a coercive relationship turning towards a pluralist relationship.

Another remark pertains. The shared mission itself is the "pull", rather than the worthwhile future. The shared mission embodies action, which the worthwhile future does not. In deriving the conceptual resolution, the shared mission has been described as the "pull" towards the worthwhile future. It should rather be described as the "pull" unifying the stakeholders. Although the notion of the worthwhile future is inseparable from the shared mission, the shared mission is the mobilising power.

The above results have been considered in determining whether "to enrich" as in the main objective of this study has been attained, thereby completing the evaluating of the main objective. The main objective of this study is

- To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.

From the results summarised above, it is clear that "to enrich" has been met. In Chapter 8, all that has been learnt from applying the conceptual resolution in a real world application area within the complex-coercive problem context, has been pulled together by the process of reflecting on the thinking out within Operations Research theory – a true learning cycle from application to theory.

CHAPTER 9

OPERATIONS RESEARCH AND APPLICATION: A PARTNERSHIP
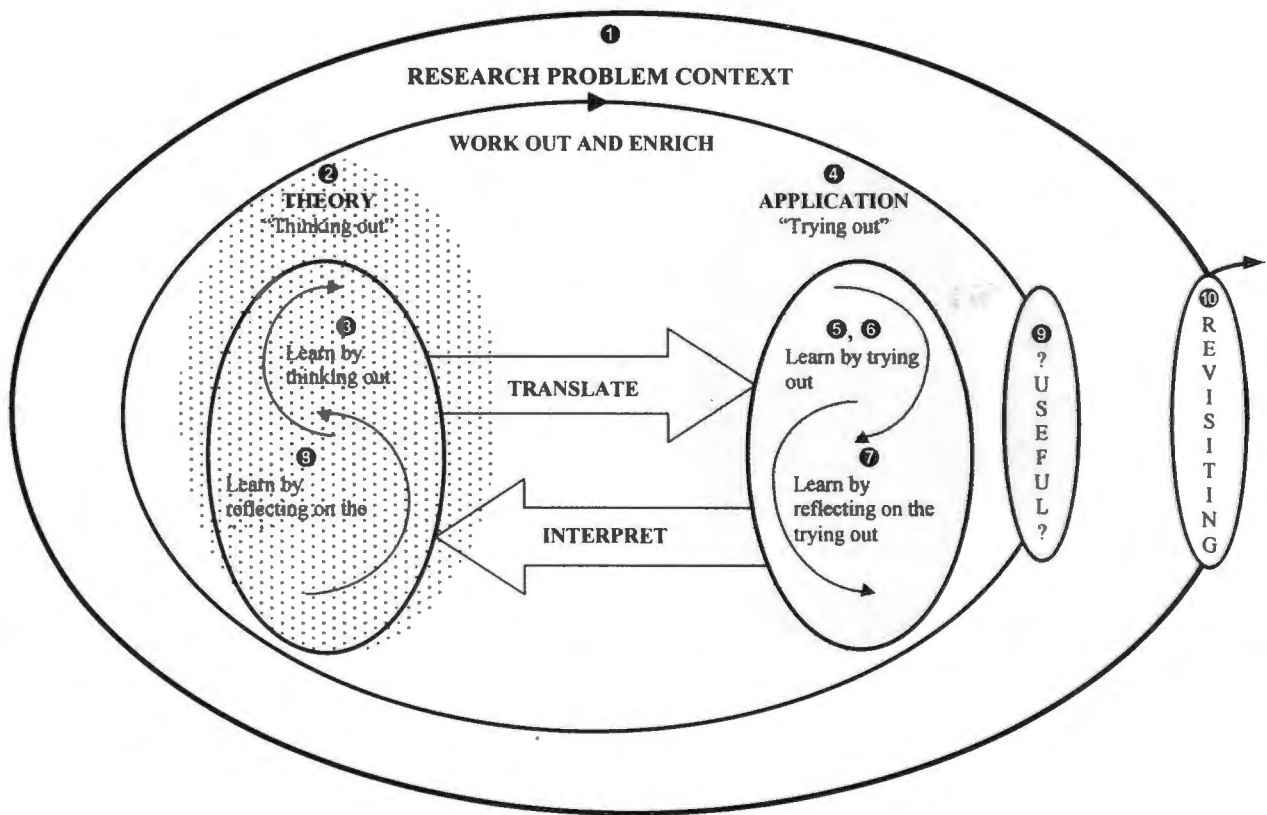
In response to the question whether Operations Research can provide a methodology to resolve the dynamic complexity of messes occurring within the complex-coercive problem context, this study has proposed a research approach comprising Operations Research theory and a real world application. The theory and the real world application have been interlinked via an iterative learning process, all within the research problem context. The research problem context has been determined by the problem statement, i.e. the developing of an Operations Research methodology to resolve dynamic complexity as in the complex-coercive problem context.

It can now be asked whether this approach, from theory to application to theory, is to be considered a useful approach for the developing of methodologies within Operations Research. The function of Chapter 9 is thus to evaluate whether the research approach followed in this study is useful in enhancing Operations Research's capabilities.

9.1   Preamble

Different approaches may be followed to develop methodologies, e.g. theoretical conceptualising or practical observing. In this study an approach interlinking Operations Research theory and application via an iterative learning process has been used to develop a methodology for addressing dynamic complexity as in the complex-coercive problem context.

According to the iterative learning process, within Operations Research theory a process of *thinking out* takes place, within the application a process of *trying out*. The result of the thinking out, i.e. the conceptual resolution, is to be translated to the area of application to be tried out. By reflecting on the trying out, learning takes place in terms of the area of application. The results of the trying out are to be interpreted and, by reflecting on the thinking out, the conceptual resolution is to be adapted, if necessary. Again learning takes place, this time in terms of the Operation Research theory.

For the learning to be aimed at the developing of a methodology for addressing dynamic complexity as in the complex-coercive problem context, the area of application should be within the complex-coercive problem context. South African Industrial Relations has been identified as such and has served as area of application in this study.

The approach has led to identifying the specific research objectives related to the Operations Research theory and to the application area of South African Industrial Relations respectively:

Main objective

   To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.

Supporting objective

   To contribute to resolving the conflict within the South African Industrial Relations System.

A few remarks regarding "to work out" and "to enrich" pertain.

To work out refers to obtaining the conceptual resolution within the Operations Research theory, translating it to and trying it out within the South African Industrial Relations application. Working out embraces not only the thinking out within the Operations Research theory, i.e. the obtaining of a conceptual resolution, but also the trying out within the application, i.e. putting the conceptual resolution to the test in the case of South African Industrial Relations.

To enrich refers to the reflecting within the application and to interpreting the conceptual resolution in terms of this reflection. The enrichment occurs on two levels. Firstly, by reflecting on the trying out, it is aspired to enrich the translating of the conceptual resolution to South African Industrial Relations.

Secondly, by reflecting on the thinking out, it is aspired to enrich the original conceptual resolution within the Operations Research theory.

Is the process suggested and followed here, i.e. to work out and to enrich, useful for the developing of an Operations Research methodology? In addition to the main research objective and the supportive objective, the following objective thus emanate:

Subsidiary objective
To evaluate whether the research approach "to work out and to enrich" is useful in enhancing Operations Research's capabilities.

In evaluating whether the subsidiary objective has been met, the following two questions need to be answered:

• Has enrichment of the Operations Research theory taken place because of working out and enriching? ("useful" - for this case study within the complex-coercive context, i.e. South African Industrial Relations)

• Would it be considered worthwhile to use this approach in Operations Research for developing methodologies, also within other problem contexts? ("useful" – in general, not only for this case study)

9.2 Has enrichment of the Operations Research theory taken place because of working out and enriching?

Following the above process and the results obtained, have been described in Chapters 2 to 8. In Chapter 3 the conceptual resolution has been derived from thinking out within the Operations Research theory, described in Chapter 2. In Chapters 5 and 6 the trying out of the conceptual resolution in the South African Industrial Relations System, as described in Chapter 4, have been recounted. Reflecting on the trying out has been related in Chapter 7, and reflecting on the thinking out in Chapter 8. It has been shown that the main research objective and the supporting objective have been met.

To answer,

Has enrichment of the Operations Research theory taken place because of working out and enriching?,

seems (almost) superfluous. Meeting the main objective implies having obtained a methodology to address dynamic complexity as in the complex-coercive problem context. Moreover, the process of trying out has resulted in the enrichment of the original conceptual resolution derived from thinking out. Enrichment of the Operations Research has therefore taken place.

A caveat: The methodology to address dynamic complexity as in the complex-coercive context has not been widely applied. To establish it, more application would be necessary. Even then, the question whether a methodology "is any good", whether "it works" is not, according to Checkland (1972) answerable: "...if a reader tells the author 'I have used your methodology and it works', the author will have to reply 'How do you know that better results might not have been obtained by an *ad hoc* approach?' If the assertion is: 'The methodology does not work", the author can reply, ungraciously but with logic, 'How do you know the poor results were not due simply to your incompetence in using the methodology?"

However, it can be stated that the methodology developed in this study through working out and enriching has given satisfactory results for the specific application here. Based on this study, therefore, the answer to "Has enrichment of the Operations Research theory taken place because of working out and enriching?" is yes.

9.3 Would it be considered worthwhile to use this approach in Operations Research for developing methodologies, also within other problem contexts?

Based on the results of this study, it has been shown in the previous section that the subsidiary objective has been partially met. To complete the evaluation of the subsidiary objective, the following question needs to be answered:

Would it be considered worthwhile to use this approach in Operations Research for developing methodologies, also within other problem contexts?

The research approach of to work out and to enrich is in essence about the relationship between theory and practice in Operations Research. Much has been written about this relationship and the researcher will not attempt to give a full account of the vast literature within Operations Research on this topic. A few remarks will suffice to explain the researcher's stance that the answer to the above question is an emphatic yes.

Operations Research is an applied science, theory and practice always forming a unit (Checkland, 1985; Keys, 1991; Ulrich, 1987). Theory is tested out by practice, and the development of theory leads to changes in opportunities to practice. Practice itself is the source of theory and leads to modification in existing theory (Keys, 1991). In the inquiring process of interaction between theory and practice, nor theory nor practice is prime (Checkland, 1985).

It has been stated in Chapter 1 that Operations Research is an interdisciplinary science employing a systems approach to alleviate *real world problems* - technical, organisational, social, political, environmental ... - for the increasing of human well-being. To alleviate "real world" problems practice

needs to be included in the developing of a methodology.   Developing a methodology through a process of thinking out within Operations Research theory, then applying it to *alleviate real world problems,* but not considering the lessons learnt from applying the methodology, seems pointless.   In applying the methodology for a second without having adapted the methodology according to the previous experience in applying it, does not answer to the purpose of alleviating real world problems.   How can the interventionist, applying theory regardless of its impact on application and vice versa, truly claim that the intention has been to alleviate the real world problem?

The process of to work out and enrich followed in this study, is about

- theory developed by thinking out,
- theory tried out in practice,
- practice leading to the adapting of theory,
- theory leading to changes in opportunity to practice,
- theory benefiting from practice, and
- practice benefiting from theory.

Therefore, in the opinion of the researcher, the answer to the question   "Would it be considered worthwhile to use this approach in Operations Research for developing methodologies, also within other problem contexts?" is a definite yes.

Postscript

In Chapter 9 the subsidiary objective,

to evaluate whether the research approach "to work out and to enrich" is useful in enhancing Operations Research's capabilities,

has been evaluated. It has been shown that based on the results obtained, "to work out and to enrich" has been shown to be useful in the case of this study for the developing of a methodology to address the dynamic complexity as in the complex-coercive problem context.

Whether "to work out and to enrich" would be useful for developing other methodologies in Operations Research has been argued as emphatically yes.

CHAPTER 10

OPERATIONS RESEARCH ADDRESSING DYNAMIC COMPLEXITY: LOOKING BACK, LOOKING FORWARD
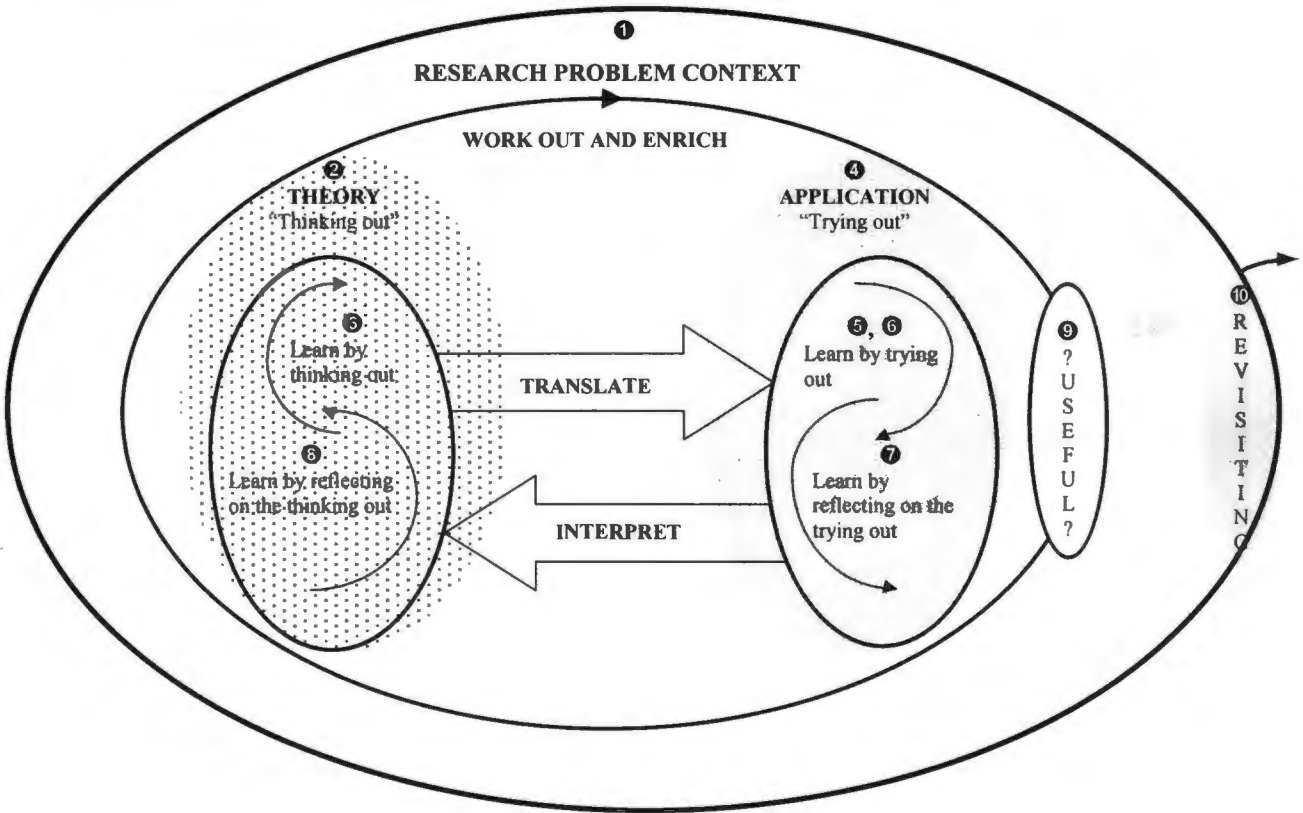
In this chapter, the final chapter of the study, the problem statement is revisited and future work is outlined. The function of the chapter is to recap and to point the way forward.

10.1 Preamble

On completion of any study, it is apt to take a moment to reconsolidate. Has the intention of the study been realised? Is the study finished, or would it be carried on? What has the study in store for the future?

To answer these questions, the following will be attended to:

- revisiting the problem statement,
- outlining possible future work.

10.2 Problem statement revisited

In response to the challenge put to Operations Research to fill the lacuna in emancipatory Operations Research methodologies aimed at resolving the complex-coercive problem context, this study heeded the following problem statement:

> **Develop a methodology within Operations Research to resolve the dynamic complexity of messes occurring within the complex-coercive problem context.**

To investigate the developing of such a methodology, the main objective of this study has been formulated as

> *To work out and to enrich a methodology to address dynamic complexity as in the complex-coercive problem context.*

Through a process of interlinking *theory* (Operations Research) and *practice* (South African Industrial Relations, an application area in the complex-coercive problem context), an enriched conceptual resolution has been obtained. Relating this attainment of the main objective to the problem statement, the following should be stressed:

Address is used in the main objective, but resolve in the problem statement. *It would be presumptuous to assume to be able to propose a definite methodology for the resolution of the dynamic complexity within the complex-coercive problem context on the basis of one example.* Furthermore, a methodology, even successfully applied in the case of South African Industrial Relations, will probably have to be adapted to suit specific circumstances within other real world applications. Before stating to have developed a methodology to resolve, going through more iterative learning cycles would be necessary. Therefore the softer appeal in the term address - in the sense of attend to or apply to - is preferred to the boldness in the term resolve.

In the attaining of the main objective, the following contributions have been made to the discipline of Operations Research:

- A methodology (or the beginning of a methodology) to address dynamic complexity as in the complex-coercive problem context.
- The enhancement of the problem solving capabilities of Operations Research.
- The promoting of Operations Research as "science helping society".
- The opening up of the application possibilities of Operations Research within the post-apartheid South Africa.

The objective relating to the area of application, namely South African Industrial Relations, has been formulated as

To contribute to resolving the conflict within the South African Industrial Relations System.

This objective supports the main objective since any success achieved here, would be an indication of the applicability of the methodology developed. From the results obtained in this study, it has been shown that the above supporting objective has been met. A few remarks regarding the attainment of this objective pertain.

Again, it would be presumptuous to assume that all conflict within the South African Industrial Relations System would be resolved within the time span of this study; therefore, *contribute to resolving* rather than resolve is used. Furthermore, the application has been confined to the Vaal Triangle, a highly industrialised region of South Africa.

Whilst taking the above demarcation into account, the following can be considered as contributions made in this study to the field of South African Industrial Relations:

- On the continuum of conflict to co-operation, a move towards co-operation or towards a willingness to co-operate.
- The opportunity to capitalise on the move towards co-operation and to participate in endeavours mutually beneficent - a win-win situation. At the time of writing, various actions of co-operation are in the first phases of implementation within in the Vaal Triangle.

10.3 Future work

A study of the kind undertaken here, extends far beyond the time span of a PhD study. The researcher is eager to accept the challenge to continue some future work. Opportunities for future work have been identified in the field of Operations Research, as well as of South African Industrial Relations. Within Operations Research, investigating GABEK offers interesting possibilities.

Future work in Operations Research:

- The methodology developed in this study for addressing dynamic complexity as in the complex-coercive problem context has been applied only once. More applications would lead to refining of the methodology. South Africa abounds with appropriate areas of application: the black taxi business, the question of payment/non-payment for public services, the redistribution of land,...

- GABEK and its place amongst other methodologies. In the spirit of multimethodology, GABEK might be combined with other methodologies, such as SODA, CSH, Interactive Planning. The researcher is

especially interested in combining GABEK and Critical Systems Heuristics. The latter is a methodology applicable in the simple-coercive problem context, and GABEK has been used as an integral part within the methodology developed in this study for addressing the complex-coercive problem context.

- Regarding the methodology of GABEK itself, the researcher is already involved in studying:

    ◊ the effect of the phrasing and the order of the open ended questions,

    ◊ the issue of participation. With scarce resources, whom to include/not to include in an investigation?

    ◊ in actually executing the analysis, what is the effect of an analyst doing the initial part of the analysis and then a more expert analyst takes over? Executing a GABEK analysis is quite time consuming, and this may offer a way of freeing the expert's time.

Future work in South African Industrial Relations:

- The study could be repeated in other centres of the country.
- The researcher is a member of the project team following up on the results obtained in the Vaal Triangle and is eager to be witness to the unfolding of the action plans derived.

Postscript

Operations Research is an interdisciplinary science employing a systems approach to alleviate real world problems - technical, organisational, social, political, environmental ... - for the increasing of human well-being. The researcher firmly believes Operations Researchers should respond to the challenge eloquently phrased by Munro(1996): "...In the end, there may be no definitive content to emancipation or formal methodology for its realisation. However, this does not mean that we, as OR practitioners, should not seek to improve the human condition or fight oppression where we encounter it."

In this study, it has been succeeded to alleviate a real world problem for the increasing of human well-being, even if only within the limited region of the Vaal Triangle.

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APPENDICES

APPENDIX A
VAALGRO AND VEC

General info on VAALGRO

Letters to G Murray, VAALGRO

Minutes of meeting with trade unions and VAALGRO

Minutes of meeting with trade unions on job creation through quality

Proposed agenda for the workshop: Quality improvement and job opportunities

Minutes of meeting with industry and VAALGRO on quality improvement

Minutes of meeting with trade unions and VAALGRO on the establishment of the Vaal Excellence Council (VEC)

VAALGRO

WELVAART

VIR

DIE

VAALDRIEHOEK

1992-07-15

VAALGRO

DOEL

Vaalgro is gestig as maatskappy sonder winsbejag om ekonomiese ontwikkeling en werkverskaffing tot voordeel van almal in die Vaaldriehoek te bevorder deur besigheidsbelegging en bedryf aan te moedig en te vergemaklik.

AGTERGROND

Vaalgro het in Januarie 1992 tot stand gekom na afloop van 'n strategie-oefening wat die Streekontwikkelingsvereniging van die Vaaldriehoek gedurende Augustus 1991 deurgevoer het.

KRITIESE PRESTASIE-AREAS VAN VAALGRO

a   Om geleenthede van werkskepping geïdentifiseer en benut te kry.

b   Om die ekonomiese en maatskaplike voordele van die Vaaldriehoek te identifiseer en binne- sowel as buitelands te bemark.

c   Om die beeld van die Vaaldriehoek te verbeter en 'n hegte groepsgevoel in die streek tot stand te bring.

d   Om by te dra tot die ontwikkeling en beter benutting van die Vaaldriehoek se menslike hulpbronne; grondstowwe; toerusting en infrastruktuur.

e   Om inligting aangaande die Vaaldriehoek beskikbaar te stel.

f   Om deur tegniese en bedryfsekonomiese ondersoeke nyweraars behulpsaam te wees met vestigingsbesluite en -strategieë.

VOORDELE VAN SKENKINGS AAN EN LIDMAATSKAP VAN VAALGRO

a   Inspraak in prioriteite van Vaalgro-werksaamhede.

b   Toegang tot inligting omtrent aktiwiteite in die Vaaldriehoek.

c   Bemarkingsgeleentheid en beeldbou vir eie instansie en onderneming binne en buite die Vaaldriehoek.

d   Nakoming van sosiale verantwoordelikheid teenoor die inwoners van die Vaaldriehoek.

e   Deel in uiteindelike voorspoed van die Vaaldriehoek ook deur benutting van geleenthede wat voorkom.

RESULTATE BEHAAL DEUR VAALGRO

(Januarie 1992 tot Junie 1992)

a   'n Inligtingsdokument wat al die besonderhede omtrent die Vaaldriehoek se 53 opleidingsinstansies beskikbaar stel is saamgestel.

b   Gespreksgroepe is gehou met nyweraars van die Vaaldriehoek ten einde :

-    Produkte en dienste wat van buite die Vaaldriehoek aangekoop word, plaaslik gelewer te kry.

-    Stroomaf verdere verwerking van produkte wat in die Vaaldriehoek vervaardig word, tot stand te bring.

-    Privatisering deurgevoer te kry van aktiwiteite wat tans binne groot ondernemings plaasvind ten einde die bestuursfokus van ondernemings te verskerp.

-    Kleinsake-bedrywighede in die Vaaldriehoek te bevorder.

c   47 persberigte om entrepreneurs te identifiseer en die beeld van die Vaaldriehoek positief te draai, is geplaas.

d   Onderhoude is met 205 entrepreneurs gevoer en 63 sterk kandidate geïdentifiseer. 410 werksgeleenthede is in die proses om geskep te word. Waar van toepassing en van genoegsame meriete, is 'n brief van bekendstelling vir marknavorsing en kontak met nyweraars, gegee. Goeie resultate met werkskepping word voortdurend behaal.

e   Drie bladsye in 'n Satoer se publikasie is benut vir die Vaaldriehoek, en 'n twee bladsy-bemarkingsdokument is vir die Vaaldriehoek saamgestel om saam met Streek H vir 'n buitelandse toer beskikbaar te wees.

f   Goeie vordering word gemaak met die saamstel van 'n databasis van produkte en dienste van die Vaaldriehoek ten einde kommunikasie onderling te bevorder en dienste hier gelewer te kry.

g   In komende maande sal Vaalgro sy pogings gefokus hou op die werwing van beleggings van buite die Vaaldriehoek en veral op die buiteland. Werk word gedoen om 'n kort bemarkingsvideo en 'n brosjure wat meer besonderhede omtrent die Vaaldriehoek bevat, daar te stel.

THE CRITICAL PERFORMANCE AREAS OF VAALGRO

a   Job Creation

To identify job opportunities and to promote employment.

b   Establishing industrialists and business

To assist potential industrialists to establish themselves
in the Vaal Triangle by undertaking and making available
the results of technical, economic and production research
information.

c   Marketing

To identify economic and social benefits of the Vaal
Triangle and to promote/market those benefits inside and
outside the area.

d   Image building

To improve the image of the Vaal Triangle and endeavour to
create a strong social bond amongst its people.

e   Productivity

To contribute towards the development and better utiliza-
tion of the Vaal Triangle's human resources; raw materials;
infrastructure, factory space, machinery and equipment.

f   Trading and development

To ensure the optimal usage of available infrastructure for
the training and development of people.

g   Levelling of playing field

To ensure that the Vaal Triangle enjoys the same benefits
as other regions in South Africa.

h   Settlement of industry

To assist industrialists in settling effectively new busi-
ness in the Vaal Triangle.

THE VISION OF VAALGRO

Vaalgro is a non-profit article 21 Company that strives to be instrumental in the creation, uplifting and maintaining of the social and economic welfare of the Vaal Triangle, to the extent that every resident may be able to achieve the highest standard of living in the country.

THE MISSION OF VAALGRO

It is the objective of Vaalgro to :

1   Accomplish optimal social and economic welfare by :

   a   acting in an initiative and pro-active manner;
   b   identifying and evaluating development opportunities and restrictions;
   c   acquiring and supplying information and specialist advice;
   d   marketing and influencing;
   e   co-ordinated planning;
   f   creating dedicated involvement; and
   g   creating an efficient organisational structure.

2   In the acceptance of the principle that :

   a   a free market system is supported;
   b   a development culture is promoted;
   c   the human dignity of all people is acknowledged;
   d   the freedom of religion and culture is maintained;
   e   stability is promoted; and
   f   people are to be motivated to become involved and to co-operate (consensus/compromise/balance of interests)

THE BUSINESS DEFINITION OF VAALGRO

To be instrumental in the optimal social and economic development of the Vaal Triangle.

VAALGRO

ESTABLISHMENT OF VAAL EXCELLENCE COUNCIL

DATE :   1993-05-03

TIME :   10:00 11:00

PLACE   Vaalgro Offices, Vesco building

PRESENT   George Murray   Manager Vaalgro
            Prof Dries de Wet   PU for CHE
            Annemarie Pothas   PU for CHE
            Deon Rossouw   Mine Workers Union
            Morris Perreira
            Bob van Schelt

1   Welcome

George Murray welcomes those present.

2   Background to Meeting

Quality can serve to the benefit of everyone in the Vaal
Triangle. Implementing quality will not only strenghten the
economic competitivity of the region, but will also improve and
enhance the quality of life of every member of the community.

There exists a need for the facilitating and implementing of
quality within all spheres: at home, at work, economical,
industrial, manufacturing, health care, public services, in fact,
everywhere the people of the Vaal Triangle are involved.

3   Nature of Excellence Council (Erie)

Prof Dries de Wet refers to the Erie Excellence Council and
documentation available on what they are doing and how they
address quality and excellence in their region.

4   Decisions

a   Compile minutes of meeting   Vaalgro

b   Send letters to Regional Development
     Association, Rotary, Rapportryers,
     Sakekamers, Trade Unions to request from
     them an opportunity to address a meeting
     on the subject of quality of life and
     the aims of the Vaal Excellence Council.   Vaalgro
     Draft by Annemarie Pothas.

c   Prepare press release for Vaal Weekblad   Annemarie
     on Vaal Excellence Council   Pothas

VAALGRO : AREAS OF INVOLVEMENT

(Tasks identified during Strategic planning session of 1992-06-06)

1   **Marketing of the Vaal Triangle**

    To identify the economic and social benefits for investors and
    the marketing thereof

    a   Marketing of the Vaal Triangle outside the Vaal Triangle
    b   Marketing the re-settlement advantages of the Vaal Triangle
    c   Marketing the re-settlement assistance the Vaal Triangle
        has to offer (Vaalgro and Municipalities)
    d   Propagating the power base of the Vaal Triangle
    e   Information centre and database for the Vaal Triangle
    f   Information pamphlet for the Vaal Triangle (one page)
    g   Marketing brochure (± 16 pages)
    h   Marketing video
    i   Press reports
    j   Radio reports
    k   Contact with trade missions
    l   Co-ordinating municipalities marketing efforts

2   **Job creation in the Vaal Triangle**

    Identifying opportunities and the utilization thereof

    a   Database to link clients with suppliers
    b   Downstream further processing of products
    c   Local supply of products and services purchased from
        outside the Vaal Triangle
    d   Identifying of small businessmen and entrepreneurs
    e   Doing industrial economic studies
    f   Referring entrepreneurs to the SBDC and other organisations
        for the supply of facilities and finance.

3   **Communication with Vaal Triangle community; improvement of the image of the Vaal Triangle; Creation of a Strong Regional Support Group and Service Directed Industrial Culture**

    a   Code of conduct for the industry of the Vaal Triangle

    b   Discussion forums for infrastructure of transport, insurance, communication, property, etc.

    c   Improvement of red tape within industry and commerce, municipalities and other large institutions such as Telkom, Police, Tax collector, etc.

    d   Creation of press reports, radio interviews and tv.

4   **Re-settlement of Industry**

    a   Curbing of red tape within municipalities and large institutions and the service sector

    b   Creating a code of conduct for handling trade missions and interested industrialists

    c   Assisting the new investor in getting himself settled in the Vaal Triangle.

5   **Co-ordinating of community in the Vaal Triangle**

    a   Productivity improvement gaps

    b   Quality management (also for ISO 9000)

    c   Transport services

    d   Communication services

    e   Government institutions

    f   Education and training facilities

    g   Welfare institutions

6   **Inputs and liaison with local and central government institutions**

    a   Database on export incentives

    b   Negotiating with trade missions

    c   Industry

    d   Resettlement advantages

    e   Marketing efforts of the Vaal Triangle

7   **Acquiring members for Vaalgro**

    a   Identifying potential members

    b   Informing and recruiting members

    c   Keeping members informed about progress Vaalgro makes

8   **Income generating activities for Vaalgro**

The following serve as an example of possible activities that Vaalgro may undertake pending the economic viability thereof.

    a   Information service

    b   Database for Vaal Triangle

    c   Radio/TV station

    d   Vehicle monitoring system

1992-08-27

FEEDBACK ON VAALGRO ACTIVITIES
ISSUES THAT RECEIVED VAALGRO's ATTENTION THE PAST 8 MONTHS

1   Local purchases
2   Downstream further processing
3   Privatisation of activities of large companies
4   Job image building of the Vaal Triangle
5   Air pollution
6   Informing public of Vaalgro
7   Press releases
8   Trade Unions for minimum wages
9   Gardening in black areas
10   Transport in Vaal Triangle
11   Education and training: Needs and facilities
12   Housing loans
13   Regional boundaries
14   Ethical code for businessmen
15   Technical investigations (Aluminium from ash; Homecare products;
     Weidner cleaning equipment, etc)
16   Directive for receiving overseas visitors
17   Vaalgro video
18   Data base for Vaal Triangle
19   Radio station for Vaal Triangle
20   Guiding other regions
21   Marketing document for Vaal Triangle
22   Introducing businessmen to large companies
23   Making use of vacant factory facilities
24   Arranging central strip/clean facility
25   Arranging central testing facility
26   Export initiatives
27   Discussions with SBDC and ABKS
28   Development Trust for Vaal Triangle
29   Identify and promote business opportunities
30   Questionnaire to identify entrepreneurs
31   Discussions with entrepreneurs
32   Systems given to entrepreneurs

Subjects of some jobs created

a   Overall manufacturing   b   Wooden pallet manufacturing
c   Candle manufacturing   d   Soap manufacturing
e   Refrigeration repair   f   Transport contractor (Elias)
g   Dressmaking   h   Growing vegetables
i   Bakery   j   Isolation material cutting
k   Furniture manufacturing   l   Panelbeating
m   Literacy training   n   Brickmaking
o   Welding work   p   Housebuilding
q   Artwork

VAAL WEEKBLAD : PERSBERIG NR 52

VAALGRO'S CONTRIBUTION TO WEALTH CREATION IN THE VAAL TRIANGLE

From time to time the Vaal Weekblad and Vaalgro receives enquiries on the activities of Vaalgro.

Vaal Weekblad approached Dr Pieter Barnard, the chairman of the board of directors of Vaalgro on the activities Vaalgro attended to the past 8 months.

According to Dr Barnard Vaalgro as non-profit article 21 company, attended to the following :

1   Local purchases
2   Downstream further processing
3   Privatisering van aktiwiteite van groot firmas
4   Job image building of the Vaal Triangle
5   Air pollution
6   Informing public of Vaalgro
7   Press releases
8   Trade Unions for minimum wages
9   Gardening in black areas
10 Transport in Vaal Triangle
11 Education and training: Needs and facilities
12 Housing loans
13 Regional boundaries
14 Ethical code for businessmen
15 Technical investigations (Aluminium from ash; Homecare products; Weidner cleaning equipment, etc)
16 Directive for receiving overseas visitors
17 Vaalgro video
18 Data base for Vaal Triangle
19 Radio station for Vaal Triangle
20 Guiding other regions
21 Marketing document for Vaal Triangle
22 Introducing businessmen to large companies
23 Making use of vacant factory facilities
24 Arranging central strip/clean facility
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o	Welding work	p	Housebuilding
q	Artwork			

VAALGRO NEWS

January 1993

PO Box 4000 Vanderbijlpark Tel 016-81-0166 Fax 33-8801

VAALGRO SUCCESS STORY

During 1992 Vaalgro assisted many companies expand a business or get entrepreneurs in starting a new business.

Although successes achieved by Vaalgro are difficult to measure, it should be mentioned that much favourable reaction to its activities have been received. The encouraging letter of appreciation received from Homecare Products, giving credit to Vaalgro for assistance in creating 64 new jobs (with 35 additional jobs in prospect) serves as an example.

Vaalgro assisted Homecare Products in preparing an economic study that proved the viability of the proposed investment, thereby succeeding in getting finance.

Vaalgro had interviews with over 280 entrepreneurs during 1992 and may assist you in solving your problems thereby promoting wealth in the Vaal Triangle.

VAALDRIEHOEK OORSIG

Die Vaaldriehoek het 'n omset van nagenoeg R10 000 miljoen met 'n salarisrekening van R2 000 miljoen per jaar.

Bogenoemde syfers toon dat die Vaaldriehoek een van die groot ekonomiese blokke in die land is, met sy bydrae van 8,4% tot Suid-Afrika se bruto binnelandse produk, vergeleke met 12,9% van die Wes-Kaap en 4,7% van die Vrystaatse Goudvelde.

'n Opname deur Vaalgro in die Vaaldriehoek gedoen, het aan die lig gebring dat daar nagenoeg 3 700 besighede bestaan wat as volg ingedeel kan word:

Aard	Getal
Handelsondernemings	1 606
Dienste-ondernemings	590
Professionele ondernemings	1 033
Nywerheidsondernemings	451

Aandag word nie net aan die ekonomiese opheffing van die Vaaldriehoek gegee nie, maar ook aan die vele geleenthede wat ons streek bied, asook uitdagings om nuwe besighede suksesvol gevestig te kry en bestaande besighede winsgewend te bedryf. Na raming is daar tans in die Vaaldriehoek ongeveer 1,5 miljoen mense woonagtig waarvan ± 100 000 gesinne in informele behuising gevestig is.

STREEKSGRENSE

In die nuwe bedeling wat ons nou nader, sal die Vaaldriehoek sy stempel moet afdruk wanneer gepraat word oor streeksgrense, aangesien die Noord-Vrystaat ook ekonomies geïntegreer is met die Vaaldriehoek en die Vaalrivier as 'n sentrale bate van weerskante van die rivier benut word. Dit is 'n bate wat kwalik doeltreffend vanuit twee aangrensende streke bestuur kan word.

SPONSORS VIEWS

The Managing Director of Emsa, also Chairman of the Board of Directors of Vaalgro, has the following comments:

A positive economic growth rate is an essential ingredient to solve South Africa's socio-economic and political problems.

The high unemployment rate is a serious concern and unless positive steps are taken to reverse the situation poverty and crime will escalate. I believe that we have a moral responsibility to address the unemployment problem in our region. We need to create many more job opportunities, and enhance the skills and creativity of all entrepreneurs.

We must aggressively market the Vaal region to attract new investments. Export and import opportunities must be identified and pursued. I therefore call on every organisation in the Vaal region to make a positive contribution to the development of the region and the economic empowerment of its people.

DR PJ BARNARD
7 January 1992

VAAL TRIANGLE VIDEO

Vaalgro prepared an excellent marketing video on the Vaal Triangle.

This video has been shown on all external flights of the SAA during the months of November and December 1992, as many of you have probably noticed.

The video has also been shown in Dobai and the Department of Foreign Affairs has requested Vaalgro's permission to have it distributed to 85 missions abroad.

VAAL TRIANGLE BROCHURE

Through the sponsorship of Eskom the Vaal Triangle is now on the point of having a brochure published marketing the attributes of the Vaal Triangle.

OORSIG VAN VAALGRO SE 1992 AKTIWITEITE

Gedurende 1992 is 'n totaal van 64 persberigte geplaas wat die verskillende aktiwiteite wat Vaalgro se aandag geniet het, dek. Die aktiwiteite het die volgende ingesluit:

a	Identifisering van werkgeleenthede

b	Werkgeleenthede geskep

c	Benutting van leë geboue

d	Bevordering van plaaslike aankope van produkte en dienste

e	Samewerking tussen die handel en nywerhede van die Vaaldriehoek

f	Beleggings in die Vaaldriehoek

g	Hulp met bemarking in die Vaaldriehoek

h	Hulp met vestiging van nuwe besighede in die Vaaldriehoek

i	Behoud van kundige personeel vir die Vaaldriehoek

j	Hulp aan boere vir die vestiging van klein ekonomiese eenhede

k	Lugbesoedeling in die Vaaldriehoek

l	Sake-etiek

m	Ekonomiese streeksgrense vir die Vaaldriehoek

EXPORT SEMINAR

Through the efforts of Vaalgro an export seminar has been arranged for 27 January 1993. Vaalgro members may attend at a reduced fee of R40 per person to discuss export opportunities and procedures during the seminar presented by South African Foreign Trade Organisation.

This seminar will not teach members the details and intricacies but will tell you in a broad sense how you can benefit and what should be done to make use of opportunities available.

VAALGRO A SACOB BRANCH

Membership of Vaalgro gives access to Sacob services. Through Vaalgro new opportunities relating to manpower and marketing have been identified by Vaalgro members.

HUIDIGE VAALGRO PROJEKTE

Projekte wat Vaalgro tans mee besig is:

- Hulp met in- en uitvoer van produkte

- Die voorsiening van 'n "Hotline" diens wat nog beter skakeling tussen kopers, klante en leweransiers kan bewerkstellig

- 'n Voertuigvolgstelsel (vehicle tracking) vir kontrakteurs in die Vaaldriehoek.

DIE KRITIESE PRESTASIE-AREAS VAN VAALGRO

a Om geleenthede vir werkskepping te identifiseer en te benut.

b Om ekonomiese en maatskaplike voordele van die Vaaldriehoek te identifiseer en te bemark.

c Om die beeld van die Vaaldriehoek te verbeter.

d Om by te dra tot die ontwikkeling en beter benutting van die Vaaldriehoek se menslike hulpbronne, grondstowwe, toerusting en infrastruktuur.

e Om inligting aan gebruikers aangaande die Vaaldriehoek beskikbaar te stel.

f Om deur tegniese en bedryfsekonomiese ondersoeke nyweraars behulpsaam te wees met vestigingsbesluite en strategieë.

UITVOERBEVORDERING IN DIE VAALDRIEHOEK

Deur Vaalgro se kontak met vasteland Sjina, het geleenthede na vore gekom vir gesamentlike ondernemings met Sjinese wat kapitaaltoerusting en kundigheid kan voorsien, terwyl die Vaaldriehoek geboue, arbeid en bedryfskapitaal kan verskaf.

BUSINESS OPPORTUNITIES
BESIGHEIDSGELEENTHEDE

TRANSPORT PROBLEMS?
VAAL TRANSPORT Corporation offers the
ideal solution to suit the transport
requirements of today's modern companies
and their employees
Contact Mr Gerrie Smit at 22-3561

TRAVILLA (EDMS) BPK: Vervaardigers van:
* Ambulans-eenhede;   * Bussie-eenhede
* Afleweringseenhede;   * "Site office"
Navrae: 4-5694

RECON ENGINEERING: For Factory erection,
sheeting, fencing and water proofing.
Fabrication and reconditioning.
Contact K van Niekerk, Tel 81-3818

BAART ELECTRONICS CC Tel 32-2646
Offer the following services:
Custom design, development, manufacture
and sale of electronic systems; circuit
back - engineering or modification etc.

ABRASIVE CENTRE: Your one stop shop for
everything you will need in protective
safety wear, grinding, cutting requirements
Contact Henk, Marleen or Jaco at 22-5265/6

A&B ELECTRONICS: Contact André at 76-1353
Transistors, IC's, Displays, Resistors,
Electric motors, lugs, terminals, floppy
& stiffy drives, hard disks, keyboards etc.

SA PLAASVAKANSIE ASSOSIASIE : Breek weg
van die woelige stad/dorpslewe. Kontak
Vaalgro by 81-0165/6 vir meer inligting.

Monmar Konsultante / Konstruksie
Voorsiening van tydelike arbeid en vervaar-
diging van staalkonstruksies, steierbou.
Verfwerk, hoëdrukwaterskoonmaak. ☎ 33-4861

ADVANTAGES OF VAALGRO MEMBERSHIP

1 Access to Vaalgro database linking suppliers to clients of the Vaal Triangle

2 Opportunity for inputs on the development of the Vaal Triangle

3 Getting advice on labour relations, training, housing, social planning and trade unions.

4 Advice on tax matters.

5 Advice on international trade.

6 Inputs on combatting air and water pollution

7 Advice on marketing

8 Advice on quality improvement standards (SABS 9000)

9 Membership of the RDA

10 Participation in the establishment and development of small businesses.

APPLICATION FOR VAALGRO MEMBERSHIP / AANSOEK VIR VAALGRO LIDMAATSKAP

NAME OF APPLICANT
NAAM VAN AANSOEKER ....

POSTAL ADDRESS
POSADRES ....

TELEPHONE
TELEFOON ....FAX ....

DATE   SIGNATURE
DATUM : .... HANDTEKENING..

Send to Vaalgro P.O. Box 4000 Vanderbijlpark 1900 or Fax 33-8801

VAALDRIEHOEKKAMPUS van die
POTCHEFSTROOMSE UNIVERSITEIT
VIR CHRISTELIKE HOËR ONDERWYS

Telefoon (016) 807-3620
Telefaks (016) 807-3614
Posbus 1174   VANDERBIJLPARK   1900.

STATISTIEK EN OPERASIONELE NAVORSING

Mnr G Murray
P O Box 4000
VANDERBIJLPARK
1900.

1992-11-26

Geagte mnr Murray

Soos voorheen aan u genoem, word daar beoog om vakunies te betrek by 'n studie oor kwaliteit en/in 'n vakunie. Dit is ons mening dat die toepassing van kwaliteitbeginsels tot voordeel van die vakunies en van die Vaaldriehoekgemeenskap sal strek.

Om hierdie voordele te kwantifiseer is dit eerstens nodig om vakunies bekend te stel aan (en te oortuig van) die dienskwaliteit en kliëntgerigtheidbenadering. Daarna moet daar saam met die vakunies 'n behoeftebepaling gedoen word voordat enige verdere stappe voorgestel kan word om die behoeftes aan te spreek.

Die doel van die bespreking met u aangevra, is dus om:

1.   die meriete van só 'n studie te bespreek.
2.   vas te stel hoe om verteenwoordigers van die vakunies te bereik met die oog op 'n latere behoeftebepaling.

Dankie vir u tyd.

Die uwe

MEV A POTHAS

VAALDRIEHOEKKAMPUS van die
POTCHEFSTROOMSE UNIVERSITEIT
VIR CHRISTELIKE HOËR ONDERWYS

Telefoon (016) 807-3620
Telefaks (016) 807-3614
Posbus 1174   VANDERBIJLPARK   1900.

STATISTIEK EN OPERASIONELE NAVORSING

Mnr G de C Murray
Vaalgro
Posbus 4000
VANDERBIJLPARK
1900.

1992-12-10

Geagte mnr Murray

Aangeheg is die dokument oor kwaliteit en werksgeleenthede soos bespreek in die vergadering van 30 November 1992. Lewer asseblief u kommentaar sodat ek die nodige regstellings kan maak.

Dr Christo van Wyk wil graag saam met my die vergadering van 21 Januarie 1993 bywoon. Laat weet my asseblief of dit in orde is.

Dankie vir u tyd.

ANNE-MARIé POTHAS

QUALITY AND JOB OPPORTUNITIES IN THE VAAL TRIANGLE

1. How quality secures and creates jobs
    Quality has a positive part in the creation and the securing of job opportunities in the Vaal Triangle.
    The Deming chain reaction:

<div align="center">

IMPROVE QUALITY

↓

Costs decrease

↓

Productivity improves

↓

Capture the market

↓

Stay in business

↓

PROVIDE JOBS AND MORE JOBS

</div>

2. **What is quality?**

    Quality has been defined in various ways: conforming to requirements; less waste; fit for use; doing the right thing first time right; zero defects; continuous improvement; pride in work; customer satisfaction; joy in work.

    All the above can be encompassed into:

    <div align="center">

    continuous customer delight

    </div>

    By delighting a customer, an organization does more than merely satisfy a customer. Satisfying a customer is to deliver the expected. Delighting a customer is: to deliver more than the expected, to anticipate the customer's future needs, to create new needs and to lead the customer into the future. Without continuous customer delight, an organization faces disaster!

3. Making quality work for you

The Juran quality road map.

Existing product/service and process

```
┌─────────────────────────────────────┐
│           Identify customers         │
└─────────────────────────────────────┘
```

List of customers

```
┌─────────────────────────────────────┐
│        Discover customers' needs     │
└─────────────────────────────────────┘
```

List of customers' needs (in their language)

```
┌─────────────────────────────────────┐
│               Translate              │
└─────────────────────────────────────┘
```

Customers' needs (in our language)

```
┌─────────────────────────────────────┐
│          Develop product/service     │
└─────────────────────────────────────┘
```

Product/service features

```
┌─────────────────────────────────────┐
│             Develop process          │
└─────────────────────────────────────┘
```

Process features

```
┌─────────────────────────────────────┐
│          Transfer to operations      │
└─────────────────────────────────────┘
```

Process ready to produce
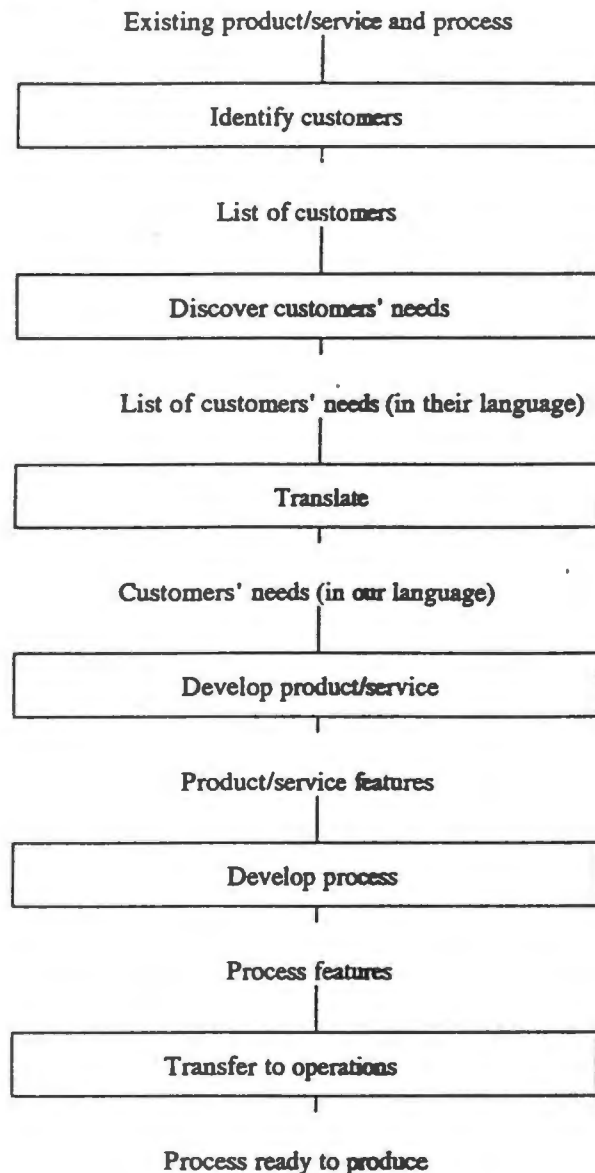
Quality begins with **delighting the customers.**

By involving the customer, quality succeeds at delighting the customer. The delighted customer brings in money and more customers. Growth takes place and the organization can secure jobs and supply more jobs!

4. **A quality initiative**

A quality initiative, in order to succeed, must touch the individual lives of everyone in the organization. How to win the hearts, the minds and the hands of everyone to deliver added value to the customer, is a merging of quality theory and the practice.

To use quality in the securing and creating of job opportunities, an union therefor has to involve quality:

1. **within the union as a quality organization.**

2. **at the workplace of the union members.**

An union can only win by supporting quality, because it secures and provides jobs. Such an union will indeed be "the builders of tommorrow today".

VAALGRO

MINUTES OF MEETING ATTRACTING BUSINESS TO THE VAAL TRIANGLE: TRADE UNION'S PROPOSAL TO BUSINESSMEN

DATE :   1993-01-21

TIME :   10:00 - 12:00

PLACE: Iscor Club

			Tel	Fax
PRESENT	George Murray	Vaalgro	81-0166	33-8801
	Lazarus More	NUMSA	81-0923	81-5880
	ML Mavhusha	SACWU	838-6581	838-6622
	Rudi McGear	SA Iron & Steel	33-4881	33-4881
	Ivo Meyer	SA Boilermakers	33-1653	
	Piet du Plooy	MWU	33-1928	
	P Xaba	COSATU	21-3725	55-2411
	T Rantsatsi	COSATU	81-2243	33-0098
	Swayi Mokoena	COSATU	55-1855	22-5105
	Anne-Marie Pothas	PU for CHE	807-3620	807-3614
	Dries de Wet	PU for CHE	807-3616	807-3614

DISCUSSION

1   Welcome

Mr Murray welcomed members to the meeting and expressed the wish that the outcome of discussions will be to the benefit of the people of the Vaal Triangle.

2   Introduction

Each member present at the meeting introduced himself.

3   Background to Vaalgro

Mr Murray explained that Vaalgro is a non-profit Article 21 company with an equal number of directors representing Industry and Commerce, local authorities, the Regional Development Association and specialist groups.

Vaalgro was established to create wealth and prosperity in the Vaal Triangle for all its people. The January Vaalgro newsletter was handed out.

4   **Purpose of the meeting**

The need for this meeting arose from frequent discussions with entrepreneurs and investors interested in establishing new business in the Vaal Triangle.

From discussions it became clear that the viability of operating a new business in the Vaal Triangle often centred around the risk, labour stability and wage level involved relative to other regions in the country.

Purpose of this meeting

To agree on an approach that will convince investors in the Vaal Triangle of the Trade Unions' willingness to ensure a stable workforce, and to negotiate a favourable wage level, in order to attract new business to the region, thereby creating new job opportunities.

Mr Murray informed the meeting that a meganism is required in the Vaal Triangle, that will enable new work to become economically viable and to ensure the survival of existing businesses.

5   **Trade Unions Proposal to Businessmen in the Vaal Triangle:**

a   That Trade Unions give their full support for job creation in the Vaal Triangle.

b   That entrepreneurs and business men be invited by the Trade Unions operating in the Vaal Triangle, to create new work opportunities in the region.

c   That from discussions of a new business proposal, it must become clear that the competitiveness and viability of a business opportunity depends on favourable labour rates.

d   That Trade Unions will negotiate with their members, the acceptance of the interim minimum wage required to make a specific business undertaking viable.

e   That discussions with entrepreneurs and business men be on an open financial book basis, analysing the total business in all its components, clearly deliniating the influence of labour cost.

f   That for each business undertaking or contract requiring a specific minimum wage, the minimum wage be negotiated independently.

g   That existing agreements on labour rates not being threatened by new business having more favourable rates.

h   That adjustments of labour rates depend on future profits exceeding the estimates of the original proposal.

6   **Comments**

6.1   Mr Murray explained that the proposal revolves around the philosophy of an **open book discussion** of the finance involved in getting new businesses started or getting existing businesses becoming profitable.

6.2   The open book discussion of each business proposal to give a trade union insight into all the factors taken into account, that would influence the viability of the particular business proposition.

6.3   The discussion of wages to balance the entrepreneur or new investor's willingness to invest, against the risk he would be taking, as weighed against the wage level required to make the business proposition viable.

6.4   As this would be confidential information a non-disclosure agreement would have to be signed between the businessman and the Trade Union.

6.5   The business opportunity and the contract wage that might be required to make the proposition viable, must however not affect existing trade union agreements.

6.6   According to Cosatu it is preferable that the open book discussion with the trade unions should take place prior to the new business being established or a specific contract being accepted by existing businesses.

6.7   Mr Meyer commented on the proposal to the effect that it could happen that a company declare itself bankrupt in order to place itself in a position where it may renegotiate wage levels, six months later.

6.8   Mr Murray agreed that it could happen but that he doubted that they would take the chance, as it would be very costly and that the basis for the discussion in any case remains to be the open financial book.

6.9   The meeting agreed that it would be necessary to go back to their other trade union colleagues to discuss the above proposal and principles involved. Mr Mavhwha mentioned the problem that would arise for trade unions discussing minimum wages as part of a contract to land work for the Vaal Triangle without, having people in employment.   Mr Meyer said that it is part of the problem that trade unions would have to cope with if they wish to attract business/industries to the Vaal Triangle.

6.10   The meeting requested Vaalgro also to discuss with the Municipalities the situation of having trade union members working below the minimum wages but still having to cope with full tax, electricity and water bills. They requested that Municipalities then be lenient towards such inhabitants who do not have the benefit of the full labour rates.

6.11 The meeting agreed that should they come to an agreement with a particular entrepreneur to establish a new business or a current business to attract new business to the Vaal Triangle, exemption would have to be obtained from the Industrial Council with the assistance of the respective trade union.

7   **Conclusion**

7.1 Mr Murray concluded by saying that it was a very difficult matter that had been discussed. In the past trade unions had fought for their members to get maximum wages and fringe benefits, whilst now new ground had to be opened for discussions with employers in order to obtain work and therefore trade union members.

The solution will eventually be found along profit sharing above the risk level ie ROI of 30%, an entrepreneur will accept to consider establishing a new business in the Vaal Triangle.

7.2 A short discussion on quality was held. The trade unions expressed their keen interest in getting more information on quality as it relates to competitiveness, so that the quality matter could also be incorporated into discussions with employers during wage negotiations. Knowledge and understanding of "Quality" would place a trade union and the Vaal Triangle in a strong bargaining position if it could be made known that trade unions of the region understand quality and competitiveness and are working towards improving it along with an open book discussion with employers.

7.3 The meeting concluded looking at a video compiled by Vaalgro on the advantages of settling in the Vaal Triangle.

8   **Decisions**

8.1 That the "Proposal to Businessmen" be accepted and be discussed with respective principles.

8.2 Vaalgro to convince businessmen who wish to land a contract or start a new business of the trade unions' willingness to assist them, also referring to the "proposal".

8.3 Trade unions to have their comments passed on to Vaalgro by 1st February 1993.

JOB CREATION THROUGH QUALITY

Date: 1993-03-05

Time: 09:00 - 11:00

Vence: Room 217 , Second floor, Block A, Vaal Triangle Campus of the PU vir CHO.

Purpose:

Job creation through quality.

1.   Discussion with feedback to establish concepts, terminology and needs.

2.   Action planning for the future.

Agenda:

1.   Welcome.

2.   Introduction.

2.1   What is quality?

2.2   Why quality?

3.   Scope of motivation for this quality initiative.

3.1   Feedback/response from the participants.

3.2   Resolutions for future cooperation.

VAAL TRIANGLE CAMPUS of the
POTCHEFSTROOM UNIVERSITY
FOR CHRISTIAN HIGHER EDUCATION

STATISTICS AND OPERATIONS RESEARCH

1993-03-19

Dear Sir

With reference to the discussion that took place on the 5th March 1993 regarding job creation through quality, please find attached:

1. Minutes of the meeting.
2. Proposed agenda for the workshop:
   Quality improvement and job opportunities.
3. Proposed invitation to the employers.
4. Proposed invitations to the labour unions.

Your comments on expecially the following issues are needed before continuing with organizing the workshop of 26 May 1993:

1. The invitations are to be sent by Vaalgro, simply because the University does not have the information on the employers and the trade unions. Vaalgro is not taking part in the discussions during the workshop.

2. A fee of R20 per delegate is inevitable to help to cover the costs.

Please let us know by Tuesday 23/03/1993 whether the above two points and the proposed agenda for the workshop are acceptable. The invitations need to be send by Friday, 26 March 1993.

Any comments on the minutes of the meeting will be appreciated.

Thank you for your valuable contributions.

[signature]

ANNE-MARIé POTHAS

FAX: 016-807 3614
PHONE: 016-807 3620/3616/3615/3619

Minutes of meeting : Job Creation Through Quality

Date: 1993-03-05
Time: 09:00 - 11:00
Venue: Vaal Triangle Campus of the PU for CHE.

Present:

		Tel	Fax
Dries de Wet	PU for CHE	807-3615	807-3614
Piet du Plooy	MWU	33-1928	81-6718
Ivo Meyer	SA Boilermakers	33-1653	
Anne-Marié Pothas	PU for CHE	807-3615	807-3614
Taks Rantsatsi	COSATU	81-0105/6	33-0098
Sakie Thakhuli	COSATU	21-3234/5	55-4529
Christo van Wyk	PU for CHE	807-3420	
Peter Xaba	COSATU	21-3725	55-2411

1.   **Welcome**
1.1   Prof De Wet welcomed members to the meeting and invited everyone to participate in the discussion concerning quality and job opportunities. The trade unions are regarded as major players in the Vaal Triangle community.
1.2   On an enquiry by Mr I Meyer, Prof de Wet explained that all the members of the meeting "Attracting Business to the Vaal Triangle", convened by Vaalgro on 1993-01-21, were invited to this meeting. Since the University does not have all the information on trade unions in the Vaal Triangle, the list of the mentioned Vaalgro meeting was used.

2.   **Introduction**
      A brief introduction to quality, highlighting the Deming chain reaction between quality and job opportunities, was presented by Prof de Wet and Mrs A Pothas. As the meeting was eager to start the discussion, it was decided not to show the video on quality.

3.   **Discussion**
3.1   All agreed on the importance of quality, especially in the light of the global economy and competitivity.
3.2   The following concerns regarding quality in the workplace were expressed.
3.2.1 The practical implications of initiating a quality drive, considering the illiterate portion of the workforce (Mr Xaba).
3.2.2 Mr Thakhuli mentioned the mobility of labour and the drive for "3 jobs done by one person", as well as increasing automation. How do all of these relate to job creation through quality?
3.2.3 According to various members, a worker's reaction to quality involves:
      Am I not doing my job well enough?
      They want to get rid of me!
      Why do they want me to change?
      This is just another fact of management.
      Mr de Plooy stressed that the immediate effect (as perceived by the worker) of a quality drive is to threaten job security.
3.2.4 Management must be totally involved as well; quality is a team effort. This view was held by all of the meeting.

3.3   Quality must improve the homelife of the workers as well. Mr Thakhuli emphasized the need for a total approach since a person's quality of life at home will influence his quality of work.

3.4   Mr Meyer stated that the role of the labour union is to care for the future of its members. The meeting agreed that therefor training and re-training at the workplace is of utmost importance.

4.   Further actions

4.1   From the discussion the meeting agreed that there exists a need for the communicating with management on quality at the workplace.

4.2   The proposal of Mr Rantsatsi and Mr Thakhuli for a meeting of trade unions and management to exchange views on quality and job opportunities, was accepted by the rest of the meeting.

4.3   The meeting agreed to Mr Meyer's suggestion that the University convenes such a meeting, as the University is perceived as impartial.

4.4   Prof de Wet, Dr C de W van Wyk and Mrs A Pothas were asked to organise such a meeting and undertook to present (by fax, not at another meeting) the members with a concept agenda for approval.

4.5   The trade unions of the Vaal Triangle and the relevant employers will be invited to take part.

4.6   Employer representatives will be line function middle management.

5.   Conclusion

Prof de Wet thanked all for their valuable contributions and stressed the hope that the proposed meeting will benefit the interaction between trade unions and management.

PROPOSED AGENDA FOR THE WORKSHOP: QUALITY IMPROVEMENT AND JOB OPPORTUNITIES

Date: 26 May 1993

Venue: Vaal Triangle Campus of the PU for CHE.

Participants: Labour unions and the relevant employers in the Vaal Triangle.

1.   **Purpose:**
       To promote the interaction between labour unions and the relevant employers in the Vaal Triangle, regarding the improvement of quality and job opportunities.

2.   **Format:**

2.1   Small group (7 to 8 people max.) discussions on the opportunities quality improvement offers for the securing and creating of jobs, will be held. Groups will be evenly divided between the labour unions and management.

2.2   Lecturers of the Vaal Triangle Campus of the PU for CHE will serve as facilitators to ensure impartiality.

2.3   During the feedback session each facilitator will report on the issues discussed by his/her relevant group.

2.4   All the aspects discussed, as well as any suggestions mentioned, will be listed.

2.5   The conveners will distribute a document summarising the small group discussions and the feedback to each participant within a fortnight after the workshop.

3.   **Agenda:**

08:30	Registration and coffee/tea
09:00	Welcome
	Introduction
	Organising small groups
09:30	Small group discussions. Participants are invited to partake of refreshments at their own convenience
12:15	Lunch
13:40	Feedback session
14:40	Tea/coffee
16:00	Closing remarks
16:15 - 18:30	"Skaapbraai"

NOTULE : VERGADERING NO 2
VAALDRIEHOEK : KWALITEITVERBETERING VAN PRODUKTE EN DIENSTE

DATUM   :   1993-03-11   TYD :   08:00 tot 10:00

PLEK   :   Vaalgro kantore, Vesco-gebou, Vanderbijlpark

			Tel	Fax
TEENWOORDIG	George Murray	Bestuurder Vaalgro	81-0165	33-8801
	Dries de Wet	PU vir CHO	807-3620	807-3614
	Annemarie Pothas	PU vir CHO	807-3620	807-3614
	Morris Pereira	Yskor Kwal.vers.	889-3984	
	Bob van Schelt	Yskor Mat.bestuur	889-2170	889-4191

BESPREKING

1   **Visie vir kwaliteit in die Vaaldriehoek**

Die vergadering bespreek die werkwyses wat die "Wales Quality Centre" en die "Eric Excellence Council" oorsee ~~bereik~~ het om gemeenskappe kwaliteitbewus te maak. *gebruik*

Die vergadering het konsensus dat die Vaaldriehoek minstens twee jaar sal neem om op daardie vlak te kom, maar dat aanvoorwerk nou gedoen moet word en dat die werk wat sedert 15 Februarie 1993 gedoen is, baie goed aanloop tot die stigting van sodanige kwaliteitbeweging vir die Vaaldriehoek.

2   **Vaal Excellence Council**

Die vergadering besluit dat sodanige "raad" gestig moet word en dat dit sal plaasvind 3 Mei 1993.

Deelnemers tot die stigting van die "Council" sal wees:

		Reëlings
a	Vaalgro	G de C Murray
b	PU vir CHO	Prof de Wet
c	Georganiseerde arbeid	Mev Pothas
d	Belangegroepe	Prof de Wet

re-
Die doel ~~van~~ die vergadering van 3 Mei 1993 sal wees om die behoefte aan die stigting van die "Vaal Excellence Council" te bespreek aan die hand van die visie wat die Vaaldriehoek daarvoor het.   *Indien die opdrageringsge sal*

Die "Excellence Council" moet in beginsel gestig wees voordat opvolggesprekke later plaasvind. ~~waartydens~~ nyweraars en belangegroepe omgehaal ~~sal~~ word om deel te neem aan 'n kwaliteitopheffingspoging vir die Vaaldriehoek en hulle dan die behoefte ~~sal~~ hê om in te skakel by 'n reeds gestigte beweging.

3   **Wins deur gehalte 27 Mei 1993**

Die bedoeling met die vergadering van 27 Mei 1992 is om mense om
te haal tot die stigting van werkgroepe waardeur aksie afgewentel
kan word na persone wat betrokke moet wees by kwaliteitopheffing.

Vaalgro sal 'n brief rig aan ondernemings in die volgende velde:

> a   Vervoer
> b   Motorherstelwerk
> c   Fabrikasiewerk
> d   Keramiekwerk
> e   Mediese dienste (hospitale)

Die brief sal die doelstelling wat die "Vaal Excellence Council"
wil bereik, uiteensit en by firmas die behoefte skep om 'n semi-
naar by te woon waarin die voordele van kwaliteitverbetering
bespreek sal word.   (Vaalgro se konsep aangeheg)

Annemarie Pothas sal teen 15 Maart 1993 ook 'n konsepbrief by
Vaalgro hê vir finalisering.

3.2 Bob van Schelt sal die konsepdokument wat Dries de Wet gereed
gekry het en wat deel uitmaak van lesings aan Yskor, aanpas vir
gebruik 27 Mei 1993.

4   **Wins deur gehalte: 12 Augustus 1993**

Voortspruitend uit die vergadering van 27 Mei 1993, sal daar 'n
behoefte by topbestuur van firmas wees om ook ingelig te wees oor
die behoefte aan kwaliteitverbetering en hoedat dit inskakel by
die "Vaal Excellence Council."

5   **Werkwinkel oor: "Quality and job opportunities": 26 Mei 1993**

Voortspruitend uit die vergadering wat gehou is met die vakunies
op Vrydag 5 Maart 1993, is deur die vakunies die behoefte uitge=
spreek aan 'n seminaar:

> "To promote the interaction between labour unions and
> the employers in the Vaal Triangle regarding
> the improvement of quality and job opportunities."

Die vergadering het die bedoeling om kommunikasie en wedersydse
begrip tussen vakbondlede en middelbestuur van groter ondernemers
te verbeter.

Die doel is nie besluitneming nie, maar die voordele van 'n meer
gelukkiger werksmag sal hopelik verkry word deur die deelname van
30 persone uit die vakunie-geledere en 30 middelbestuurders uit
die nywerheidsgeledere.   Indien aksies wel geïdentifiseer en/of
op besluit word, sal dit 'n welkome bonus wees.

Die onpartydigheid en vermoë van die personeel van die PU vir CHO
om fasiliterend op te tree, sal van deurslaggewende belang wees
vir die sukses van die seminaar.

Na afloop van die seminaar wat die oggend sal duur, sal 'n middagete gegee word waarna die onpartydige fasiliteerders van die PU vir CHO terugvoer sal gee aan die vergadering oor die belangrike aangeleenthede wat elke groep uitgelig het en voorstelle vir oplossings wat aan die hand gedoen is. Die dag sal afsluit met 'n skaapbraai om 16:00.

Dit is wenslik dat middelbestuur van nywerheidsondermers sal kom en nie hulle arbeidspesialiste nie.

5.1   Vaalgro sal die vakunies en die nyweraars wat deur hulle aangewys is, nader vir deelname aan die seminaar eers nadat die konsepvoorstel deur die PU vir CHO aan die vakunies voorgelê is.

5.2   Prof de Wet sal 'n agenda voorlê vir die verloop van die seminaar wat sal plaasvind op die kampus van die PU vir CHO.

Besturende direkteur
van middelslag nywerheidsonderneming

Geagte Meneer

BYEENKOMS VAN VAKUNIE-LEDE EN MIDDELBESTUUR
OM TE GESELS OOR KWALITEIT EN WERKGELEENTHEDE

Tydens die bespreking gehou op 5 Maart 1993 met vakunie-lede is die
noodsaaklikheid van kwaliteitverbetering deurtastend bespreek.
Voortspruitend uit die bespreking, het daar vanuit die vakunie-
geledere die behoefte ontstaan om in gesprek te tree met middelbestuur
van groter ondernemers.

Die PU vir CHO as 'n kundige onpartydige fasiliteerder is genader om
'n werkwinkel op die kampus te hou vanaf 09:00 tot 16:00 op 26 Mei
1993 om die volgende te bespreek:

> "To promote the interaction between labour unions and the
> employers in the Vaal Triangle regarding the
> improvement of quality and job opportunities."

Vanuit die vakunie-geledere en dan ook vanuit verskeie gesprekke wat
ek met bestuurders in nywerheidsondernemings die afgelope jaar gehad
het, het die behoefte duidelik na vore gekom vir 'n geleentheid om
kwaliteit en hoe dit werkgeleenthede raak, te bespreek.

Die PU vir CHO het onpartydige fasiliteerders geidentifiseer wat
elkeen groepies van tussen 6 en 7 persone uit die nywerheid en
vakunies sal kan hanteer om 'n gestruktureerde gesprek te voer oor die
geleenthede wat kwaliteit bied in die skep en ~~versekering~~ van werk,
asook oor voorstelle in hierdie verband.

Hiermee die versoek dat u vanuit u organisasie twee middelbestuurders
sal aanwys om die byeenkoms by te woon. Aangeheg die agenda vir die
dag se verrigtinge.

Aangesien daar reeds genoegsame skakeling tussen arbeidspesialiste in
u onderneming en vakunies is, wil ons graag die klem laat val op
kontak tussen u middelbestuur en persone uit die plaaslike vakunies,
ten einde onderlinge begrip en kommunikasie te verbeter.

Om totale onpartydigheid te verseker, sal die hele dag deur die PU vir
CHO geborg word maar ons wil tog vra vir 'n bydrae van R20,00 per
afgevaardigde, ten einde kostes te bestry vir middagete en die skaap-
braai laatmiddag.

Vriendelike groete

GEORGE MURRAY
BESTUURDER, VAALGRO

Firma se naam en adres

WINS DEUR GEHALTE

In die Vaaldriehoek se dryf na hoër volumes van uitvoere, het ons by herhaling onder die indruk gekom dat kwaliteit die sleutel tot sukses is.

Vir daardie firmas wat die belangrikheid van kwaliteit besef, het Vaalgro 'n 2-uur bespreking gereël. Prof Dries de Wet van die PU vir CHO, 'n kenner op die gebied van kwaliteitversekering, sal ons toelig oor die voordele van 'n gevestigde kwaliteitverseke-ringkultuur in 'n firma.

Tydens die bespreking sal hy nie net praat oor die beginsels van kwaliteitversekering en die voordele wat dit inhou nie, maar ook aandag gee aan die noodsaaklikheid dat topbestuur die poging moet dryf.

Die aanvanklike seminaar sal gerig wees op kwaliteit in die vervaardiging- en dienste-sektore. Later sal spesifieke seminare gehou word wat sektore van die Vaaldriehoek sal betrek soos vervoer, motorherstel, fabrikasie, keramiekware en mediese dienste.

U word hiermee uitgenooi na 'n geleentheid wat besondere voordele vir u firma kan inhou.

Die aanbieding sal plaasvind op **27 Mei 1993** om **10:00 by die Yskorklub.** Koste beloop R50 vir Vaalgro-lede, R80 vir nie-lede.

Laat ons asseblief weet of u die seminaar sal bywoon by tel 81-0158.

Vriendelike groete

G DE C MURRAY
BESTUURDER VAALGRO

Address of Trade Union

Dear Sir

IMPROVING AND UNDERSTANDING BETWEEN LABOUR AND INDUSTRY

On the 5th March 1993 a discussion took place between Trade Unions and the University of Potchefstroom regarding the influence quality has on quality of life and job opportunities.

Unfortunately your trade union have not been present that day, but you are hereby invited to partake in a workshop to take place on the 26th May, 1993 to discuss

"The interaction between labour unions and the relevant employers in the Vaal Triangle regarding the improvement of quality and job opportunities."

Attached please find a copy of a letter to be send out to industrialists in the Vaal Triangle, as well as an agenda of the proceedings.

You are hereby invited to forward the name of two of your Vaal Triangle officials to partake in the seminar as well as names of companies and individuals working in middle management positions in those companies, to be approached by Vaalgro.

Yours sincerely

GEORGE MURRAY
MANAGER VAALGRO

Chairman of Vaal Triangle Labour Union

Dear Sir

With reference to the discussion that took place on the 5th March 1993
regarding quality improvement and how it relates to job opportunities
and quality of life, you are hereby invited to send two delegates to
a workshop to be conducted under the impartial umbrella of the local
Vaal campus of the University of Potchefstroom.

Attached please find a copy of the letter to be send out to the indus-
trialists inviting them to partake in the occasion as well as an
agenda of the proceedings.

You are hereby invited to send the names of your delegates, as well
as the names of the companies you would like Vaalgro to invite and
persons working in those companies in middle management positions that
you would like to partake in the conference. Names may be send to
Vaalgro PO Box 4000, or Fax 33-8801.

Yours sincerely

GEORGE MURRAY
MANAGER VAALGRO

VAALDRIEHOEKKAMPUS van die

POTCHEFSTROOMSE UNIVERSITEIT
VIR CHRISTELIKE HOËR ONDERWYS

Telefoon (016) 807-3620
Telefaks (016) 807-3614
Posbus 1174   VANDERBIJLPARK   1900.

EENHEID VIR KWALITEIT EN INDUSTRIELE STATISTIEK

Meeting: Establishment of Vaal Excellence Council

Date: 1993-05-03

Time: 10:00 - 12:00

Venue: Vaalgro offices

Purpose: To discuss the need for the establishment of a council to facilitate and implement quality in the Vaal Triangle.

Agenda

1. Welcome (George Murray).

2. The need for an excellence council (Dries de Wet).

3. Discussion (All participants).

4. Resolutions.

Participants:

Vaalgro.
Vaal Triangle Campus of the Potchefstroom University for Christian Higher Education.
Some representatives from labour.
Some interested individuals.

Sir

Establishment of Vaal Excellence Council

Quality can serve to the benefit of everyone in the Vaal Triangle. Implementing quality will not only strengthen the economic competitivity of the region, but will also improve and enhance the quality of life of every member of the community.

There exists a need for the facilitating and implementing of quality within all spheres: at home, at work, economical, industrial, manufacturing, health care, public services, in fact, everywhere the people of the Vaal Triangle are involved. You are hereby invited to a meeting to discuss the need for the establishing of a council to facilitate and implement quality in the Vaal Triangle. Attached please find the agenda for the meeting.

Kindly let us know at fax 33-8801 or tel. 81-0165 whether you will be able to attend.

Yours sincerely

GEORGE MURRAY
MANAGER VAALGRO

APPENDIX B

ENHANCING SELF UNDERSTANDING

BLACK UNIONS: **Examples of completed questionnaires**
Original responses
Detailed GABEK results

WHITE UNIONS: **Examples of completed questionnaires**
Original responses
Detailed GABEK results

BLACK MANAGEMENT: **Examples of completed questionnaires**
Original responses
Detailed GABEK results

WHITE MANAGEMENT: **Examples of completed questionnaires**
Original responses
Detailed GABEK results

BLACK COMMUNITY: **Examples of completed questionnaires**
Original responses
Detailed GABEK results

WHITE COMMUNITY: **Examples of completed questionnaires**
Original responses

BLACK UNIONS

Example of a completed questionnaire
Original responses
Detailed GABEK results

What ought to be the attitude of the stakeholders of the IR system to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

IR system ought to be work hand in hand with the problems of the society. They must analyse the problem before they attack it. They must see to it the individuals are satisfied.

Give your perception of what each of the following stakeholders of the IR system can do to help the new South Africa succeed.

State (2 to 3 sentences) Government

Each stakeholders must listen to the problems of the society. They must also consinder the poor.

Employee & unions (2 to 3 sentences)

The employee must listen to the unions, they must work hand in hand. No ones needs should be more considered than the other one.

Management & employer organisations (2 to 3 sentences)

Management and employer should think for each other. They should consider the individuals problems. The management should listen to the employer as he too would like to them to listen to him

Community & unemployed (2 to 3 sentences)

Community must make some means to create jobs for the unemployed people. Unemployed should also think of other ways of making money rather than stilling or robbering etc

You are a member of (please indicate only one category):

☒ Employee/unions

☐ Employer/middle management and up

☐ State

☐ Unemployed/community

☐ Expert outside IR (eg. lawyer, consultant, academic)

Optional

You are:

☐ Asian

☒ Black

☐ Coloured

☐ White

☐ Unwilling to answer

Aa1
cvwub11The RDP will have to cover every place in order to make sure
that the basic needs of the community actually exists or are being
done.
Aa2
cvwub12The state has to make links with outside countries in helping
the economy of South Africa financially thereby jobs will be crated for
the unemployed.
Aa3
cvwub13Employees and unions must at all times come together in case of
disputes or deadlocks in order to communicate and consult each other
thereby come up with better solutions.
Aa4
cvwub14Try to satisfy the needs of employees wherever they are
encountered.
Aa5
cvwub15The community and unemployed must seek to small businesses in
order to make living for themselves.
Aa6
cvwub21All stakeholders must boost the economy irrespective of one's
standpoint. That is where the RDP could be implemented or seen to be
working.
Aa7
cvwub22It is there to give any stakeholder opportunity to negotiate,
bargain and associate to promote a fair socio-economy that will promote
the country's production and investment.
Aa8
cvwub23Employee and unions must not act as an anarchy thus should be
co-operative with the employer or management avoiding uncalled-for
disputes.
Aa9
cvwub24Management shall endeavor good management and liase with the
employees organization for better production.
Ab1
cvwub25Community must try to implement RDP which will get or make work
to the unemployed.
Ab2
cvwub31If we practice fair labour we will succeed in that since we do
involve all parties in our decision-making.We will be avoiding strikes
and all that.If the employees are involved in decision making there is
no_one to blame but all parties.
Ab3
cvwub32-cvwub33I believe that the unions if included in decision-making
can communicate better with employees, because they are part of the
workers.Management is seen to be the big brother and therefore people
tend to loose trust.Employees are the backbone of each and every
company.They will contribute if treated fairly.
Ab4
cvwub34These will help in that if people are trained to do certain
skills we won't have a high number of unemployed people.People must be
put in positions which they can do, not because of their colour or
gender.
Ab5
cvwub35The community plays an important part because we have small
businesses which is helpful to the unemployed.If given a chance we can
give others jobs and therefore eliminate unemployment. If we still have

unemployed people then the RDP won't help the man in the street. He
can't afford that which is being offered to him/her..
Ab6
cvwub41 Employers, the unions and the government must all be committed
to the IR system to make a success.
Ab7
cvwub42-cvwub43 Employee and unions must always be realistic towards
theirdemands. Economic factors to be taken into consideration.
Ab8
cvwub44 Management and employer organizations must strive to improve
relations by involving each other during negotiations.
Ab9
cvwub45 Community and unemployed must be aware of economic implications
involved as well as social status.
Ac1
cvwub51 The stakeholders must be prepared to come together and discuss
issues such as job security, creating jobs for the unemployed and be
able to offer loans for those interested in opening new businesses.
They must be prepared to offer jobs to the unemployed.
Ac2
cvwub52 The management must be prepared to be open to the employees for
the sake of work process i.e. motivate union be given the priority to
commit with management to resolve dispute to keep work process not
jeopardized.
Ac3
cvwub53Employee and unions must be given chance to hold meetings
concerning dispute to control work.
Ac4
cvwub54Management and employer organizations must resolve problems of
the employee.
Ac5
cvwub55 Community support their unemployed in terms of funds to open
businesses.
Ac6
cvwub61Firstly all stakeholders have to search mutual concern and agree
on a labour relations act which tries to address all their fears and
concerns.They have to develop an understanding to each others' problems
and all negotiations be bona fide.
Ac7
cvwub62 Employer should not be obsessed about profit-making and exploit
labourer by paying low wages.The employees must be enthusiastic in
terms of producing large quantity of goods.
Ac8
cvwub63Employees must be productive and help produce goods that will
satisfy the employer.Unions must be the central body between the
employer and the employee and try to bring the two closer together and
understand each other.
Ac9
cvwub64Be trustworthy and not exploit workers for making profit, and be
of assistance to the employee also socially.
Ad1
cvwub65 Community should assist the unemployed by little donation for
household necessities.Unemployed must play a role in terms of doing
other jobs like helping littering.
Ad2
cvwub71The attitude is to help the people to know their rights and to
eliminate the strikes which was taking place.It helps new SA not to be

poor in minerals and to encourage the overseas countries to invest in it.
Ad3
cvwub72 Employees are able to negotiate with the management.Unemployed people are now able to get jobs as RDP is implemented to help them.
Ad4
cvwub73 Unions were being recognized to help the employees and to make relationship between the management and the employees.
Ad5
cvwub74The management is also able to have its organizations so that it can be able to protect itself.
Ad6
cvwub75 Community and unemployed may be helped to get houses and be protected.
Ad7
cvwub81The attitude of the IR stakeholders should be of such nature that: (1) It promotes good relations between the employer and the employees.(2) It minimizes conflicts.(3) It promotes trade with other countries.
Ad8
cvwub82Should create job opportunities.Should be able to cut retrenchments.
Ad9
cvwub83Should work together with the management.The employees should have shares in their working place.
Ae1
cvwub84-cvwub85-cvwub91To make sure that legal and fair action are been applicable to all.To update parties with the recent changes on law and what does the Law expect from them (procedures.
Ae2
)cvwub92 Government should practice and make sure that proper procedure is followed or practice amongst all parties.Make sure that good people for good job e.g.good industrial relations people to advise people less problems.
Ae3
cvwub93The guidelines should be known to both parties and penalty of certain offense should be stated by both parties to promote good relationship.Dissatisfaction should be given enough time and fair atmosphere.
Ae4
cvwub94They should be very clear about the requirement and aims of good relationship.They should commit themselves to promote good relationships.
Ae5
cvwub95They are the basic of all because good relationship starts at community.If they can be given proper concern that means that is minus one problem in future.
Ae6
cvwub101Large fraction of unemployment needs to be addressed so that most people need to work and be represented by unions.The implementation of the RDP will ensure that people needs could be addressed.The environmental subsystems affecting the IR are social, economical and political.
Ae7
cvwub102The employer and representatives of a union can address the problem and come up with joint decisions how to remedy such unemployed how to create more jobs.There must be a open link communication between

the three parties.The RDP funds must be used to see to the needs of the people.A happy worker delivers good work.
Ae8
cvwub103There must be a honest relationship between the two parties so that the union representative can also be trusted.Unions needs to see that his members don't just be retrenched without valid reasons.Union needs to see to the needs of their people.They also needs to create jobs for their members.
Ae9
cvwub104Management and employer organization needs to have a healthy relationship.The needs of the employee needs to be at heart.If a good relationship exist it is not necessary for a union.
Af1
cvwub105Community needs to recruit their own community to work e.g.to empty the dustbin.Create working opportunities within their community through the RDP.
Af2
sarub11They ought to be productive and industrious, and to abstain from mass actions and criminal activities.There must be political tolerance and accept one's point of view.
Af3
sarub12The state must provide jobs, houses and improve the living conditions of the people.It must see to it that there is political stability in the country to attract the investors.
Af4
sarub13The unions are there as the voice of the employee in terms of exploitation by management.They must motivate their members to work hard and not to instigate them to protest.The employee must be disciplined, dedicated an have the determination to succeed.
Af5
sarub14They must be sober minded and be able to foresee the needs of the employees.They need to motivate their employees by paying them living wages and offering them some benefits.And above all there must be a healthy relationship between workers and management.
Af6
sarub15They must arm themselves with skills and to start small businesses to create jobs for others.They must be in a position to expose the criminals in their community and work for the betterment of this country.
Af7
sarub21Sound relationships are established by the individuals in a work group and are based upon mutual respect, courtesy, understanding and goodwill.Employees need to be clearly informed of their duties, grievances must be received with empathy and understanding and disciplinary action must be fair and consistent to all.
Af8
sarub22Since human resource development is crucial to the successful implementation of the RDP, the democratic government must support programs to upgrade skills on a broad basis in terms of a national education and training policy negotiated between unions, employers and government.
Af9
sarub23It will take us time to develop a really serious concept of social partnership.Fortunately both business and labour are now significantly organized.NEDLAC plays a role.I also think that the social partners must be concern about the wider social and political questions.

Ag1

sarub24Personally I do not like workplace forum.However the draft bill encourage both parties to set up forums.Its purpose is to discuss all issues in the workplace which the bill believes should be settled through consultation with management, through joint decision-making with them, rather than through bargaining with them.We need to think about these very carefully because they are completely new.

Ag2

sarub25We must begin to set up democratically local RDP forums involving all role-players to build consensus on priorities for development and define their contribution towards their own development and to review local government spending patterns to accommodate the RDP.In order to sustain development, communities must own, support and protect their development.

Ag3

sarub31Attitude of the stakeholders ought to be positive with each of them open and free in order to help themselves in aid of promoting the RDP process.

Ag4

sarub32States should help by encouraging its people to take part in the governing of the country.This can well be done by monitoring the constitution together with its people.

Ag5

sarub33Shouldn't be self-centered.The time of underpaying by employers is gone and they should now negotiate without strikes like in the past.

Ag6

sarub34It may be the right time to implement the promotions the same way not favouring the colour of skin.Training and development of employees is also important.

Ag7

sarub35These should help by developing the country's growing population by showing children of the street what real reconciliation is. They have more time to educate that lost generation.

Ag8

matub11Commitment based on socio economic needs of all stakeholders.Transparent collective bargaining.

Ag9

matub12State should formulate laws that accomodate both the union and employer.Determination of wage scale as per inflation rate.State to implement the "Maslows hierarchy needs".

Ah1

matub13Union to address fundamental needs of workers.That there be freedom of association.

Ah2

matub14Address the issue of economic justice.Build just through transparency and disclosed information.Implement true wealth sharing system.

Ah3

matub15To see to it that there is reduction of crime that effects the economy and tourists.To be self initiative and not to wait for the government.

Ah4

dfbub11Free market.

Ah5

dfbub12Involvement of communities.

Ah6

dfbub13They should work jointly.

Ah7

dfbubl4There should be regular contact between the two organizations.
Ah8

dfbub15Most of the unemployed people do not have skills.Our community
needs to be trained so that jobs can be created.
Ah9

dfbub21 They must develop a positive attitude and develop a good
relationship. Must work hand in hand.
Strengthen communication. Form a teamwork or network.
Ail

dfbub22Create enough resources.Motivate the community
projects.Establish fundig of these projects.Proper control of the funds
to avoid misuse.
Ai2

dfbub23Involved in the decision making. Negotiations must be a
priority.Involved in teamwork.Be represented.
Ai3

dfbub24 Teamwork must involve all the actors. Management's decision
must be bound by the other actors' decision.
Ai4

dfbub25 Job should be created. Unions to represent the
workers.Unemployed should be motivated.They should be helped to meet
their problems of unemployment.
Ai5

dfbub31 To be co-operative and be prepared to discuss burning and
sensitive matters.Only agree on whatt will basically lead to positive
production.To consider human being as the most important machine to
success.
Ai6

dfbub32To explain to employees the procedures,the labour relations and
other laws which are work related.To be as close as possible to both
employers and employees for a better service.
Ai7

dfbub33To know their goals at work and be determined to achieve them.To
be assertive and productive.To know the labour law and the channels to
follow when things are not right.
Ai8

dfbub34Free to discuss sensitive issues.Never forget that their sub-
ordinates are most important. They need to be assured of job
satisfaction, security and benefits.Avoid conflicts which cause strikes
and delays.
Ai9

dfbub35Acquire skills in order to be marketable.To understand South
African present situation.
Aj1

dfbubu41The attitude must be positive in the sense that employers,
employees and unemployed people should negotiate on bargaining terms.
Aj2

dfbubu42The state should be openminded and have an open door
policy.Sometimes bureaucracy is not necessary.
Aj3

dfbubu43They should inform and update the state on their constitutions
and bargaining terms so that when they bargain the state should not be
surprised and difficult to take desicions.
Aj4

dfbubu44They should be lenient and reasonable at all times so as to uplift the economy of the country rather than being difficult to bargain with.
Aj5
dfbubu45They must not be at a receiving end always, but must be independent and do something to help themselves with as long as they are still unemployed.

TREE OF GESTALTS
BLACK UNION

Communicate

- **Management, unions, employees - a team**
  - Union, serve both
  - Management be democratic
  - Union, serve members equally
- **Be committed to RDP**
  - Be committed to RDP
  - Community, strive
  - Government, listen
  - Community, create jobs
- **Communicate and understand each other**
  - Understand each other
  - Management, care
  - Management, be fair
- **Management should**
  - Unemployed to be represented
  - Affirmative action
  - Respect each other
  - Government, be fair

ORIGINAL RESPONSES

Communicate

All stakeholders should communicate honestly.

	3	3	2	2	2
Management, unions, employees - a team	communication	honest	conflict	management	employees
Be committed to RDP	communication	honest			
Communicate and understand each other	communication	honest	conflict	management	employees

Management, unions, employees - a team

Management should involve unions and employees in decision making and should communicate honestly. The unions should serve both the employer and the union, and should bring management and employees closer in understanding. Especially in times of conflict, the union should communicate honestly with the employees.

Be committed to RDP

All stakeholders must be committed to the successful implementation of the RDP. A link of open communication must be established between all, especially between the government and the community, to identify priorities in implementing the RDP funds and for job creation. The community should not despair and always be at the receiving end, but should introduce job creation projects, and become financially independent.

Communicate and understand each other

All stakeholders should co-operate, understand each other's problems and promote a good relationship through communication and negotiation. Management should be sincere and open in addressing employees' needs and grievances.

Management, unions, employees - a team
Management should involve unions and employees in decision making and should communicate honestly.
The unions should serve both the employer and the union, and should bring management and employees
closer in understanding. Especially in times of conflict, the union should communicate honestly with the
employees.

	3	3	3	3	2	2	2
Union, serve both	honest	unions	employees	cooperate	communication	management	conflict
Management be democratic	honest	unions	employees	cooperate		management	
Union, serve members equally	honest	unions	employees	cooperate	communication		conflict

Union, serve both
Unions must act as the central body between management and the employees to bring the two groups closer
in understanding. They must be of service to both the employer and the union, being there as the voice of
the employee in terms of exploitation by management, but motivating the employees to be productive and
not to strike.

Management be democratic
Management should be democratic and involve unions and employees in any decision making; thereby
encouraging teamwork.

Union, serve members equally
There must be an honest relationship between unions and their members to enable the employees to co-
operate with the union representatives. The two parties must communicate in times of disputes and the
unions must consider the need of every member equally.

Be committed to RDP
All stakeholders must be committed to the successful implementation of the RDP. A link of open communication must be established between all, especially between the government and the community, to identify priorities in implementing the RDP funds and for job creation. The community should not despair and always be at the receiving end, but should introduce job creation projects, and become financially independent.

	4	4	3	3	2	2	2	2
Be committed to RDP	job_creation	community	RDP	funds			honest	communication
Community, strive	job_creation	community	RDP	funds			honest	
Government, listen	job_creation	community			assistance	unemployed		communication
Community, create jobs	job_creation	community	RDP	funds	assistance	unemployed		

Be committed to RDP
All stakeholders must be committed to the successful implementation of the RDP. In order to meet the basic needs of the people, the stakeholders must establish a link of open communication on priorities of development, job creation and the spending of RDP funds.

Community, strive
The community must not be at the receiving end always, but should strive to introduce job creation projects through the RDP, thereby contributing to their own financial independence rather than despairing.

Government, listen
The government must listen to the problems of the community and assist the unemployed by job creation and attracting foreign investors.

Community, create jobs
The community must support their unemployed by funding to open businesses, by donations and by introducing job creation projects.

Communicate and understand each other
All stakeholders should co-operate, understand each others' problems and promote a good relationship through communication and negotiation. Management should be sincere and open in addressing employees' needs and grievances.

	3	3	3	2	2	2	2
Understand each other	communication	needs	honest			conflict	relationship
Management, care	communication	needs	honest	employees	management	conflict	relationship
Management, be fair	communication	needs	honest	employees	management		

Understand each other
The attitude of all the stakeholders should be one of co-operation, negotiation and non-violence. All stakeholders must be positive and develop an understanding of each others' problems, thereby minimising conflict and promoting good relations, which will encourage foreign investment.

Management, care
Management should commit them to promote a good relationship between themselves and their employees. They must be able to foresee the needs of the employees and be open to address grievances through negotiations, thereby avoiding strikes.

Management, be fair
Management should be lenient and sincere in addressing employees' needs through negotiation. They should build economic justice through transparency and an honest wealth sharing system.

Management should
Management should promote a good relationship between them and their employees, by negotiation, by being democratic, by caring and by being open.

	3	2	2	2
Management be democratic	management		negotiation	employees
Management, care	management	open		employees
Management, be fair	management	open	negotiation	

Management be democratic
Management should be democratic and involve unions and employees in any decision making; thereby encouraging teamwork.

Management, care
Management should commit them to promote a good relationship between themselves and their employees. They must be able to foresee the needs of the employees and be open to address grievances through negotiations, thereby avoiding strikes.

Management, be fair
Management should be lenient and sincere in addressing employees' needs through negotiation. They should build economic justice through transparency and an honest wealth sharing system.

Union, serve both

Unions must act as the central body between management and the employees to bring the two groups closer in understanding. They must be of service to both the employer and the union, being there as the voice of the employee in terms of exploitation by management, but motivating the employees to be productive and not to strike.

	4	3	3	3	2	2	2
Ao7	unions	employees	management	productive		close	service
Bu9	unions			productive	conflict		
Ar3	unions	employees	management	productive	conflict		
Au5	unions	employees	management			close	service

Ao7

cvwub63 Employees must be productive and help produce goods that will satisfy the employer Unions must be the central body between the employer and the employee and try to bring the two closer together and understand each other.

Bu9

rwrub13 Promote high production for better economy of the country High quality of standard, no strikes.

Ar3

sarub13 The unions are there as the voice of the employee in terms of exploitation by management They must motivate their members to work hard and not to instigate them to protest The employee must be disciplined, dedicated an have the determination to succeed.

Au5

dfbub32 To explain to employees the procedures, the labour relations and other laws which are work related To be as close as possible to both employers and employees for a better service.

Management be democratic

Management should be democratic and involve unions and employees in any decision making; thereby encouraging teamwork.

	5	4	4	3	2	2	2
By9	decision_making	management	involve				employees
An2	decision_making	management	involve	unions			employees
Au1	decision_making		involve	unions	teamwork	negotiation	
Au2	decision_making	management	involve		teamwork		
Ar9	decision_making	management		unions		negotiation	

By9

danub14 Management should be democratic and should always involve other stakeholders, particularly employees in any decisionmaking.

An2

cvwub31 If we practice fair labour we will succeed in that since we do involve all parties in our decision-making We will be avoiding strikes and all that "If the employees are involved in decision-making there is no-one to blame but all parties"cvwub32 -cvwub33 I believe that the unions if included in decision-making can communicate better with employees, because they are part of the workers Management is seen to be the big brother and therefore people tend to loose trust Employees are the backbone of each and every company They will contribute if treated fairly.

Au1

dfbub23 Involved in the decision making Negotiations must be a priority Involved in teamwork Be represented.

Au2

dfbub24 Teamwork must involve all the actors Management's decision must be binding to the others actor's decision.

Ar9

sarub24 Personally I do not like workplace forum However the draft bill encourage both parties to set up forums Its purpose is to discuss all issues in the workplace which the bill believes should be settled through consultation with management, through joint decision-making with them, rather than through bargaining with them We need to think about these very carefully because they are completely new.

Union, serve members equally
There must be an honest relationship between unions and their members to enable the employees to co-operate with the union representatives. The two parties must communicate in times of disputes and the unions must consider the need of every member equally.

	4	4	2	2	2	2
Aq7	employees	unions				needs
Ao2	employees	unions		conflict	consultation	
Am4	employees	unions	communication	conflict	consultation	
By3	employees	unions	communication			needs

Aq7
cvwub103 There must be a honest relationship between the two parties so that the union representative can also be trusted Unions needs to see that his members don't just be retrenched without valid reasons Union needs to see to the needs of their people They also needs to create jobs for their members.

Ao2
cvwub53 Employee and unions must be given chance to hold meetings concerning dispute to control work.

Am4
cvwub13 Employees and unions must at all times come together in case of disputes or deadlocks in order to communicate and consult each other thereby come up with better solutions.

By3
danub13 The employee must listen to the unions, they must work hand in hand No one's needs should be more considered than the other one.

Be committed to RDP
All stakeholders must be committed to the successful implementation of the RDP. In order to meet the basic needs of the people, the stakeholders must establish a link of open communication on priorities of development, job creation and the spending of RDP funds.

	5	4	2	2	2	2	2	2	2
Am7	RDP							productive	all_stake holders
Aq6	RDP	community		funds	communi cation	job_creat ion	manage ment		
Am2	RDP	community	basic_ne eds						
Bv1	RDP	community	basic_ne eds			job_creat ion	manage ment	productiv e	
As1	RDP	community		funds	communi cation				all_stake holders

Am7
cvwub21 All stakeholders must boost the economy irrespective of one's standpoint That is where the RDP could be implemented or seen to be workingcvwub22 It is there to give any stakeholder opportunity to negotiate, bargain and associate to promote a fair socio-economy that will promote the country's production and investment.

Aq6
cvwub102 The employer and representatives of a union can address the problem and come up with joint decisions how to remedy unemployment, i.e. how to create more jobs There must be a open link communication between the three parties The RDP funds must be used to see to the needs of the people A happy worker delivers good work.

Am2
cvwub11 The RDP will have to cover every place in order to make sure that the basic needs of the community actually exists or are being done.

Bv1
rwrub14 Promote safety for better production Living wage for all as the spirit of RDP - meet the basic needs of people eg jobs, healthy environment, nutrition, health care, social welfare, water electricity.

As1
sarub25 We must begin to set up democratically local RDP forums involving all role-players to build consensus on priorities for development and define their contribution towards their own development and to review local government spending patterns to accommodate the RDP In order to sustain development, communities must own, support and protect their development.

Community, strive

The community must not be at the receiving end always, but should strive to introduce job creation projects through the RDP, thereby contributing to their own financial independence rather than despairing.

	5	4	3	2	2	2	2	2
As1	initiative						contributio n	RDP
Bz6	initiative	community	job_creatio n		independe nt	despair		
Aq9	initiative	community	job_creatio n					RDP
By5	initiative	community	job_creatio n	unemploye d		despair		
Av4	initiative	community		unemploye d	independe nt		contributio n	

As1

sarub25 We must begin to set up democratically local RDP forums involving all role-players to build consensus on priorities for development and define their contribution towards their own development and to review local government spending patterns to accommodate the RDP In order to sustain development, communities must own, support and protect their development.

Bz6

danub15 Should strive to introduce work creation project, ie creating jobs for themselves rather than always looking at the employer to give them work They should engage themselves in projects that would make them economically independent.

Aq9

cvwub105 Community needs to recruit their own community to work eg to empty the dustbin Create working opportunities within their community through the RDP.

By5

danub15 Community must make some means to create jobs for the unemployed people Unemployed should also think of the ways of making money rather than sitting or robbing etc.

Av4

dfbubu45 They must not be at a receiving end always, but must be independent and do something to help themselves with as long as they are still unemployed.

Government, listen

The government must listen to the problems of the community and assist the unemployed by job creation and attracting foreign investors.

	4	3	2	2	2
Ar2	government	job_creation		investment	assistance
Ap7	government	job_creation			
Am3	government	job_creation	unemployed	investment	
By2	government		unemployed		assistance

Ar2

sarub12 The state must provide jobs, houses and improve the living conditions of the people It must see to it that there is political stability in the country to attract the investors.

Ap7

cvwub82 Should create job opportunities Should be able to cut retrenchments.

Am3

cvwub12 The state has to make links with outside countries in helping the economy of South Africa financially thereby jobs will be created for the unemployed.

By2

danub12 The government must listen to the problems of the society They must also consider the poor.

Community, create jobs
The community must support their unemployed by funding to open businesses, by donations and by introducing job creation projects.

	3	3	3	2
Ao4	community	assistance	unemployed	projects
By5	community	assistance	unemployed	
Ao9	community	assistance	unemployed	projects

Ao4
cvwub55 Community support their unemployed in terms of funds to open businesses.

By5
danub15 Community must make some means to create jobs for the unemployed people Unemployed should also think of the ways of making money rather than sitting or robbing etc.

Ao9
cvwub65 Community should assist the unemployed by little donation for household necessities Unemployed must play a role in terms of doing other jobs like helping littering.

Understand each other
The attitude of all the stakeholders should be one of co-operation, negotiation and non-violence. All stakeholders must be positive and develop an understanding of each others' problems, thereby minimising conflict and promoting good relations, which will encourage foreign investment.

	6	5	3	3	2	2	2	2	2	2
Ap6	attitude	all_stakeholders	relationship	conflict						investment
Bz2	attitude	all_stakeholders						fears	co-operative	
Ao5	attitude	all_stakeholders	relationship			negotiation	laws	fears		
Bu7	attitude	all_stakeholders		conflict	positive	negotiation				
Ap1	attitude			conflict			laws			investment
At8	attitude	all_stakeholders	relationship		positive				co-operative	

Ap6
cvwub81 The attitude of the IR stakeholders should be of such nature that (1) It promotes good relations between the employer and the employees (2) It minimizes conflicts (3) It promotes trade with other countries.

Bz2
danub11 To cooperate in such a way that the needs of each involved in IR system are met without any party being hurt be it emotionally or physically.

Ao5
cvwub61 Firstly all stakeholders have to search mutual concern and agree on a labour relations act which tries to address all their fears and concerns They have to develop an understanding to each others' problems and all negotiations be bona fide.

Bu7
rwrub11 Positive and approachable Negotiable Non-violent.

Ap1
cvwub71 The attitude is to help the people to know their rights and to eliminate the strikes which was taking place It helps new SA not to be poor in minerals and to encourage the overseas countries to invest in it.

At8
dfbub21 They must develop a positvie attitude and develop a good relationship Must work hand in hand Strenghen communication Form a teamwork or network.

Management, care

Management should commit them to promote a good relationship between themselves and their employees. They must be able to foresee the needs of the employees and be open to address grievances through negotiations, thereby avoiding strikes.

	4	3	3	2	2	2	2	2
Ar4	management	benefits	employees				relationship	needs
Au7	management	benefits	employees			conflict		needs
Bz5	management	benefits	employees	open	commitment	conflict		
Aq3	management			open	commitment		relationship	

Ar4

sarub14 They must be sober minded and be able to foresee the needs of the employees They need to motivate their employees by paying them living wages and offering them some benefits And above all there must be a healthy relationship between workers and management.

Au7

dfbub34 Free to discuss sensitive issues Never forget that their sub-ordinates are most important. They need to be assured of job satisfaction, security and benefits Avoid conflicts which cause strikes and delays.

Bz5

danub14 Should faithfully and sincerely address employee's grievances through negotiations Should not want for the union to resort to mass action and thereafter so a need to address their grievances The employer should honestly believe in sharing of profits as a principle.

Aq3

cvwub94 The management should be very clear about the requirement and aims of good relationship They should commit themselves to promote good relationships.

Management, be fair

Management should be lenient and sincere in addressing employees' needs through negotiation. They should build economic justice through transparency and an honest wealth sharing system.

	3	3	2	2	2
At1	management	open		economy	fair
Bz4	management	open	negotiation		
Av2	management	open	negotiation	economy	fair

At1

matub14 Address the issue of economic justice Build justice through transparency and disclosed information Implement true wealth sharing system.

Bz4

danub13 To work hard in their places of employment in order to increase profits which should result into their wages being increased. For benefits like housing subsidies, medical schemes both the employee and unions should engage themselves in negotiations with time frames set to resolve their differences with the employer Mass action should be used as the last resort to settle disputes.

Av2

dfbubu43 They should inform and update the state on their constitutions and bargaining terms so that when they bargain the state should not be surprised and difficult to take desicions.

Unemployed to be represented

Unions are there to represent employees. Unemployment needs to be addressed to ensure that most people can be represented by unions.

	2	2	2	2	2
By6			attitude	represented	assistance
Aq5	unemployed	unions	attitude		
Au3	unemployed	unions		represented	assistance

By6

danub11 The attitude of the stakeholders of the IR is to be unionized and negotiate settlements to uplift the economy of SA.

Aq5

cvwub101 Large fraction of unemployment needs to be addressed so that most people need to work and be represented by unions The implemented of the RDP so that people needs could be addressed The environmental subsystems affecting the IR social, economical and political.

Au3

dfbub25 Job should be created Unions to represent the workers Unemployed should be motivated They should be helped to meet their problems of unemployment.

Affirmative action

Management must introduce affirmative action in a fair manner, not favouring colour or gender, but training and developing people for equal job opportunities.

	3	2	2	2
An3	training		management	affirmative_action
Bv1	training	equal		
As5	training	equal	management	affirmative_action

An3

cvwub34 These will help in that if people are trained to do certain skills we won't have a high number of unemployed people People must be put in positions which they can do, not because of their colour or gender.

Bv1

rwrub14 Promote safety for better production Living wage for all as the spirit of RDP - meet the basic needs of people eg jobs, healthy environment, nutrition, health care, social welfare, water electricity.

As5

sarub34 It may be the right time to implement the promotions the same way not favouring the colour of skin Training and development of employees is also important.

Respect each other
All stakeholders must consider the human being as the most important machine to success. Sound relationships are established by courtesy, understanding and goodwill. Management and employees should think for each other.

	4	4	4	3	3	2	2	2	2
Au4			backbone	all_stake holders	concern			'	attitude
Ar6	employees	management	backbone	all_stake holders	concern			fair	
An2	employees	management	backbone	all_stake holders			conflict	fair	attitude
Au7	employees	management	backbone			approach able	conflict		
By4	employees	management			concern	approach able			

Au4
dfbub31 To be co-operative and be prepared to discuss burning and sensitive mattters Only agree on whatt will basically lead to positive production To consider human being as the most important machine to success.

Ar6
sarub21 Sound relationships are established by the individuals in a work group and are based upon mutual respect, courtesy, understanding and goodwill Employees need to be clearly informed of their duties, grievances must be received with empathy and understanding and disciplinary action must be fair and consistent to all.

An2
cvwub31 If we practice fair labour we will succeed in that since we do involve all parties in our decision-making We will be avoiding strikes and all that "If the employees are involved in decision-making there is no-one to blame but all parties"cvwub32 -cvwub33 I believe that the unions if included in decision-making can communicate better with employees, because they are part of the workers Management is seen to be the big brother and therefore people tend to loose trust Employees are the backbone of each and every company They will contribute if treated fairly.

Au7
dfbub34 Free to discuss sensitive issues Never forget that their sub-ordinates are most important. They need to be assured of job satisfaction, security and benefits Avoid conflicts which cause strikes and delays.

By4
danub14 Management and employee should think for each other They should consider the individuals' problems The management should listen to the employer as he too would like them to listen to him.

Government, be fair

The government must play a mediator role to resolve conflict amongst other stakeholders. The government should not be one-sided but should practice proper procedures and should ensure that all the other stakeholders also follow proper procedures as stipulated in the laws formulated by government.

	4	4	4	2	2	2
By7	management	unions	government		conflict	mediate
As8	management	unions	government	laws		
Aq1	management	unions	government	laws		
Bz3	management	unions	government		conflict	mediate

By7

danub12 Government has to mediate and give assistance to any dispute that may arise amongst other stakeholders.

As8

matub12 State should formulate laws that accommodates both the union and employer Determination of wage scale as per inflation rate State to implement the "Maslows hierarchy needs".

Aq1

cvwub92 Government should practice and make sure that proper procedure is followed or practice amongst all parties Make sure that good people for good job eg good industrial relations people to advise people with problems.

Bz3

danub12 The government should not be seen playing a one sided role in suppressing the workers when they want their demands to be met They (government officials) should be involved in the initial stage of conflict between union and employer to bring a peaceful settlement The government would have to play a mediatory role to resolve disputes between employer and employee peacefully.

WHITE UNIONS

Example of a completed questionnaire

Original responses

Detailed GABEK results

What ought to be the attitude of the stakeholders of the IR system to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

Create business opportunities through promotion + support of the informal sector.

Promote exports of local produce.
Promote beneficiation of local produce.

Give your perception of what each of the following stakeholders of the IR system can do to help the new South Africa succeed.

State (2 to 3 sentences)

Enable local entrepreneurs through free courses on small business development.

Forge closer and more open ties with trade unions — Coltru etc.

Employee & unions (2 to 3 sentences)

Reduce industrial unrest through possible profit sharing incentives.

Unions and management need to work closer together in a focused forum.

Management & employer organisations (2 to 3 sentences)

Educate the employees about the value of being productive — the benefits of directly to them.

Put systems in place that reward productivity

Community & unemployed (2 to 3 sentences)

Kindle the entrepreneur spirit for the good of the community — not to rip them off.

Works as 'communities' in order to be as self-sustained as possible.

You are a member of (please indicate only one category):

☒ Employee/unions

☐ Employer/middle management and up

☐ State

☐ Unemployed/community

☐ Expert outside IR (eg. lawyer, consultant, academic)

<u>Optional</u>

You are:

☐ Asian

☐ Black

☐ Coloured

☒ White

☐ Unwilling to answer

Av5

cvwuw11 Firstly I would name communication - very often the biggest problem is the lack of communicationSecondly recognition of rights - especially in the so called government/sub government sector The bossy effect is still very much thereThirdly education - motivation - people still see education as a privilege and not a necessity.

Av6

cvwuw12 Management can listen to the needs of the employers and employee - when stating any grieve - can have the expectation to be heard - even though not always possible to give any performance his ideas must be listened to Every settlement need not be restricted to laws although laws can sometimes help the individual to protect his rights Answers must be communicated.

Av7

cvwuw13 Employees can very often be dominated by unions Unions must be of protection quality not as demolishing quality Although unions can protect the employee it should not in any event be able to ruin the employer We in SA need to have everybody employed and we should strive to be able to work - not forced to strike (or toy-toy).

Av8

cvwuw14 Communication - (lacking tremendously) The more an employer is heard the less upset and strike workforce Money should be invested in education rather than claims or law suits.

Av9

cvwuw15 An understanding and listening community find more job satisfaction and willingness to share job opportunities.

Aw1

cvwuw21 Communication and commitment to success We all must be prepared to succeed, by that we must have good communication.

Aw2

cvwuw22 Employers should be more humane to workers Employers should distinguish between what they want within limits State should have to deal with this accordingly.

Aw3

cvwuw23 Unions should be a part of the operation within limits.

Aw4

cvwuw24 Establish communication - a fast and efficient channel to dissolve problems.

Aw5

cvwuw25 Unfortunately some people don't have work Some don't want to work Let's try to help those who want to work.

Aw6

cvwuw31 First to be positivecvwuw32 Affirmative action which is in working at present Take South Africa as a nation that each one, must do what has to be done The right of workers.

Aw7

cvwuw33 Work with the company Take part in companies' organization Unions to stand behind the members and stand on the rights of the union The right and duties of each employer.

Aw8

cvwuw34 Management behavior is of great responsibility - toward workers and different organizations.

Aw9

cvwuw35 The community and unemployed are to build between everybody a positive relationship.

Ax1

cvwuw41 All players have to realize that the current economic slump can only lead to further hardships in the country They all have to give in if necessary take pay cuts in order to have as many people as possible employed.
Ax2
cvwuw42 ER Provide staff with reasonable wage E Do not claim/expect royal wages even take/cut State Introduce projects to employ as many as possible Unemployed get involved in projects (recycling etc) to become self sufficient.
Ax3
cvwuw43 Unions Realize that unreasonable claims may lead to economic ruin, inflation, unemployment.Be reasonable EE Improve productivity Make your specific product economically viable Prove that you deserve what you earn.
Ax4
cvwuw44 Management: Be fair, open to suggestions, provide staff with fair wage, encourage productivity (and remunerate in accordance) ER organizations Advise ERS, but be fair in approach, and at all times consider plight of lower paid staff Encourage education .
Ax5
cvwuw45 Community: Provide community driven projects to create employment (new parks cleaning programs etc) Train to be self-sufficient Unemployed: Find a way in being self-sufficient It can be viable to collect (old) metal, paper, plastic (etc) and recycle Do not expect to get fish - learn how to fish.
Ax6
cvwuw51 To give the employer (management), employee (union) and the state (government) a fair chance to recognize all the actors To be informed to know all the actions of IR.
Ax7
cvwuw52 The state had to give a fully described memorandum about the Labour Relations Act and had to stick to that.
Ax8
cvwuw53 The union and employees had to give the (all) employers a fair chance about Labour Relations The union had to be informed about the Labour Relations Act One of the important things is that the union must represent the union members.
Ax9
cvwuw54 Management and employers had to be informed Management had to look after the workers eg social, economic.
Ay1
cvwuw55 Community and unemployed people (must) had to do their own thing - start their own business so that they can earn money for themselves.
Ay2
cvwuw61 Consultation: The current IR system does not really meet the needs of the new Afro centric way of doing things However I believe that we should use the current resources to develop the solutions of these challenges facing us.
Ay3
cvwuw62 The state holds the key to the success of the system However the state should not overpower the system Direction based on transparency, respect and justice will help to give the direction needed.
Ay4
cvwuw63 Should take ownership of the system and make it work.
Ay5

cvwuw64 Should be equal partners in developing an economy that must create jobs and a stable working environment.
Ay6
cvwuw65 Should be trained and developed to have an own business Small business (informal sector) is the key to economic growth.
Ay7
cvwuw71 It must be open and fairness be the prime factor The fairness should not only be towards the people that did not get their share in the past, but the ones that worked hard in the past, should not be forgotten.
Ay8
cvwuw72 They should only give guidelines as how IR should be used and implemented in business By implementing laws and forcing employers into situations, kills business.
Ay9
cvwuw73 Employee should be represented by a union, to voice their needs and grievances Unions should lead the management through mass representation and negotiation to achieve the workers needs.
Az1
cvwuw74 Management should be open and always be truthful in negotiations The employer organization should be used to save the employer from his wrong doing.
Az2
cvwuw75 The community must support the unemployed in the sense that they buy from the informal sector Buy SA Unemployed should start their own business to support themselves.
Az3
cvwuw81 Positive attitude and knowing exactly what the term new in the new South Africa entails Frequent communication and openness regarding information and knowledge.
Az4
cvwuw82 Manage the budget effectively Doing away with unnecessary procedures and "red tape" Streamline the state as organization It takes a year to make a decision and five to implement it!
Az5
cvwuw83 Employees and union representatives ought to be informed regarding the consequences of new labour acts There must be proper planning and implementation strategies within every company regarding affirmative action, training, etc and this must be enforced by the state.
Az6
cvwuw84 There must be strategies regarding implementation strategies regarding issues like affirmative action and training The implementation of these strategies must be enforced by the state Employer organizations must get involved in community issues like housing, etc.
Az7
cvwuw85 The community can contribute to welfare issues like street children etc The unemployed must be assisted by the business sector to start small businesses to create working opportunities.
Az8
cvwuw91 Not only to focus on the global system (nationally and internationally) but to function in the specific demands and circumstances of the unique SA context However an open and tolerant attitude must be adopted.
Az9

cvwuw92 To conceive and understand the uniqueness of the SA situation to carry this thought through to the people and stakeholders; to communicate an universal approach (one) so that everyone understands the system.
Ba1
cvwuw93 Not to be the "enemy" of the employer in a joint relationship, but to establish a (formal) working relationship with employers The aim should be to understand the state, the process, rules, etc with the focus on a holistic approach to IR.
Ba2
cvwuw94 The same as previous question To add not to be in such high opinion of itself that individuals and unions are not able to establish working relationships They should also carry over the aims and principles of the RDP.
Ba3
cvwuw95 They should not only rely on the state and employers to assist and/or help them, but should try to help themselves Healing of individuals means healing of a group and eventually a nation.
Ba4
cvwuw101 They ought to have an open attitude They must try to create more job opportunities to reduce unemployment They ought to encourage everybody to be willing to learn in schools, colleges, etc to become better skilled.
Ba5
cvwuw102 They must try to provide schooling for everybody They must try to provide jobs, housing, medical, etc They must educate people to understand that they are themselves responsible for their wealth and well-being.
Ba6
cvwuw103 The employee and unions must try to communicate with management for better working conditions They can themselves go to colleges to better their knowledge and skills.
Ba7
cvwuw104 They can provide medical, housing, nursery-schools, family planning, education They can provide clean and healthy work environments They can provide workshops for unskilled.
Ba8
cvwuw105 They can try to go for further education to better their skills They can look for and apply for jobs The community can organize feeding schemes for the unemployed as well as workshops for the unskilled.
Bq5
mpuw11 Create business opportunities through promotion and support of the informal sector Promote exports of local produce Promote beneficiaries of local produce.
Bq6
mpuw12 Enable local entrepreneurs through fast courses on small business development Forge closer and more open ties with trade unions - CUSATO etc.
Bq7
mpuw13 Reduce industrial unrest through possible profit sharing incentives Unions and management need to work closer together in focused forum.
Bq8
mpuw14 Inform the employees about the value of being productive - the benefit directly to them Put systems in place that reward productivity.
Bq9

mpuw15 Kindle the entrepreneurs' spirit for the good of the community -
not to rip them off Works as "communities" in order to be ourselves -
sustained as possible. mpmw11 Co-operation, undertaking and openness
between parties.

TREE OF GESTALTS

WHITE UNIONS

partners against ruin
- unions should
- unions with employer
- equal partners

communicate
- be positive
- be open

new SA

management must

community themselves

productivity
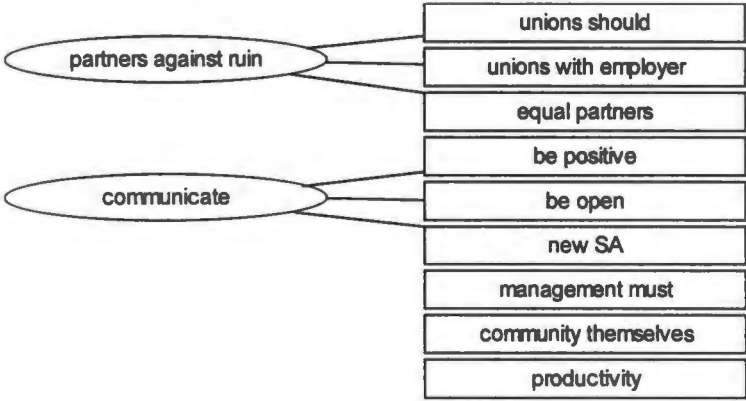
ORIGINAL RESPONSES

partners against ruin
Unions and management ought to be equal partners, should work together to prevent unrest which could lead to ruin for the company and unemployment for the employees.

	3	3	2	2	2
unions should	employer	unions		unrest	employees
unions with employer	employer	unions	management		
equal partners	employer	unions	management	unrest	employees

unions should
Unions should protect the rights of each employee, but must relise that unreasonable claims may lead to economic ruin of the employer and to the unemployment of their members.

unions with employer
Unions should not be the enemy of the employer, but should work with the employer within the limits of the processes and rules of IR.

equal partners
Unions and management should be equal partners and should work together to solve employees' grievances and to reduce industrial unrest.

communicate

All stakeholders should have a positive attitude, be open towards each other and communicate with each other.

	3	2	2	2
be positive	attitude		communication	all_stakeholders
be open	attitude	open		all_stakeholders
new SA	attitude	open	communication	

be positive

All the stakeholders need to be positive and have a commitment to succeed. Communication is very often the biggest problem.

be open

All players ought to have an open attitude and co-operate to create more job opportunities to reduce unemployment.

new SA

The stakeholders should understand exactly what 'new' n the new SA entails. Function in the specific demands of the unique SA context, and be open and tolerant to all.

unions should

Unions should protect the rights of each employee, but must relise that unreasonable claims may lead to economic ruin of the employer and to the unemployment of their members.

	3	3	2	2
Av7	employees	unions	employer	ruin
Ax3	employees	unions		ruin
Aw7	employees	unions	employer	

Av7

cvwuw13 Employees can very often be dominated by unions Unions must be of protection quality not as demolishing quality Although unions can protect the employee it should not in any event be able to ruin the employer We in SA need to have everybody employed and we should strive to be able to work - not forced to strike (or toy-toy).

Ax3

cvwuw43 Unions Realize that unreasonable claims may lead to economic ruin, inflation, unemployment.Be reasonable EE Improve productivity Make your specific product economically viable Prove that you deserve what you earn.

Aw7

cvwuw33 Work with the company Take part in companies' organization Unions to stand behind the members and stand on the rights of the union The right and duties of each employer.

unions with employer

Unions should not be the enemy of the employer, but should work with the employer within the limits of the processes and rules of IR.

	3	2	2	2
Aw3	unions		involved	limits
Ba1	unions	employer		limits
Aw7	unions	employer	involved	

Aw3

cvwuw23 Unions should be a part of the operation within limits.

Ba1

cvwuw93 Not to be the "enemy" of the employer in a joint relationship, but to establish a (formal) working relationship with employers The aim should be to understand the state, the process, rules, etc with the focus on a holistic approach to IR.

Aw7

cvwuw33 Work with the company Take part in companies' organization Unions to stand behind the members and stand on the rights of the union The right and duties of each employer.

equal partners

Unions and management should be equal partners and should work together to solve employees' grievances and to reduce industrial unrest.

	4	4	3	2	2
Bq7	unions	unrest	management		
Av7	unions	unrest		employees	employer
Ay5	unions		management		
Av8		unrest		employees	employer
Ay9	unions	unrest	management		

Bq7

mpuw13 Reduce industrial unrest through possible profit sharing incentives Unions and management need to work closer together in focused forum.

Av7

cvwuw13 Employees can very often be dominated by unions Unions must be of protection quality not as demolishing quality Although unions can protect the employee it should not in any event be able to ruin the employer We in SA need to have everybody employed and we should strive to be able to work - not forced to strike (or toy-toy).

Ay5

cvwuw64 Should be equal partners in developing an economy that must create jobs and a stable working environment.

Av8

cvwuw14 Communication - (lacking tremendously) The more an employer is heard the less upset and strike workforce Money should be invested in education rather than claims or law suits.

Ay9

cvwuw73 Employee should be represented by a union, to voice their needs and grievances Unions should lead the management through mass representation and negotiation to achieve the workers needs.

be positive

All the stakeholders need to be positive and have a commitment to succeed. Communication is very often the biggest problem.

	3	2	2	2	2
Av5	attitude		all_stakeholders	rights	communication
Aw6	attitude	commitment		rights	
Aw1	attitude	commitment	all_stakeholders		communication

Av5

cvwuw11 Firstly I would name communication - very often the biggest problem is the lack of communicationSecondly recognition of rights - especially in the so called government/sub government sector The bossy effect is still very much thereThirdly education - motivation - people still see education as a privilege and not a necessity.

Aw6

cvwuw31 First to be positivecvwuw32 Affirmative action which is in working at present Take South Africa as a nation that each one, must do what has to be done The right of workers.

Aw1

cvwuw21 Communication and commitment to success We all must be prepared to succeed, by that we must have good communication.

be open

All players ought to have an open attitude and co-operate to create more job opportunities to reduce unemployment.

	3	3	2	2
Ax1	attitude	all_stakeholders		unemployed
Ba4	attitude	all_stakeholders	open	unemployed
Bq9	attitude	all_stakeholders	open	

Ax1

cvwuw41 All players have to realize that the current economic slump can only lead to further hardships in the country They all have to give in if necessary take pay cuts in order to have as many people as possible employed.

Ba4

cvwuw101 They ought to have an open attitude They must try to create more job opportunities to reduce unemployment They ought to encourage everybody to be willing to learn in schools, colleges, etc to become better skilled.

Bq9

mpuw15 Kindle the entrepreneurs' spirit for the good of the community - not to rip them off Works as "communities" in order to be ourselves - sustained as possible. mpmw11 Co-operation, undertaking and openness between parties.

new SA

The stakeholders should understand exactly what 'new' n the new SA entails. Function in the specific demands of the unique SA context, and be open and tolerant to all.

	4	3	3	3	2	2
Az3	new	reality	open	attitude		communication
Az8	new	reality	open	attitude	holistic	
Ay7	new		open	attitude		
Az9	new	reality			holistic	communication

Az3

cvwuw81 Positive attitude and knowing exactly what the term new in the new South Africa entails Frequent communication and openness regarding information and knowledge.

Az8

cvwuw91 Not only to focus on the global system (nationally and internationally) but to function in the specific demands and circumstances of the unique SA context However an open and tolerant attitude must be adopted.

Ay7

cvwuw71 It must be open and fairness be the prime factor The fairness should not only be towards the people that did not get their share in the past, but the ones that worked hard in the past, should not be forgotten.

Az9

cvwuw92 To conceive and understand the uniqueness of the SA situation to carry this thought through to the people and stakeholders; to communicate an universal approach (one) so that everyone understands the system.

management must
Management must have strategies for affrimative action , training and reasonable wages. They must get involved in community issues and provide housing.

	3	3	2	2	2
Ax2	RDP	management		government	unemployed
Ba7	RDP	management	training		unemployed
Az6	RDP	management	training	government	

Ax2

cvwuw42 ER Provide staff with reasonable wage E Do not claim/expect royal wages even take/cut State Introduce projects to employ as many as possible Unemployed get involved in projects (recycling etc) to become self sufficient.

Ba7

cvwuw104 They can provide medical, housing, nursery-schools, family planning, education They can provide clean and healthy work environments They can provide workshops for unskilled.

Az6

cvwuw84 There must be strategies regarding implementation strategies regarding issues like affirmative action and training The implementation of these strategies must be enforced by the state Employer organizations must get involved in community issues like housing, etc.

community themselves

The community must not expect to get fish, but must learn how to fish. Do not rely on the state and the employers, but try to help themselves. The community should drive projects, start own businesses to create employment and to be self-sufficient.

	4	4	2	2	2	2
Ax5	initiative	community		training	self-sufficient	RDP
Ba3	initiative	community				
Ba8	initiative	community	unemployed	training		RDP
Ay1	initiative	community	unemployed		self-sufficient	

Ax5

cvwuw45 Community: Provide community driven projects to create employment (new parks cleaning programs etc) Train to be self-sufficient Unemployed: Find a way in being self-sufficient It can be viable to collect (old) metal, paper, plastic (etc) and recycle Do not expect to get fish - learn how to fish.

Ba3

cvwuw95 They should not only rely on the state and employers to assist and/or help them, but should try to help themselves Healing of individuals means healing of a group and eventually a nation.

Ba8

cvwuw105 They can try to go for further education to better their skills They can look for and apply for jobs The community can organize feeding schemes for the unemployed as well as workshops for the unskilled.

Ay1

cvwuw55 Community and unemployed people (must) had to do their own thing - start their own business so that they can earn money for themselves.

productivity

Management should encourage productivity and let the employees benefit directly from being productive. Employees should proof that they deserve what they earn.

	3	2	2	2	2
Bq8	productivity	management	deserve	benefit	employees
Ax4	productivity	management		benefit	
Ax3	productivity		deserve		employees

Bq8

mpuw14 Inform the employees about the value of being productive - the benefit directly to them Put systems in place that reward productivity.

Ax4

cvwuw44 Management: Be fair, open to suggestions, provide staff with fair wage, encourage productivity (and remunerate in accordance) ER organizations Advise ERS, but be fair in approach, and at all times consider plight of lower paid staff Encourage education .

Ax3

cvwuw43 Unions Realize that unreasonable claims may lead to economic ruin, inflation, unemployment.Be reasonable EE Improve productivity Make your specific product economically viable Prove that you deserve what you earn.

BLACK MANAGEMENT

Example of a completed questionnaire

Original responses

Detailed GABEK results

What ought to be the attitude of the stakeholders of the IR system to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

ALL THE STAKEHOLDERS SHOULD POSITIVELY
EMBRACE THE NEW SOUTH AFRICA. THEY
SHOULD SEE IT AS THEIR OWN. ALL THE
STAKEHOLDERS SHOULD LOOK (RESEARCH)
WAYS WHICH ENABLE THEIR COHESIVENESS.

Give your perception of what each of the following stakeholders of the IR system can do to help the new South Africa succeed.

State (2 to 3 sentences)

THE STATE SHOULD PROVIDE GUIDELINES (WELL
RESEARCHED AND TESTED/PROVEN) TO ALL
OTHER STAKEHOLDERS. IT SHOULD BE
SEEN TO BE GOVERNING AND NOT APPEASING
SOME STAKEHOLDERS FSTH).

Employee & unions (2 to 3 sentences)

EMPLOYEES SHOULD LOOK FOR WAYS TO
ESTABLISH THEIR CONTRIBUTION TO THE
DEARTH CAKE. THEY SHOULD REFUSE
TO BE SPECTATORS AND START
PARTICIPATING FULLY.

PLEASE TURN OVER

Management & employer organisations (2 to 3 sentences)

MANAGEMENT MUST ACCEPT THE NEW WORLD.
THEY MUST BE SEEN TO BE CONSCIOUSLY
IMPROVING/DEVELOPING SKILLS LEVELS IN
THEIR COMPANIES.

Community & unemployed (2 to 3 sentences)

COMMUNITIES MUST PARTICIPATE IN PROGRAMMES
LIKE MASAKHANE. THEY SHOULD STOP
EXPECTING WITHOUT GIVING/CONTRIBUTING.
THEY MUST TAKE CHARGE OF THEIR AND
THE COUNTRY'S DESTINY.

You are a member of (please indicate only one category):

- ☐ Employee/unions
- ☑ Employer/middle management and up
- ☐ State
- ☐ Unemployed/community
- ☐ Expert outside IR (eg. lawyer, consultant, academic)

Optional

You are:

- ☐ Asian
- ☑ Black
- ☐ Coloured
- ☐ White
- ☐ Unwilling to answer

Aa1
cvwmb11 To uplift the standard of literacy in their company.To train unskilled workers so that they could be   more effective.
Aa2
cvwmb12 Introducing affirmative action to enable those   employees who didn't have a chance.
Aa3
Budget must be   implemented for training as in a long run this will become a fruitful exercise.
Aa4
cvwmb13 Employees must negotiate for better working conditions.These can be done with the co-operation   of both employee and employer.
Aa5
cvwmb14 cvwmb15 Introduce workshops to train unskilled
Aa6
cvwmb21 Sound labour realtions and readiness to change with the new South Africa
Aa7
cvwmb22 Consult one another in factors relating to IR so   that new laws and amendments if necessary can be   done.
Aa8
cvwmb23 Must negotiate to be closer or reach a common   conclusion.
Aa9
cvwmb24 Must regard employees as their fellow SA citizens   when coming to negotiations.
Ab1
cvwmb25 Seek to know more about every day IR issues through   reading newspaper and listening to news bulletins.
Ab2
matmb11 There has to be a passionate commitment to the   country.The government, industry and unions need   to hold hands and be transparent for the good of   all.
Ab3
matmb12 Structure a realistic tax structure.Adress   meaningfully the housing situation.Create job   centres to train the unemployed various skills to   make them marketable.
Ab4
matmb13 Both parties need to learn the true concept of trust   and respect and make a real thrust into shopfloor   empowerment.Listen to each other with a positive   attitude.
Ab5
matmb14 They should stop trying to hold onto power they   never really had.They need to stop adopting a   paternalistic attitude.They must lead in the   change process and not expect the shopfloor to change first.
Ab6
matmb15 Patience is a major requirement and understanding   that change takes time is important.
Ab7
All comunities   need to move away from old ideologies in order to establish a truly democratic situation.
Ab8
matmb21 All the stakeholders should positively embrace the   new South Africa.They should see it as their own.All the stakeholders should look for (research) ways   which enable their cohesiveness.
Ab9

matmb22 The state should provide guidelines (well researched   and
tested/proven) to all other stakeholders.It   should be seen to be
governing and not appeasing   some stakeholders fears.
Ac1
matmb23 Employees should look for ways to establish their
contribution to the health care .They should   refuse to be
spectators and start participating   fully.
Ac2
matmb24 Management must exept the real world.They must be   seen to
be continuously improving/developing skil   levels in their
companies.
Ac3
matmb25 Communities must participate in programmes like
MASAKHANE.They should stop expecting without   giving or
contributing.They must take charge of   their and the country's
destiny.
Ac4
esamb11 The attitude of business and unions should be a   partnership
relationship with mutual trust.
Ac5
esamb12 The state should proclaiim (legislate) affirmative   action
and collective bargaining to ensure that the   disadvantaged
communities benefit.
Ac6
esamb13 Employers and unions should ddevelop mutual trust,   which
will result iin a spirit of partnership.The   employees should not go
on strike and make hard to   next demands.
Ac7
esamb14 Some employers are there to exploit employees   especially
in working conditions and minimum wages.Right no miniimum wages of R1
200 is really below   breadline.The gap between top management and
lower   level in salaries is about 500 %.
Ac8
esamb15 The unemployed of community should be encouraged to   sotp
violence and this scares investors.At the   same time they must be
pro-active by developing   themselves in self-help projects.
Ac9
esamb21 All parties be prepared to negotaite.Parties to   sacrifice
in order tto promote the RDP.Unions to   recognise difficulties of
atracting investment into   the country.
Ad1
esamb22 Be prepared to bend backwards to accomodate the   other
party.Take the risk increase investments in   the country thus
increasing foreigner's confidence   in the country.
Ad2
esamb23 Unions to lower demands while giiving realistic   feedback to
employees.Employees be preparedd to   accept less than bargaining
for.
Ad3
esamb24 To reflect true composition of the country to   genuinly show
concern for the country and unions.To further lean back even when they
feel they are   right.
Ad4
esamb25 To start self supporting programmes.To reduce   violence
withiin the community - increase communiity   policing and stamp out
the bad elements.
Ad5

esamb31 The stakeholders of the IR system must activate and   guide
the resources of the country to realize   specific goals viz
political stability and social   progress which go hand iin hand with
prosperity,   through coorporation.
Ad6
esamb32 Collective barganing by the unions should be in line   with
productivity.The state should strive to   iimprove the quality of the
society through the RDP.
Ad7
The employer have to put an incentive into the   system to make
workers as a society that want to   learn again or, at least, want to
learn in a work   context.
Ad8
esamb33 Employee and uniions should cultivate inter   connectiveness
of four features: wages, grading,   training and work organisation.
Ad9
esamb34 If we want to get to become a world class management   must
acquiire thier workers with more skiills.Workers on the other hand need
to feel that they one   willing and able and compensated for taking
on those   addiitional jobs.
Ae1
esamb35 Community should work hand in hand with law   enforcement
authorities to bring the levels of   violence, crime and other social
decays down; and   encourage small business developments for the
unemployed.
Ae2
esamb41 Every stakholder should know that they have certain   rights
that are limiited and can only be exerased so   much and those rights
should not harm the other   stakeholders.Stakholdders should try to
help each   other.
Ae3
esamb42 The state should be transparent in all its   functions.All IR
equlations or acts should be   discussed with all the stakeholders
before being   promulgated.
Ae4
esamb43 Employees and unions must work to improve relations   between
themselves and the employers.Employees and   unions should work
within their rights and always   know that the employer can only do
so much and not   more.
Ae5
esamb44 Iit is not only the shareholders that mustt get a   bigger
share of the profiits, employees should also   get a bigger share of
the cake.Management must be   transparant in all their functions - if
they say   they have so much they should proof it andd stop
lying.
Ae6
esamb45 Companies can only afford so much and can only do so   much
for the community.The community must know   that the company have to
stay in bussiiness and the   community will have to supply the
company with   qualiity employees.
Ae7
esamb51 The business comunity should establish sound   relationship
with the unions to obtaiin mutual trust   and to arvert unneccessary
strikes.
Ae8
esamb52 The government should establish laws that enshrine   policies
form wich everybody particularly the   "needy" will benefit.

Ae9

esamb53 The countries' economy lies in the hands of both the
employees and uniions.Therefore the unions as a   liink between
management and employees need to   create a climate of good
partnership.The employers   will definitely achieve their goal in
bussiness as   well as the employees will enjou the benefit of
their good-will.
Af1

esamb54 Obviously the exploitation of employees iin terms of
salaries has been the order of the day.The new   salary scale should
be taken into consideration when   the wage negotiattions are iin
process.
Af2

esamb55 The community at large, should stop involvement iin
intimiidations.Violents, riots and car hijackings.This will pay way to
foreign investment.Unemployed   should also be involved in RDP
projects which will   altimately bring down the hiigh rate of
unemployment.
Af3

esamb61 The IR should practise fairness to all employees.The IR should
encourage affirmative action.
Af4

esamb62 Should give continuous training in various fields in   order
to giive more skills, to help SA to succees.Should also extend the
training to the community in   some relevant subjects that concerns
the public.
Af5

esamb63 Unions should be one in every company.All races   must be one
in to common issues.Shop stewards   should be democratically elected.
Af6

esamb64 The management side should always be fair in   managing.The
management side should also   discipline fairly.The management should
come down   to level of shop floor in order to undderstand the
needs of the employees.
Af7

esamb65 The community should learn to help them selves in   the way
of making or creating some jobs for the   unemployed.The unemployed
should also accept with   hope that the present situation of
unemployment will   iimprove graddually.Both community and unemployed
should help to fight crime in the society in such a   way that the
out side world should be convinced that   South Africa's conditions
are attractive to   investors.

TREE OF GESTALTS
BLACK MANAGEMENT

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                                              ┌─────────────────────┐
                                              │  Train the unskilled │
                                  ┌───────────┼─────────────────────┤
                   ╭─────────────────────╮    │     All races one    │
                   │  Working together   ├────┼─────────────────────┤
                   ╰─────────────────────╯    │  All should co-operate│
                                              ├─────────────────────┤
  ┌──────────────────┐                        │      Negotiate       │
  │   Be partners    ├───╮                    ├─────────────────────┤
  └──────────────────┘   │  ╭─────────────────┼  Management, be fair │
                         ╰──│  No power abuse ├─────────────────────┤
                            ╰─────────────────┼  Unions and employees│
                                              ├─────────────────────┤
                            ╭─────────────────┤     Mutual trust     │
                            │Community, take  ├─────────────────────┤
                            │    charge       │  Community self-help │
                            ╰─────────────────┼─────────────────────┤
                                              │   Attract investment │
                                              └─────────────────────┘
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ORIGINAL RESPONSES
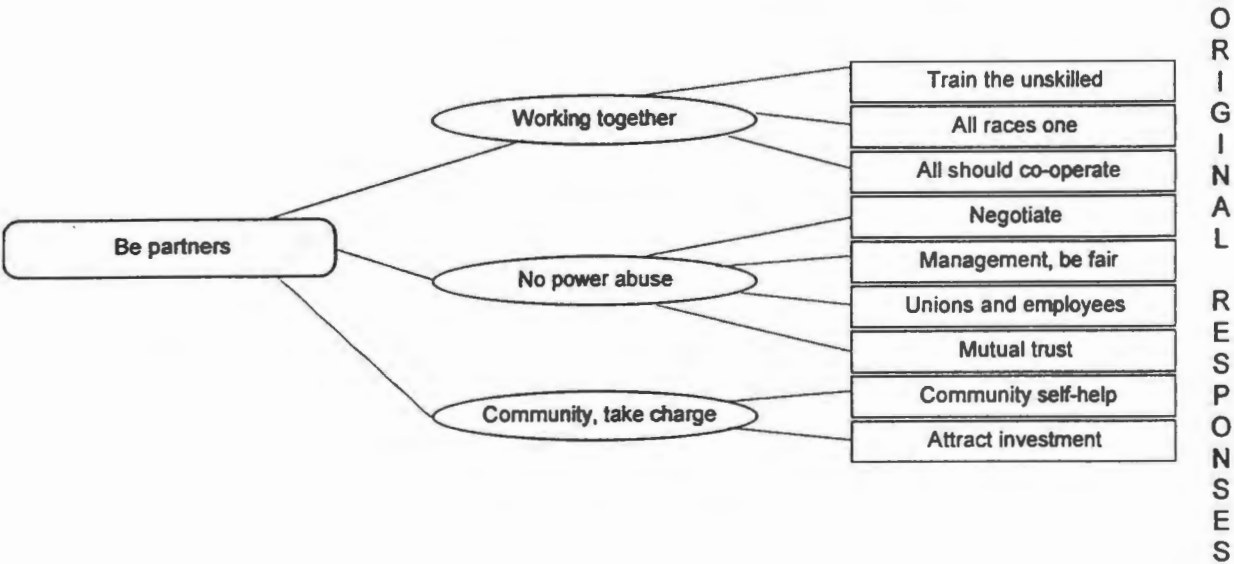
Be partners

Much good in industrial relations will come from partnerships between government, management and labour. The communities should take initiative and act in a cohesive manner to the rest of the industrial relations system when it plays its role through special programmes.

	2	2	2
Working together	community	employees	management
No power abuse		employees	management
Community take charge	community		

Working together

Much will come from working together. All stakeholders have important contributions to make and should act in a cohesive manner to benefit the disadvantaged communities, workers and business. Labour laws should come about by co-operation of government, management and the union.

No power abuse

A positive attitude of transparency and partnership should exist between management and employees. There should not be power-abuse from both sides: management by exploitation of working conditions and wages, and workers by strikes.

Community, take charge

The community should take charge and participate in self-help and RDP programs. They must work together with law enforcement authorities to stop crime and so pave the way for foreign investment.

Working together
Much will come from working together. All stakeholders have important contributions to make and should act in a cohesive manner to benefit the disadvantaged communities, workers and business. Labour laws should come about by co-operation of government, management and the union.

	3	3	2	2	2	2	2	2	2
Train the unskilled	management	employees					laws	train	community
All races one	management	employees	co-operation	cohesiveness	stakeholders	government		train	community
All should cooperate	management	employees	co-operation	cohesiveness	stakeholders	government	laws		

Train the unskilled
Management and unions should benefit the unskilled workers by uplifting the standard of literacy of their company and by training them to become more effective. Government should legislate affirmative action, collective bargaining, and policies to benefit the needy and the disadvantaged community. Management must be seen to be acting for the benefit of the unskilled workers, for example, by improving/developing their skill levels. Communities must introduce workshops to train the unskilled.

All races one
Much good for all will come from working together with a passionate commitment to the country - all races one in common issues. Unions and employers should cultivate their common goals in the best interest of the workers; the unions forming the link between management and the workers to create a climate of good partnership. The employers will then achieve their goals in business and the employees will enjoy the benefits of their good will and fairness. Communities should work together with law enforcement agencies to bring crime down and in this way encourage business expansion for the benefit of the unemployed.

All should co-operate
All stakeholders should co-operate to enable cohesiveness. The government, industry and unions should be transparent and consult one another in factors relating to IR and the making of labour laws.

No power abuse
A positive attitude of transparency and partnership should exist between management and employees. There should not be power-abuse from both sides: management by exploitation of working conditions and wages, and workers by strikes.

	4	4	4	3	2
Negotiate	employees	positive_attitude	management	power_abuse	working_conditions
Management be fair	employees	positive_attitude	management	power_abuse	working_conditions
Unions and employees	employees	positive_attitude	management	power_abuse	
Mutual trust	employees	positive_attitude	management		

Negotiate
Employers must be transparent in all their functions and regard employees as fellow citizens. The exploitation of employees in working conditions and minimum wages must stop. Employers and employees must co-operate to negotiate for better working conditions and wages.

Management be fair
Management should stop trying to hold on to power they never really had. They must lead in the change process and not expect the floor to change first. Exploitation of the employees in working conditions must stop and management must be transparent and fair.

Unions and employees
Employees and unions must work to improve relations between themselves and the employers. Unions must recognise the difficulties of attracting investment into the country and be prepared to lower demands. Employees should not go on strike.

Mutual trust
Employers and employees must develop mutual trust resulting in a spirit of partnership. Employers should manage fairly and should come down to the shopfloor level to understand the needs of the employees. Employees should know that the employer can do only so much and should not make hard to meet demands. Both parties will enjoy the benefits of good partnership.

Community, take charge
The community should take charge and participate in self-help and RDP programs. They must work together with law enforcement authorities to stop crime and so pave the way for foreign investment.

	2	2	2	2	2	2
Community self-help	program	take_charge	investors	crime	RDP	community
Attract investment	program	take_charge	investors	crime	RDP	community

Community self-help
The community must take charge to develop themselves and participate in self-help and RDP programs to create jobs for the unemployed. The community should co-operate with law enforcement authorities to stop violence, crime and other social decay. This will pave the way to foreign investment. The unemployed should also accept with hope that the above will improve unemployment gradually.

Attract investment
All parties must be prepared to negotiate and sacrifice in order to promote the RDP and to attract foreign investment. The state must take the risk of accommodation, the community should pro-actively stop the crime and participate in RDP programs, and the unions must recognise the difficulties of attracting foreign investment.

All races one

Much good for all will come from working together with a passionate commitment to the country - all races one in common issues. Unions and employers should cultivate their common goals in the best interest of the workers; the unions forming the link between management and the workers to create a climate of good partnership. The employers will then achieve their goals in business and the employees will enjoy the benefits of their good will and fairness. Communities should work together with law enforcement agencies to bring crime down and in this way encourage business expansion for the benefit of the unemployed.

	5	4	4	2	2	2
Ad7		cohesiveness	encourage			train
Ad8			encourage			train
Af3			encourage			
Ae1	co-operation		encourage		crime	
Af7	co-operation			positive_attitude	crime	
Ab2	co-operation	cohesiveness				
Ae9	co-operation	cohesiveness		positive_attitude		
Af5	co-operation	cohesiveness				

Ad7

The employer have to put an incentive into the   system to make workers as a society that want to   learn again or, at least, want to learn in a work   context.

Ad8

esamb33 Employee and uniions should cultivate inter   connectiveness of four features: wages, grading, training and work organisation.

Af3

esamb61 The IR should practise fairness to all employees.The IR should encourage affirmative action.

Ae1

esamb35 Community should work hand in hand with law   enforcement authorities to bring the levels of violence, crime and other social decays down; and   encourage small business developments for the unemployed.

Af7

esamb65 The community should learn to help them selves in   the way of making or creating some jobs for the   unemployed.The unemployed should also accept with   hope that the present situation of unemployment will   iimprove graddually.Both community and unemployed   should help to fight crime in the society in such a   way that the out side world should be convinced that   South Africa's conditions are attractive to   investors.

Ab2

matmb11 There has to be a passionate commitment to the   country.The government, industry and unions need   to hold hands and be transparent for the good of   all.

Ae9

esamb53 The countries' economy lies in the hands of both the   employees and uniions.Therefore the unions as a   liink between management and employees need to   create a climate of good partnership.The employers   will definitely achieve their goal in bussiness as   well as the employees will enjou the benefit of   their good-will.

Af5

esamb63 Unions should be one in every company.All races   must be one in to common issues.Shop stewards   should be democratically elected.

All should co-operate

All stakeholders should co-operate to enable cohesiveness. The government, industry and unions should be transparent and consult one another in factors relating to IR and the making of labour laws.

	3	2	2	2	2
Ae3	co-operation		Consultation	laws	transparent
Aa7	co-operation		Consultation	laws	
Ab8		commitment			
Ab2	co-operation	commitment			transparent

Ae3

esamb42 The state should be transparent in all its   functions.All IR equlations or acts should be discussed with all the stakeholders before being   promulgated.

Aa7

cvwmb22 Consult one another in factors relating to IR so   that new laws and amendments if necessary can be   done.

Ab8

matmb21 All the stakeholders should positively embrace the   new South Africa.They should see it as their own.All the stakeholders should look for (research) ways   which enable their cohesiveness.

Ab2

matmb11 There has to be a passionate commitment to the   country.The government, industry and unions need   to hold hands and be transparent for the good of   all.

Negotiate
Employers must be transparent in all their functions and regard employees as fellow citizens. The exploitation of employees in working conditions and minimum wages must stop. Employers and employees must co-operate to negotiate for better working conditions and wages.

	4	3	3	2	2
Aa4	negotiation				working_condition
Aa8	negotiation				
Aa9	negotiation		employees		
Af1	negotiation	wages	employees	power_abuse	
Ac7		wages		power_abuse	working_condition
Ae5		wages	employees		

Aa4
cvwmb13 Employees must negotiate for better working conditions.These can be done with the co-operation   of both employee and employer.

Aa8
cvwmb23 Must negotiate to be closer or reach a common   conclusion.

Aa9
cvwmb24 Must regard employees as their fellow SA citizens   when coming to negotiations.

Af1
esamb54 Obviously the exploitation of employees iin terms of   salaries has been the order of the day.The new   salary scale should be taken into consideration when   the wage negotiattions are iin process.

Ac7
esamb14 Some employers are there to exploit employees   especially in working conditions and minimum wages.Right no miniimum wages of R1 200 is really below   breadline.The gap between top management and lower   level in salaries is about 500 %.

Ae5
esamb44 Iit is not only the shareholders that mustt get a   bigger share of the profiits, employees should also   get a bigger share of the cake.Management must be   transparant in all their functions - if they say they have so much they should proof it andd stop   lying.

Management be fair
Management should stop trying to hold on to power they never really had. They must lead in the change process and not expect the floor to change first. Exploitation of the employees in working conditions must stop and management must be transparent and fair.

	4	3	3	2
Ab5	power_abuse			shop_floor
Ac7	power_abuse		wages	
Af6		employees		shop_floor
Af1	power_abuse	employees	wages	
Ae5	power_abuse	employees	wages	

Ab5
matmb14 They should stop trying to hold onto power they   never really had.They need to stop adopting a paternalistic attitude.They must lead in the   change process and not expect the shopfloor to   change first.

Ac7
esamb14 Some employers are there to exploit employees   especially in working conditions and minimum wages.Right no miniimum wages of R1 200 is really below   breadline.The gap between top management and lower   level in salaries is about 500 %.

Af6
esamb64 The management side should always be fair in   managing.The management side should also discipline fairly.The management should come down   to level of shop floor in order to undderstand the needs of the employees.

Af1
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Ae5
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Unions and employees
Employees and unions must work to improve relations between themselves and the employers. Unions must recognise the difficulties of attracting investment into the country and be prepared to lower demands. Employees should not go on strike.

	3	2	2	2
Ae4	power_abuse			positive_attitude
Ad2	power_abuse	sacrifice	demands	
Ac9		sacrifice		
Ac6	power_abuse		demands	positive_attitude

Ae4
esamb43 Employees and unions must work to improve relations   between themselves and the employers.Employees and   unions should work within their rights and always   know that the employer can only do so much and not   more.

Ad2
esamb23 Unions to lower demands while giiving realistic   feedback to employees.Employees be preparedd to   accept less than bargaining for.

Ac9
esamb21 All parties be prepared to negotaite.Parties to   sacrifice in order tto promote the RDP.Unions to recognise difficulties of atracting investment into   the country.

Ac6
esamb13 Employers and unions should ddevelop mutual trust,   which will result iin a spirit of partnership.The   employees should not go on strike and make hard to   next demands.

Mutual trust

Employers and employees must develop mutual trust resulting in a spirit of partnership. Employers should manage fairly and should come down to the shopfloor level to understand the needs of the employees. Employees should know that the employer can do only so much and should not make hard to meet demands. Both parties will enjoy the benefits of good partnership.

	6	2	2	2	2	2
Ab4	positive_attitude				shop_floor	trust
Ad9	positive_attitude			employees		
Ae4	positive_attitude		co-operation			
Ac6	positive_attitude	partnership				trust
Ae9	positive_attitude	partnership	co-operation			
Af6	positive_attitude			employees	shop_floor	

Ab4
matmb13 Both parties need to learn the true concept of trust   and respect and make a real thrust into shopfloor   empowerment.Listen to each other with a positive   attitude.

Ad9
esamb34 If we want to get to become a world class management   must acquiire thier workers with more skiills.Workers on the other hand need to feel that they one   willing and able and compensated for taking on those   addiitional jobs.

Ae4
esamb43 Employees and unions must work to improve relations   between themselves and the employers.Employees and   unions should work within their rights and always   know that the employer can only do so much and not   more.

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	3	3	3	3	3	2
Ac8		program	take_charge	investors	violence	
Af2	crime	program		investors	violence	
Ae1	crime				violence	co-operation
Ac3		program	take_charge			
Af7	crime		take_charge	investors		co-operation

Ac8

esamb15 The unemployed of community should be encouraged to   stop violence and this scares investors.At the   same time they must be pro-active by developing   themselves in self-help projects.

Af2

esamb55 The community at large, should stop involvement iin   intimiidations.Violents, riots and car hijackings.This will pay way to foreign investment.Unemployed   should also be involved in RDP projects which will   altimately bring down the hiigh rate of   unemployment.

Ae1

esamb35 Community should work hand in hand with law   enforcement authorities to bring the levels of violence, crime and other social decays down; and   encourage small business developments for the unemployed.

Ac3

matmb25 Communities must participate in programmes like   MASAKHANE.They should stop expecting without   giving or contributing.They must take charge of   their and the country's destiny.

Af7

esamb65 The community should learn to help them selves in   the way of making or creating some jobs for the   unemployed.The unemployed should also accept with   hope that the present situation of unemployment will   iimprove graddually.Both community and unemployed   should help to fight crime in the society in such a   way that the out side world should be convinced that   South Africa's conditions are attractive to   investors.

Attract investment

All parties must be prepared to negotiate and sacrifice in order to promote the RDP and to attract foreign investment. The state must take the risk of accommodation, the community should pro-actively stop the crime and participate in RDP programs, and the unions must recognise the difficulties of attracting foreign investment.

	5	3	2	2	2	2	2	2
Ac9	investors	RDP						negotiation
Ad6		RDP						negotiation
Ac8	investors				program	take_charge	violence	
Ad1	investors			foreign				
Af2	investors	RDP	crime	foreign	program		violence	
Af7	investors		crime			take_charge		

Ac9
esamb21 All parties be prepared to negotaite.Parties to   sacrifice in order tto promote the RDP.Unions to recognise difficulties of atracting investment into   the country.

Ad6
esamb32 Collective barganing by the unions should be in line   with productivity.The state should strive to iimprove the quality of the society through the RDP.

Ac8
esamb15 The unemployed of community should be encouraged to   sotp violence and this scares investors.At the   same time they must be pro-active by developing   themselves in self-help projects.

Ad1
esamb22 Be prepared to bend backwards to accomodate the   other party.Take the risk increase investments in   the country thus increasing foreigner's confidence   in the country.

Af2
esamb55 The community at large, should stop involvement iin   intimiidations.Violents, riots and car hijackings.This will pay way to foreign investment.Unemployed   should also be involved in RDP projects which will   altimately bring down the hiigh rate of   unemployment.

Af7
esamb65 The community should learn to help them selves in   the way of making or creating some jobs for the   unemployed.The unemployed should also accept with   hope that the present situation of unemployment will   iimprove graddually.Both community and unemployed   should help to fight crime in the society in such a   way that the out side world should be convinced that   South Africa's conditions are attractive to   investors.

WHITE MANAGEMENT

Example of a completed questionnaire

Original responses

Detailed GABEK results

What ought to be the attitude of the stakeholders of the IR system to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

Ensure an economic environment in which the maximum growth can occur. This will provide employee opportunities for the maximum number of people. This in turn should lead to IR stability

Give your perception of what each of the following stakeholders of the IR system can do to help the new South Africa succeed.

State (2 to 3 sentences)

Provide a clear economic policy to provide maximum growth in the economy. Ensure fair IR legislation to achieve relative peace and growth. Educate people on entrepreneurship.

Employee & unions (2 to 3 sentences)

Encourage their members to become competitive in terms of education and productivity. All negotiations must be done in good faith and with long term vision overriding short term gains.

Management & employer organisations (2 to 3 sentences)

Practice a fair and transparent IR policy. Provide maximum competitiveness in international markets. Provide development and training for the previously disadvantaged groups.

Community & unemployed (2 to 3 sentences)

Become aware of the realities of the international world. Develop their maximum potential for employability. Seek and utilise opportunities for entrepreneurship.

You are a member of (please indicate only one category):

- ☐ Employee/unions
- ☒ Employer/middle management and up
- ☐ State
- ☐ Unemployed/community
- ☐ Expert outside IR (eg. lawyer, consultant, academic)

<u>Optional</u>

You are:

- ☐ Asian
- ☐ Black
- ☐ Coloured
- ☒ White
- ☐ Unwilling to answer

Aa1

cvwmw11 1) The unemployed, not to get impatient with slow progress of the RDP 2) Employed to use less automation and more unskilled labour to provide work 3) The employee should not demand high pay increases 4) The state should govern the distribution of funds evenly.

Aa2

cvwmw12 1) Stop misuse of state funds 2) Distribute money to private sector to build houses.

Aa3

cvwmw13 Avoid strikes and deadlocks, not to expect too high increases keep demands low so that more jobs could be created.

Aa4

cvwmw14 1) Give pay increases equal to inflation 2) Make use of training programs to train unskilled labour 3) Make use of casual labour to help unemployed.

Aa5

cvwmw15 1) Community should help and sympathize with unemployed 2) Unemployed should have patience with RDP 3) Unemployed should not give over to violence.

Aa6

cvwmw21 The attitude of the stakeholders should be tolerance Government Unions Employers It is as stated a attitude problem, people want to rush things Fast in the process making, errors are being made.

Aa7

cvwmw22 Government should be the referee (fair) Employers should train and coach the people More money should be spend on training and development.

Aa8

cvwmw23 Unions should be more tolerant and give the employers a fair chance, not always trying to force their will Employee should desire to know more and not only be passive The attitude should be what can I do to make the RDP work.

Aa9

cvwmw24 Spend more money on training and development of its people Consult with its people what is their expectations Create job opportunities by investing more money (profits).

Ab1

cvwmw25 Should try and learn more skills and don't wait for and try and do something for them selves and their community Community projects (participation) on voluntary basis.

Ab2

cvwmw31 Unemployment is a very serious problem and must be resolved All the stakeholders must be involved in this process The crime rate will also come down.

Ab3

cvwmw32 The state must create more opportunities for jobs, better housing etc Solve all the political problems.

Ab4

cvwmw33 All employees must be more productive so that the new South Africa could succeed.

Ab5

cvwmw34 Employers must try to expand their businesses to create more jobs for the unemployed in the new South Africa.

Ab6

cvwmw35 The community must be more aware of the people who are suffering They must develop programs to assist all these people.

Ab7

cvwmw41 The stakeholders being the government and employers should be willing to give all people equal opportunities They should interview staff with an open mind-realizing that we have not all been exposed to "expert" schooling and training They should have a basic set of rules and these should be adhered to.
Ab8
cvwmw42 All staff should be given opportunities to be trained for specific positions, whether in-house or external Effective communication should take place between all concerned parties Fair wages should be paid to all staff irrespective of race - for equal jobs.
Ab9
cvwmw43 Employees should be free (as in the past) to join and belong to any union that he/she may wish to join There should be more trust between union members and employers Unions should avoid making unreasonable demands.
Ac1
cvwmw44 Management, and employer organizations should disclose more information to their members of staff Communication and training should be more part of their function than at present.
Ac2
cvwmw45 Unemployment is a major problem for any community - it leads to crime and communities should try or structure self-help centers, and perhaps skill building centers where the unemployed could become better equipped and serve a healthy purpose in his/her community.
Ac3
tjkmw11 Ensure an economic environment in which the maximum growth can occur This would provide employement opportunities for the maximum number of people This in turn should lead to IR stability.
Ac4
tjkmw12 Provide a clear economic policy to provide maximum growth in the economy Ensure fair IR legislation to achieve relative peace and growth Educate people on entrepeneurship.
Ac5
tjkmw13 Ecourage their members to become competitive in terms of education and productivity All negotiations must be done in good faith and with long-term mission overriding short-term goals.
Ac6
tjkmw14 Practice a fair and transparent IR policy Provide maximum competetiveness in international markets Provide development and training for the previously disadvantaged groups.
Ac7
tjkmw15 Become aware of the realities of the international world Develop their maximum potential for employability Seek and utilize opportunities for entrepeneurship.
Ac8
mpuw15 Kindle the entrepreneurs' spirit for the good of the community - not to rip them off Works as "communities" in order to be ourselves - sustained as possible. mpmw11 Co-operation, undertaking and openness between parties.
Ac9
mpmw12 Get proper legislation.
Ad1
mpmw13 Co-operate and work together.
Ad2
mpmw14 Co-operate and work together. mpmw15 To be reasonable in other demands.

Ad3

mpmw21 Work together in trust, seeking the truth so to reach a common goal ie this company is my company - what I put in it I will get out of it The same applies to South Africa.

Ad4

mpmw22 Remove all discriminatory laws and institutional frameworks Create an environment in which good human relationships can function.

Ad5

mpmw23 Be productive Realistic in their claims Honest in negotiations.

Ad6

mpmw24 Be fair and honest Create climate in which good human relations can function and be cultivated No hidden agenda Assist the modern community in their development.

Ad7

mpmw25 Optimally use opportunities created by the state for further development.

Ad8

mpmw31 Respect each others' human dignity Set communication as highest priority.

Ad9

mpmw32 Equal opportunities for all A fair tax system Support intercultural activities Create more education and training centers One compulsory BANTU language in each province.

Ae1

mpmw33 Respect each others' human dignity Be realistic in their actions (demands).

Ae2

mpmw34 Build a culture of mutual respect Create more educational and training centers.

Ae3

mpmw35 Build/initiate self-help projects (like Kibbutz in ISRAEL) Come forward with own initiatives.

Ae4

mpmw41 A realistic understanding and acceptance of the realities we operate in Through open, transparent participation in allowing people to influence decisions affecting them, a sense of partnership and of belonging will result Unrealistic demands and hidden agendas will sink the process.

Ae5

mpmw42 Ensure the climate conducive to labour for exercising their rights through a system of proper legislation looking after the interest of each individual.

Ae6

mpmw43 Be sincere in their efforts to achieve what I described in mpmw41

Ae7

mpmw44 As for employees/unions. Be sincere in their efforts to achieve what I have described in mpmw41.

Ae8

mpmw45 Job creation! Job creation!

Ae9

mpmw51 Due to economic realities the African and global environment must be seen as essentially hostile It is necessary that all local stakeholders accept ownership for SA's well-being in a spirit of co-operation and acceptance of roles and responsibilities.

Af1

mpmw52 In the industrial relations environment the state should largely be seen to play a neutral role while actively encouraging growth, maximum employment a stable environment conducive to growth and good industrial relations.
Af2
mpmw53 The unions can accept co-ownership and co-responsibility for the well-being of the industry (golden egg and goose) To increase SA's potential more emphasis should be placed on genuine upliftment such as ABET instead of purely financial gain for its members Comment: They still want more of the old SA's cake while not interested in how they can bake their own bigger and better cake.
Af3
mpmw54 The existing regimented confrontational style in dealing with unions is no longer applicable Management should take the lead in building trusting, even caring, partnerships If properly manages this can result in a win-win relationship.
Af4
mpmw55 The single biggest contribution by this stakeholder can be in creating and supporting a stable, crime-free environment supportive of the economic process A strong growing economy will lead to more jobs for the unemployed Creating this mindset is largely the job of political and community leaders.
Af5
mpmw61 Die werkgewer en werknemer moet as vennote optree Werknemers moet weet op watter aspekte in die besigheid kan hulle 'n invloed uitoefen en watter is gereserveer vir die werkgewer As 'n span, wat 'n gesonde besigheid bewerkstellig, moet die twee partye dan optree.
Af6
mpmw62 Die staat moet wetgewing so opstel dat dit besighede in staat stel om te kan oorleef Veral klein besighede word swaar getref omdat werknemers te maklik kan staak Unies moet skade wat werkgewers lei betaal indien hulle nie volgens billikheidsreëls teen werkgewers opgetree het nie.
Af7
mpmw63 Werknemers en unies moet opgelei word om te verstaan hoe suksesvolle besighede finansieël bestuur word en die nadele as hulle eise nie binne hierdie raamwerk val nie Die doel moet 'n sterk besigheid wees en nie wat kan ek uit die stelsel kry nie.
Af8
mpmw64 As 'n gesonde besigheid bedryf word moet 'n groot prioriteit wees om werknemers finansieël te ondersteun Nie altyd dmv salaris nie maar deur ander vorme van hulp soos studie, studielenings, huislenings te subsidieër ens.
Af9
mpmw65 Besighede moet behoeftes deurgee aan gemeenskapsdienste Werkloses kan dan op tydelike behoeftes konsentreer en dienste lewer Die grootste behoefte by besighede is werk van 'n tydelike aard waarvoor net soms 'n behoefte bestaan As ons die behoeftes en werkloses kan reguleer sal dit werkloses baie help.
Ag1
rwrmw11 Black people should be informed of the white culture and vice versa to understand attitudes All stakeholders should be aware of responsibility and reliability.
Ag2
rwrmw12 Every stakeholder should participate in discussions, meetings give their view, must not refer back to the past There were also whites and coloureds that were disadvantaged.

Ag3

rwrmw13 Employees should be addressed by unions (to which they belong) to get their views, targets should not be manipulated by unions Unions must co-operate with employers to improve communication down or upwards.

Ag4

rwrmw14 Open discussions between management employer and unions/representatives Understanding of management and employer of the employee and so called "disadvantaged" people.

Ag5

rwrmw15 If the community look after the unemployed (unskilled personnel to be trained or do unskilled work - packaging, deliveries, cleaning) violence, theft could/may be reduced.

TREE OF GESTALTS

WHITE MANAGEMENT

helpful management	management train
	casual labour
	developmant
fair government	govemment must
	equal opportunities
	unions should
realistic unions	partners
	responsible unions
	communicate
coomunity initiative	self-sustained community
	patient community
	unemployment
	intercultural

ORIGINAL RESPONSES
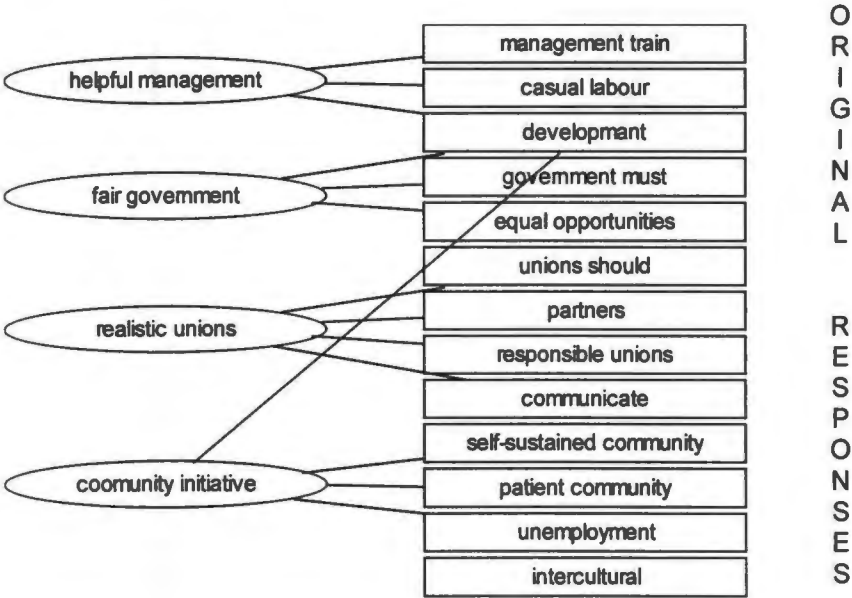
helpful management
Management must assist the community in their development, help to improve unemployment , especially the disadvantaged.

	3	2	2	2	2
management train	management			development	disadvantaged
casual labour	management	community	unemployed		disadvantaged
development	management	community	unemployed	development	

management train
Management should spend more money on training and development of their people, specially for the previously disadvantaged groups.

casual labour
Management must assist the community by: training unskilled labour; using casual labour; use less automation.

development
The government must use funds for building houses and for creating job opportunities. Employers must expand to create more jobs for the unemployed and must assist the community in their development. The community must optimally use these opprtunities for further development.

fair government

The government must be fair and neutral, give all people equal opportunities.

	3	2	2	2
government must	government			fair
development	government	management	opportunities	
equal opportunities	government	management	opportunities	fair

government must

The government must play a neutral role, ensure fair legislation and remove all discrimination. The government should create a stable environment to promote economic growth.

development

The government must use funds for building houses and for creating job opportunities. Employers must expand to create more jobs for the unemployed and must assist the community in their development. The community must optimally use these opprtunities for further development.

equal opportunities

The government and the employers should give all people equal opportunitie. All employees should have equal opportunities for training; for specific positions employers should keep in mind that all have not been exposed to expert schooloing and training. Do not refer to the past and the government should remove all discriminatory laws.

realistic unions

Unions and employers should be equal partners and should have open communication. Unions should share co-responsibility, be aware of SA's economic realities andbe realistic in demands.

	4	3	2	2
unions should	unions	reality		demands
partners	unions	reality	management	
responsible unions	unions	reality		demands
communicate	unions		management	

unions should

Unions must be realistic in their demands, honest and tolerant in negotiations. They must encourage their members to desire education and to actively contribute in terms of productivity. The attitude should be what can I do.

partners

Understand the economic realities we operate in. Work together in trust as partners and accept ownership for SA's well-being. Unions and management should be one team.

responsible unions

Unions should accept co-ownership and co-responsibility for increasing productivity. Unions and employees should be educated to understand the principles of solid financial management. Unions should be more tolerant and realise the consequences of not being realistic in their demands. In stead of what can I get, employees and unions should have an attitude of what can I do.

communicate

Communication should be set as highest priority, with open discussions between management and unions. Respect each other's dignity and management especially should build a culture of mutual respect. Management should provide training for the previuosly disadvantaged groups.

community initiative

The community must initiate self-help projects and avail all opportunities for development optimally. Learn more skills,do something for themselves and others to be self-sustained.

	4	3	2	2	2
self-sustained community	community			initiative	skills
patient community	community	unemployed	management		
unemployment	community	unemployed		initiative	skills
development	community	unemployed	management		

self-sustained community

The community must initiate self-help projects. Don't wait for the government but develop skills and work together to become as self-sustained as possible. Participate in community projects.

patient community

The community must optimally use opportunities for further development. The unemployed should have patience with the RDP and should not give over to violence. The community must become aware of the realities of the international world and try and do something for themselves and their community.

unemployment

Unemployment is a very serious problem - it leads to crime. The community should try and learn more skills and contribute in creating and supporting a stable, crime-free environment. They should do something for themselves, and not wait for the government.

development

The government must use funds for building houses and for creating job opportunities. Employers must expand to create more jobs for the unemployed and must assist the community in their development. The community must optimally use these opprtunities for further development.

management train

Management should spend more money on training and development of their people, specially for the previously disadvantaged groups.

	4	4	3	2	2
Aa9	management	training	development		funds
Ac6	management	training	development	disadvantaged	
Aa4	management	training		disadvantaged	
Aa7	management	training	development		funds

Aa9

cvwmw24 Spend more money on training and development of its people Consult with its people what is their expectations Create job opportunities by investing more money (profits).

Ac6

tjkmw14 Practice a fair and transparent IR policy Provide maximum competetiveness in international markets Provide development and training for the previously disadvantaged groups.

Aa4

cvwmw14 1) Give pay increases equal to inflation 2) Make use of training programs to train unskilled labour 3) Make use of casual labour to help unemployed.

Aa7

cvwmw22 Government should be the referee (fair) Employers should train and coach the people More money should be spend on training and development.

casual labour
Management must assist the community by: training unskilled labour; using casual labour; use less automation.

	3	3	2	2	2	2
Ad6		management			assist	community
Aa4	unemployed	management	casual_labour	unskilled		
Af9	unemployed	management	casual_labour		assist	community
Aa1	unemployed			unskilled		

Ad6
mpmw24 Be fair and honest Create climate in which good human relations can function and be cultivated No hidden agenda Assist the modern community in their development.

Aa4
cvwmw14 1) Give pay increases equal to inflation 2) Make use of training programs to train unskilled labour 3) Make use of casual labour to help unemployed.

Af9
mpmw65 Besighede moet behoeftes deurgee aan gemeenskapsdienste Werkloses kan dan op tydelike behoeftes konsentreer en dienste lewer Die grootste behoefte by besighede is werk van 'n tydelike aard waarvoor net soms 'n behoefte bestaan As ons die behoeftes en werkloses kan reguleer sal dit werkloses baie help.

Aa1
cvwmw11 1) The unemployed, not to get impatient with slow progress of the RDP 2) Employed to use less automation and more unskilled labour to provide work 3) The employee should not demand high pay increases 4) The state should govern the distribution of funds evenly.

development

The government must use funds for building houses and for creating job opportunities. Employers must expand to create more jobs for the unemployed and must assist the community in their development. The community must optimally use these opprtunities for further development.

	3	3	2	2	2	2	2	2
Ab3		governme nt				housing	opportunit ies	job_creati on
Ad7	communit y	governme nt			developm ent		opportunit ies	
Aa2		governme nt				housing		
Ab5			managem ent	unemploy ed				job_creati on
Ad6	communit y		managem ent		developm ent			
Aa5	communit y			unemploy ed				

Ab3

cvwmw32 The state must create more opportunities for jobs, better housing etc Solve all the political problems.

Ad7

mpmw25 Optimally use opportunities created by the state for further development.

Aa2

cvwmw12 1) Stop misuse of state funds 2) Distribute money to private sector to build houses.

Ab5

cvwmw34 Employers must try to expand their businesses to create more jobs for the unemployed in the new South Africa.

Ad6

mpmw24 Be fair and honest Create climate in which good human relations can function and be cultivated No hidden agenda Assist the modern community in their development.

Aa5

cvwmw15 1) Community should help and sympathize with unemployed 2) Unemployed should have patience with RDP 3) Unemployed should not give over to violence.

government must

The government must play a neutral role, ensure fair legislation and remove all discrimination. The government should create a stable environment to promote economic growth.

	3	3	2	2	2	2
Ac4	government	fair		stability	legislation	growth
Ad4	government	fair	relationship		legislation	
Af1	government	fair	relationship	stability		growth

Ac4

tjkmw12 Provide a clear economic policy to provide maximum growth in the economy Ensure fair IR legislation to achieve relative peace and growth Educate people on entrepeneurship.

Ad4

mpmw22 Remove all discriminatory laws and institutional frameworks Create an environment in which good human relationships can function.

Af1

mpmw52 In the industrial relations environment the state should largely be seen to play a neutral role while actively encouraging growth, maximum employment a stable environment conducive to growth and good industrial relations.

equal opportunities

The government and the employers should give all people equal opportunitie. All employees should have equal opportunities for training; for specific positions employers should keep in mind that all have not been exposed to expert schooloing and training. Do not refer to the past and the government should remove all discriminatory laws.

	6	5	3	3	3	2	2
Ab7		equal	training	opportunities	government		disadvantaged
Ab8	fair	equal	training	opportunities			
Ad9	fair	equal	training	opportunities	government		
Ag2		equal				past	disadvantaged
Ad4	fair	equal			government	past	

Ab7

cvwmw41 The stakeholders being the government and employers should be willing to give all people equal opportunities They should interview staff with an open mind-realizing that we have not all been exposed to "expert" schooling and training They should have a basic set of rules and these should be adhered to.

Ab8

cvwmw42 All staff should be given opportunities to be trained for specific positions, whether in-house or external Effective communication should take place between all concerned parties Fair wages should be paid to all staff irrespective of race - for equal jobs.

Ad9

mpmw32 Equal opportunities for all A fair tax system Support intercultural activities Create more education and training centers One compulsory BANTU language in each province.

Ag2

rwrmw12 Every stakeholder should participate in discussions, meetings give their view, must not refer back to the past There were also whites and coloureds that were disadvantaged.

Ad4

mpmw22 Remove all discriminatory laws and institutional frameworks Create an environment in which good human relationships can function.

unions should

Unions must be realistic in their demands, honest and tolerant in negotiations. They must encourage their members to desire education and to actively contribute in terms of productivity. The attitude should be what can I do.

	4	3	2	2	2	2
Ac5	unions			productivity	negotiations	goal
Af7	unions	demands	reality			goal
Ad5	unions	demands	reality	productivity	negotiations	
Aa8	unions	demands				

Ac5

tjkmw13 Ecourage their members to become competitive in terms of education and productivity All negotiations must be done in good faith and with long-term mission overriding short-term goals.

Af7

mpmw63 Werknemers en unies moet opgelei word om te verstaan hoe suksesvolle besighede finansieël bestuur word en die nadele as hulle eise nie binne hierdie raamwerk val nie Die doel moet 'n sterk besigheid wees en nie wat kan ek uit die stelsel kry nie.

Ad5

mpmw23 Be productive Realistic in their claims Honest in negotiations.

Aa8

cvwmw23 Unions should be more tolerant and give the employers a fair chance, not always trying to force their will Employee should desire to know more and not only be passive The attitude should be what can I do to make the RDP work.

partners

Understand the economic realities we operate in. Work together in trust as partners and accept ownership for SA's well-being. Unions and management should be one team.

	4	3	3	2	2	2	2	2	2
Ae4	attitude		partners					acceptance	reality
Af5	attitude		partners			unions	management		
Af3		co-operation	partners		trust	unions	management		
Ad3	attitude	co-operation		country	trust				
Ae9	attitude	co-operation		country				acceptance	reality

Ae4

mpmw41 A realistic understanding and acceptance of the realities we operate in Through open, transparent participation in allowing people to influence decisions affecting them, a sense of partnership and of belonging will result Unrealistic demands and hidden agendas will sink the process.

Af5

mpmw61 Die werkgewer en werknemer moet as vennote optree Werknemers moet weet op watter aspekte in die besigheid kan hulle 'n invloed uitoefen en watter is gereserveer vir die werkgewer As 'n span, wat 'n gesonde besigheid bewerkstellig, moet die twee partye dan optree.

Af3

mpmw54 The existing regimented confrontational style in dealing with unions is no longer applicable Management should take the lead in building trusting, even caring, partnerships If properly manages this can result in a win-win relationship.

Ad3

mpmw21 Work together in trust, seeking the truth so to reach a common goal ie this company is my company - what I put in it I will get out of it The same applies to South Africa.

Ae9

mpmw51 Due to economic realities the African and global environment must be seen as essentially hostile It is necessary that all local stakeholders accept ownership for SA's well-being in a spirit of co-operation and acceptance of roles and responsibilities.

responsible unions
Unions should accept co-ownership and co-responsibility for increasing productivity. Unions and employees should be educated to understand the principles of solid financial management. Unions should be more tolerant and realise the consequences of not being realistic in their demands. In stead of what can I get, employees and unions should have an attitude of what can I do.

	5	3	2	2	2	2
Ae9	responsibility				reality	economic
Aa8	responsibility	unions		demands		
Af7	responsibility	unions	gain	demands	reality	
Af2	responsibility	unions	gain			economic

Ae9
mpmw51 Due to economic realities the African and global environment must be seen as essentially hostile It is necessary that all local stakeholders accept ownership for SA's well-being in a spirit of co-operation and acceptance of roles and responsibilities.

Aa8
cvwmw23 Unions should be more tolerant and give the employers a fair chance, not always trying to force their will Employee should desire to know more and not only be passive The attitude should be what can I do to make the RDP work.

Af7
mpmw63 Werknemers en unies moet opgelei word om te verstaan hoe suksesvolle besighede finansieël bestuur word en die nadele as hulle eise nie binne hierdie raamwerk val nie Die doel moet 'n sterk besigheid wees en nie wat kan ek uit die stelsel kry nie.

Af2
mpmw53 The unions can accept co-ownership and co-responsibility for the well-being of the industry (golden egg and goose) To increase SA's potential more emphasis should be placed on genuine upliftment such as ABET instead of purely financial gain for its members Comment: They still want more of the old SA's cake while not interested in how they can bake their own bigger and better cake.

self-sustained community

The community must initiate self-help projects. Don't wait for the government but develop skills and work together to become as self-sustained as possible. Participate in community projects.

	5	4	3	3	2	2	2
Ae3	community	initiative		self-help			projects
Ab1	community	initiative	skills				projects
Ac2	community	initiative	skills	self-help		upliftment	
Ac7	community	initiative	skills		entrepeneurship		
Ac8	community			self-help	entrepeneurship	upliftment	

Ae3

mpmw35 Build/initiate self-help projects (like Kibbutz in ISRAEL) Come forward with own initiatives.

Ab1

cvwmw25 Should try and learn more skills and don't wait for and try and do something for them selves and their community Community projects (participation) on voluntary basis.

Ac2

cvwmw45 Unemployment is a major problem for any community - it leads to crime and communities should try or structure self-help centers, and perhaps skill building centers where the unemployed could become better equipped and serve a healthy purpose in his/her community.

Ac7

tjkmw15 Become aware of the realities of the international world Develop their maximum potential for employability Seek and utilize opportunities for entrepeneurship.

Ac8

mpuw15 Kindle the entrepreneurs' spirit for the good of the community - not to rip them off Works as "communities" in order to be ourselves - sustained as possible. mpmw11 Co-operation, undertaking and openness between parties.

communicate

Communication should be set as highest priority, with open discussions between management and unions. Respect each other's dignity and management especially should build a culture of mutual respect. Management should provide training for the previuosly disadvantaged groups.

	3	2	2	2	2	2	2
Ad8						respect	communication
Ae2	management				training	respect	
Ac6	management		disadvantaged	open	training		
Ag4	management	unions	disadvantaged	open			
Ag3		unions					communication

Ad8

mpmw31 Respect each others' human dignity Set communication as highest priority.

Ae2

mpmw34 Build a culture of mutual respect Create more educational and training centers.

Ac6

tjkmw14 Practice a fair and transparent IR policy Provide maximum competetiveness in international markets Provide development and training for the previously disadvantaged groups.

Ag4

rwrmw14 Open discussions between management employer and unions/representatives Understanding of management and employer of the employee and so called "disadvantaged" people.

Ag3

rwrmw13 Employees should be addressed by unions (to which they belong) to get their views, targets should not be manipulated by unions Unions must co-operate with employers to improve communication down or upwards.

patient community

The community must optimally use opportunities for further development. The unemployed should have patience with the RDP and should not give over to violence. The community must become aware of the realities of the international world and try and do something for themselves and their community.

	3	3	2	2	2	2	2
Aa6		patience		management	unions	tolerance	attitude
Aa1	RDP	patience	unemployed				attitude
Aa5	RDP	patience	unemployed				
Aa8	RDP			management	unions	tolerance	

Aa6

cvwmw21 The attitude of the stakeholders should be tolerance Government Unions Employers It is as stated a attitude problem, people want to rush things Fast in the process making, errors are being made.

Aa1

cvwmw11 1) The unemployed, not to get impatient with slow progress of the RDP 2) Employed to use less automation and more unskilled labour to provide work 3) The employee should not demand high pay increases 4) The state should govern the distribution of funds evenly.

Aa5

cvwmw15 1) Community should help and sympathize with unemployed 2) Unemployed should have patience with RDP 3) Unemployed should not give over to violence.

Aa8

cvwmw23 Unions should be more tolerant and give the employers a fair chance, not always trying to force their will Employee should desire to know more and not only be passive The attitude should be what can I do to make the RDP work.

unemployment

Unemployment is a very serious problem - it leads to crime. The community should try and learn more skills and contribute in creating and supporting a stable, crime-free environment. They should do something for themselves, and not wait for the government.

	3	3	3	2	2	2
Af4	community	unemployed	crime			responsibility
Ab2		unemployed	crime			responsibility
Ab1	community			initiative	skills	
Ac2	community	unemployed	crime	initiative	skills	

Af4

mpmw55 The single biggest contribution by this stakeholder can be in creating and supporting a stable, crime-free environment supportive of the economic process A strong growing economy will lead to more jobs for the unemployed Creating this mindset is largely the job of political and community leaders.

Ab2

cvwmw31 Unemployment is a very serious problem and must be resolved All the stakeholders must be involved in this process The crime rate will also come down.

Ab1

cvwmw25 Should try and learn more skills and don't wait for and try and do something for them selves and their community Community projects (participation) on voluntary basis.

Ac2

cvwmw45 Unemployment is a major problem for any community - it leads to crime and communities should try or structure self-help centers, and perhaps skill building centers where the unemployed could become better equipped and serve a healthy purpose in his/her community.

intercultural

Respect each other's human dignity. Be informed of the different cultures to understand attitudes. Support intercultural activities.

	4	2	2	2
Ag1	understanding		attitude	intercultural
Ad4	understanding	human		
Ad8	understanding	human	attitude	
Ad9	understanding			intercultural

Ag1

rwrmw11 Black people should be informed of the white culture and vice versa to understand attitudes All stakeholders should be aware of responsibility and reliability.

Ad4

mpmw22 Remove all discriminatory laws and institutional frameworks Create an environment in which good human relationships can function.

Ad8

mpmw31 Respect each others' human dignity Set communication as highest priority.

Ad9

mpmw32 Equal opportunities for all A fair tax system Support intercultural activities Create more education and training centers One compulsory BANTU language in each province.

BLACK COMMUNITY

Example of a completed questionnaire

Original responses

Detailed GABEK results

What ought to be the attitude of the stakeholders of the IR system to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

The co-operation between the society must be taken into consideration by the stakeholders. As we had our first democratic elections in South Africa the stakeholders must see to it that democracy is working among the South Africans.

Give your perception of what each of the following stakeholders of the IR system can do to help the new South Africa succeed.

State (2 to 3 sentences) Government

The government must try to listen to the needs of the society in order to plan every the rule in South Africa. Even the unemployed people must be considered like they were during the elections.

Employee & unions (2 to 3 sentences)

The employee must try to minimize the strikes and stay-aways at work. The unions must negotiate with the employers on behalf of the employee.

Management & employer organisations (2 to 3 sentences)

Management at any organisation must try to satisfy the employee and try to stop the retrenchments. They are also expected to help in the community building programs by donating money.

Community & unemployed (2 to 3 sentences)

The community must try to form small organisations that will create jobs for themselves. The unemployed must not just sit aside and look or wait for the state to create jobs for them.

You are a member of (please indicate only one category):

☐ Employee/unions

☐ Employer/middle management and up

☐ State

☒ Unemployed/community

☐ Expert outside IR (eg. lawyer, consultant, academic)

<u>Optional</u>

You are:

☐ Asian

☒ Black

☐ Coloured

☐ White

☐ Unwilling to answer

Aa2

sarcb11 As far as the stakeholders is concerned their attitude ought to be helpful and be as productive as possible.

Aa3

sarcb12 First and foremost they must try by all mean to contribute to the economy They must minimize the strike and to uplift the moral of the people.

Aa4

sarcb13 Employee and the trade unions must work together to ensure the sustainable of the economy Mutual co-operation between employer and employee as well as union can play an important role.

Aa5

sarcb14 Both management and employer must use centralizing programming to ensure productive within the country They must work together to create employment for unemployment.

Aa6

sarcb15 As far as community and unemployed is concerned they must create projects and employment For example small business and many other to create living for themselves.

Aa7

sarcb21 Recognition of their interdependence and also their capacity for mutual destruction and mutual reinforcement Acknowledgment of the multicultural nature of South African society together with the consequent socio-cultural ramifications of neocolonialism.

Aa8

sarcb22 Formulation of enabling legislation to facilitate socio-economic and socio-political development Avoid extreme politico-economic ideologies like pure neo-classism or pure communism.

Aa9

sarcb23 Terminate, fourth with, alliances with government Fight exploitation and abuse of rights at the workplace at all costs Instill in workers a sense of responsibility, accountability Inculcate the ethos of hardwork and co-operation.

Ab1

sarcb24 Democratization of the work environment Strategically realign themselves in the face of imminent, increased foreign competition Reduce and finally abandon dependence on government protection and handouts.

Ab2

sarcb25 Pool scarce resources if any, in order to uplift one another Keep especially local government in check Spread the message of political tolerance on the ground.

Ab3

sarcb31 State's attitude They should take the initiative of encouraging the youth and workers to equip themselves with technical skills The workers and prospective employees should be oriented towards self-employment and therefore must be courageous people.

Ab4

sarcb32 The state must build and subsidize students in technikons and build more of these institutions The state should start to pund career development and the radical move from humanities to Science and commerce.

Ab5

sarcb33 Unions and employees should encourage people towards being informed and to feel responsible for their own faith They should start to encourage self-employment and for them to achieve this, they should start to be technically oriented.

Ab6

sarcb34 Management should start to change the attitude of the employee from being just workers to stakeholders in the business For youngsters they should start to go out to schools and inform of the possibilities in their companies and start to train them toward relevant careers.

Ab7

sarcb35 There are many things which are not well in out societies, so the unemployed might be asked to rebuilt roads, help in community policing, care and maintain schools, collect cans recycling of plastic etc. teach the people on primary health care and moral issues could be retained by them playing a positive role or being the role model.

Ab8

sarcb41 They should listen to each other's views Government shouldn't dictate, but give a listening from each people and so should the employers to their employees.

Ab9

sarcb42 They should help by providing as many resources as possible to those in particular disadvantaged communities Training South Africans to help each other will improve the country succeed.

Ac1

sarcb43 They must bring to their attention that stopping the firm's production doesn't only destroy their employers reputation, but also kill South Africa.

Ac2

sarcb44 Openness to their employees and quitting remote control system of management will produce faithful employees and the country through motivated employees will be successful.

Ac3

sarcb45 Should help by getting means of live by raising funds, projects and discourage theft and robberies in SA.

Bg1

bamcb11 Give a room for the poor; the old age; the uneducated, address the skill issue to our people; create the spirit of independence to our people.

Bg2

bamcb12 Subsides our people (those who have skills) teach people to manage their own business.

Bg3

bamcb13 Give other people a chance whether they are experienced or not, we have adducted people who have problems finding a job, because they are called inexperienced who is going to give them experience if you don't employ them.

Bg4

bamcb14 -bamcb15 The community must be trained to develop themselves, be responsible.

Bg5

bamcb21 People should learn what is all about u buntu community should have one common posture about their needs of their children.

Bg6

bamcb22 Government of people should come down to them and listening to their different needs.

Bg7

bamcb23 Employee and union are the source of all humanism, because they are the one who are always close to the people, they know what are people's demands.

Bg8

bamcb24 Management and employer organizations should always meet people and know their demand, people must always have skills of that particular work.
Bg9
bamcb25 Community and employment should analyze the needs of the communities because community is the one who are unemployed.
Bh1
bamcb31 I think it can be good if the employers can not have a racial segregation among the community.
Bh2
bamcb32 People need to have skills for the job they have done Once more we should have things like shopping complex to improve the standard of living for the black community.
Bh3
bamcb33 We have to get unions like the organizations of the unemployment.
Bh4
bamcb34 The workers should have the declaration of human rights to negotiate their workers rights.
Bh5
bamcb35 Community should be given a chance to have a say in what ever opportunity.
Bh6
bamcb41 The attitude ought to be that of nation building and addressing of the imbalances of the past.
Bh7
bamcb42 The stakeholder should not allow itself to be used by any party and at all times remain impartial.
Bh8
bamcb43 They will have to be objective in all respects even though they would like their demands to be met.
Bh9
bamcb44 Both parties must resolve their differences without causing any harm to the economy of the country.
Bi1
bamcb45 Communities must try to meet the needs of every individual and encourage people to help themselves.
Bi2
bamcb51 Draw up a labour relations act which is satisfactory to all parties involved Always consult labour with matters that affect them directly.
Bi3
bamcb52 Attract investments Creation of an environment which is conducive to international investments.
Bi4
bamcb53 Avoid strikes at all costs Can always strike if there is a need but not total work stoppage.
Bi5
bamcb54 Stop taking unilateral decisions Must always consult to avoid conflict.
Bi6
bamcb55 Create self employment opportunities, must not expect government to provide everything Patience must prevail thing won't be right overnight.
Bi7
bamcb61 Economic empowerment central bargaining in ensuring the redistribution of KSA resources.

Bi8

bamcb62 Decrease tax on basic stuff retraining of management and upgrading the standard of education.

Bi9

bamcb63 The relationship between the employee and the employers need to be settle to overcome their disputes, the role the employer and the employee need to recognize on equal basic rights.

Bj1

bamcb64 Management and organization need rapid training to ensure changes to their working places The resources distribution should be reconsidered for the sake of reconstruction and development system Upliftment.

Bj2

bamcb65 The community and unemployed society need to develop themselves eg small business etc.

Bj3

bamcb71 They had to help with the resources to uplift the repressed society Be influent on solving labour matters.

Bj4

bamcb72 Ensure stability by managing without discriminating the society in colour The government is the government of the people democratically elected by the people now the need to be close to the society to know their deeds and needs.

Bj5

bamcb73 The relation between the employee and employers need to be understood The union playing a role in helping to ensure stability. bamcb74 - bamcb75.

Bj6

bamcb81 Create jobs skills and make courses for the pupil.The companies must employ people and without interview and experience because a person sometimes has the know-how of the job but experience affects the ability.

Bj7

bamcb82 Build more companies and end-up discrimination.There must be equal and free opportunities Companies must also provide bursaries for students Make education to word for success.

Bj8

bamcb83 The unions are important because when you are retrenched from work they help you to find you money and assist you for the other job The unions helps the employees to be assisted with another job.

Bj9

bamcb84 Management must start from lower level to higher level and employer organizations must be abolished because when they have been opportunity they ill-treat other employees Employees must have equal opportunity and be respected.

Bk1

bamcb85 There's high-rate of unemployment The people must be assisted with jobs Companies must create jobs for the community by building of companies community project like making of candles, dress-making and hair-dressing.

Bk2

bamcb91 You must be united and share the ideas They must be open to the community also transparency must be there.

Bk3

bamcb92 To build more schools; to give people words at the parliament To build more houses; to build more crèches.

Bk4

bamcb93 The people should be next to union in order to solve problems They must work hard in hand to solve problems that had been hidden for many years.
Bk5
bamcb94 The people should be trained while in first of their jobs You should handle the people correctly The people should be given a good approach The management should be open to the employer.
Bk6
bamcb95 The people should be together and be united in order to achieve goals More jobs should be created.
Bk7
bamcb101 To end up violence, child abuse must stop, car hijacking must stop.
Bk8
bamcb102 To give people houses People who are unemployed must get word.
Bk9
bamcb103 Employer and the people must talk first before they can go to the union.
Bl1
bamcb104 People must stop toi-toi Management and people must talk first.
Bl2
bamcb105 To develop the work for themselves not to sit and do nothing like gardening, getting vegetables for themselves.
Bv4
dancb11 By trying to understand one's feelings and try to reach a good solution.
Bv5
dancb12 Try to create jobs for the people help with with money where it's needed.
Bv6
dancb13 Unions must be correctly used by employee without going on strike.
Bv7
dancb14 Must try to listen to other people's need and reach the good solution.
Bv8
dancb15 Jobs must be created by the community without looking the government the proparty of the community must be protected by that community.
Bv9
dancb11 By acting together in a unified system as well as being accountable and sensitive in reaching the perfect resolutions.
Bw1
dancb12 As the main source of leadership it needs to be manipulative, consistent and corrected to identify the contry's wealth.
Bw2
dancb13 Need to be strategic and pro-active and be able to provide the environmental subsystem with skillful management and administration.
Bw3
dancb14 To avoid chaos which might erupt between these two participating groups, a thorough and spontaneous activity, a well stimulated criteria needs to be formulated.
Bw4
dancb15 By interacting with RDP purposely for the maintenance of the country as well as by combating against crime.
Bw5

dancb11 Develop employment and stop the present times which are retrenching.
Bw6
dancb12 Can share with small businesses especially the building contractors.
Bw7
dancb13 None so far.
Bw8
dancb14 Scholar and after school thus unemployed.
Bw9
dancb15 Traces are been made to find suitable work.
Bx1
dancb11 The cooperation between the society must be taken with consideration by the stakeholders As we had our first democratic election in South Africa, the stakeholders must see to it that democracy is working among the South Africans.
Bx2
dancb12 The government must try to listen to the needs of the society in order to plan every rule in South Africa Even the unemployed people must be considered like they were during the elections.
Bx3
dancb13 The employee must try to minimize the strikes and stay-away at work The unions must negotiate with the employers on behalf of the employee.
Bx4
dancb14 Management at any organization must try to satisfy the employee and try to stop the retrenchments They are also expected to help in the community building programs by donating money.
Bx5
dancb15 The community must try to form small organizations that will create jobs for themselves The unemployed must not just sit aside and look or wait for the state to create jobs for them.
Bx6
dancb11 The IR system need to introduce more skill and give the employers chance to prove their ability.
Bx7
dancb12 The government need to save money for more employers and to train them.
Bx8
dancb13 Employee must organize more skill for ground people Unions must work according to plan not only strikes but more working plan.
Bx9
dancb14 Management must introduce vacancies professional.
By1
dancb15 Community and unemployed must work together in order to improve the environment by giving one another chance.

TREE OF GESTALTS

BLACK COMMUNITY

- for economy
  - management
    - management should
    - open management
    - management for community
  - state
    - competing economy
    - the state should
    - co-operate for economy
  - together for economy
    - talk, don't toi-toi
    - negotiate, don't strike
    - community themselves
  - community create jobs
    - organised community
    - responsible community
    - be open

ORIGINAL RESPONSES
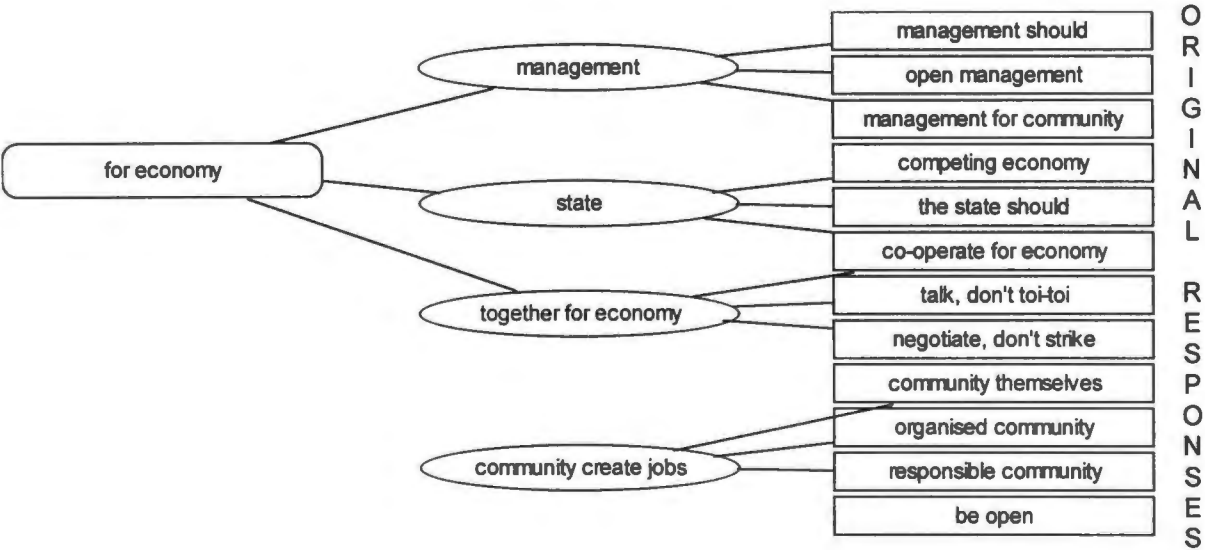
for economy
The state, management, employees should work together for the economy.

	3	2	2	2
management	employer			employee
state	employer	economy	co-operation	
together for economy	employer	economy	co-operation	employee

management
Management should be open to their employees and should provide equal opportunities to employees and the community.

state
The state, as leader, should co-operate for the economy and shoul attract foreign investemnt.

together for economy
Employer, employees and unions should work together for the sustainability of the economy. Consult with each other before and resolve differences, do not toi-toi and strike.

management
Management should be open to their employees and should provide equal opportunities to employees and the community.

	3	2	2
management should	employer	community	employee
open management	employer		employee
management for community	employer	community	

management should
Management should provide equal and free opportunities to employees and to the community. Discrimination and ill-treating employees must be abolished; employees should be seen as stakeholders, not as just workers. Rapid training is needed, not only of the community, but also of management. Provide as many resources as possible to the community, provide bursaries for students and inform school youngsters of career possibilities.

open management
Management should be open to their employees, listen to them, should respect them. Quit the remote control system of management and don't dictate.

management for community
Companies should give people a chance, whether experienced or not. Create jobs for the community.

state
The state, as leader, should co-operate for the economy and shoul attract foreign investemnt.

	3	2	2	2
competing economy	state		co-operation	economy
the state should	state	employer		
co-operate for economy	state	employer	co-operation	economy

competing economy
The state, as the main source of leadership, should must try by all means to contribute to the economy and to attract foreign investment. Employers and unions should abandon alliances and dependence on the government, but should co-operate against foreign competition.

the state should
The state should be impartial, not allow itself to be used by any party and not discriminate because of colour. The state need to save money for training, especially technical, and should subsidise students in technikons. The state can subsidise small-businesses and train people to manage their own businesses.

co-operate for economy
Management, employees and the unions should work together to ensure the sustainabilitty of the economy. Talk first before toi-toi and strikes.

together for economy
Employer, employees and unions should work together for the sustainability of the economy. Consult with each other before and resolve differences, do not toi-toi and strike.

	3	3	3	2	2	2	2
talk, don't toi-toi	strike	union	employee		consult	co-operation	employer
negotiate, don't strike	strike	union	employee	economy			
co-operate for economy	strike	union	employee	economy	consult	co-operation	employer

talk, don't toi-toi
The employer and employees should work together. They must always consult to avoid conflict - talk first and stop toi-toi.

negotiate, don't strike
Employees must avoid strikes at all costs. Total work stoppage doesn't only stop the firm's production, but also kill South Africa. Try to negotiate and resolve differences, and to minimise strikes.

co-operate for economy
Management, employees and the unions should work together to ensure the sustainabilitty of the economy. Talk first before toi-toi and strikes.

together for economy
Employer, employees and unions should work together for the sustainability of the economy. Consult with each other before and resolve differences, do not toi-toi and strike.

community create jobs
The community should create jobs for themselves. Do not wait for the government.

	3	3	3	3	2
community themselves	project	job_creation	community	themselves	motivated
organised community	project	job_creation	community	themselves	
responsible community	project	job_creation	community	themselves	motivated

community themselves
The community should create a living for themselves. They should not sit, do nothing and wait for the state the create jobs for them. Rather, they should develop projects and small-businesses for themselves.

organised community
The community should create jobs for themselves. Form organisations and be given the chance to have a say in whatever opportunity.

responsible community
The community should be responsible. They should combat against crime and should protect their own property. They should encourage people to help themselves. The unemployed should not look at the government for jobs, but should create jobs for themselves. People should be trained.

management should
Management should provide equal and free opportunities to employees and to the community. Discrimination and ill-treating employees must be abolished; employees should be seen as stakeholders, not as just workers. Rapid training is needed, not only of the community, but also of management. Provide as many resources as possible to the community, provide bursaries for students and inform school youngsters of career possibilities.

	5	4	3	3	2	2	2	2
Ab6	employer	train					youth	employee
Bj7	employer	train	opportunities	equal		exploitation	youth	
Bj1	employer	train		equal	community			
Ab9	employer	train	opportunities		community			
Bj9	employer		opportunities	equal		exploitation		employee

Ab6

sarcb34 Management should start to change the attitude of the employee from being just workers to stakeholders in the business For youngsters they should start to go out to schools and inform of the possibilities in their companies and start to train them toward relevant careers.

Bj7

bamcb82 Build more companies and end-up discrimination.There must be equal and free opportunities Companies must also provide bursaries for students Make education to word for success.

Bj1

bamcb64 Management and organization need rapid training to ensure changes to their working places The resources distribution should be reconsidered for the sake of reconstruction and development system Upliftment.

Ab9

sarcb42 They should help by providing as many resources as possible to those in particular disadvantaged communities Training South Africans to help each other will improve the country succeed.

Bj9

bamcb84 Management must start from lower level to higher level and employer organizations must be abolished because when they have been opportunity they ill-treat other employees Employees must have equal opportunity and be respected.

open management

Management should be open to their employees, listen to them, should respect them. Quit the remote control system of management and don't dictate.

	5	4	4	2
Ab8	employer	employee	openness	
Bk5	employer	employee	openness	respect
Ac2	employer	employee	openness	
Bv7	employer		openness	
Bj9	employer	employee		respect

Ab8

sarcb41 They should listen to each other's views Government shouldn't dictate, but give a listening from each people and so should the employers to their employees.

Bk5

bamcb94 The people should be trained while in first of their jobs You should handle the people correctly The people should be given a good approach The management should be open to the employer.

Ac2

sarcb44 Openness to their employees and quitting remote control system of management will produce faithful employees and the country through motivated employees will be successful.

Bv7

dancb14 Must try to listen to other people's need and reach the good solution.

Bj9

bamcb84 Management must start from lower level to higher level and employer organizations must be abolished because when they have been opportunity they ill-treat other employees Employees must have equal opportunity and be respected.

management for community
Companies should give people a chance, whether experienced or not. Create jobs for the community.

	5	4	3	2	2
Aa5	job_creation	employer	unemployment		
Bj6	job_creation	employer			experienced
Bk1	job_creation	employer	unemployment	community	
Bg3	job_creation	employer			experienced
Bk8	job_creation		unemployment	community	

Aa5

sarcb14 Both management and employer must use centralizing programming to ensure productive within the country They must work together to create employment for unemployment.

Bj6

bamcb81 Create jobs skills and make courses for the pupil The companies must employ people and without interview and experience because a person sometimes has the know-how of the job but experience affects the ability.

Bk1

bamcb85 There's high-rate of unemployment The people must be assisted with jobs Companies must create jobs for the community by building of companies community project like making of candles, dress-making and hair-dressing.

Bg3

bamcb13 Give other people a chance whether they are experienced or not, we have adducted people who have problems finding a job, because they are called inexperienced who is going to give them experience if you don't employ them.

Bk8

bamcb102 To give people houses People who are unemployed must get word.

competing economy

The state, as the main source of leadership, should must try by all means to contribute to the economy and to attract foreign investment. Employers and unions should abandon alliances and dependence on the government, but should co-operate against foreign competition.

	5	4	2	2
Ab1	state	economy		foreign
Bw1	state	economy		
Bi3	state	economy		foreign
Aa3	state	economy	co-operation	
Aa9	state		co-operation	

Ab1

sarcb24 Democratization of the work environment Strategically realign themselves in the face of imminent, increased foreign competition Reduce and finally abandon dependence on government protection and handouts.

Bw1

dancb12 As the main source of leadership it needs to be manipulative, consistent and corrected to identify the contry's wealth.

Bi3

bamcb52 Attract investments Creation of an environment which is conducive to international investments.

Aa3

sarcb12 First and foremost they must try by all mean to contribute to the economy They must minimize the strike and to uplift the moral of the people.

Aa9

sarcb23 Terminate, fourth with, alliances with government Fight exploitation and abuse of rights at the workplace at all costs Instill in workers a sense of responsibility, accountability Inculcate the ethos of hard work and co-operation.

the state should

The state should be impartial, not allow itself to be used by any party and not discriminate because of colour. The state need to save money for training, especially technical, and should subsidise students in technikons. The state can subsidise small-businesses and train people to manage their own businesses.

	7	3	2	2	2	2
Ab4	state					funding
Bx7	state	train			employer	funding
Bh7	state			impartial		
Bw6	state		small_business			
Bj4	state			impartial		
Bg2	state	train	small_business			
Bi8	state	train			employer	

Ab4
sarcb32 The state must build and subsidize students in technikons and build more of these institutions The state should start to pund career development and the radical move from humanities to Science and commerce.

Bx7
dancb12 The government need to save money for more employers and to train them.

Bh7
bamcb42 The stakeholder should not allow itself to be used by any party and at all times remain impartial.

Bw6
dancb12 Can share with small businesses especially the building contractors.

Bj4
bamcb72 Ensure stability by managing without discriminating the society in colour The government is the government of the people democratically elected by the people now the need to be close to the society to know their deeds and needs.

Bg2
bamcb12 Subsides our people (those who have skills) teach people to manage their own business.

Bi8
bamcb62 Decrease tax on basic stuff retraining of management and upgrading the standard of education.

co-operate for economy
Management, employees and the unions should work together to ensure the sustainabilitty of the economy.
Talk first before toi-toi and strikes.

	6	4	3	3	2	2	2	2
Aa4	co-operation	employer	economy	employee				
Aa3	co-operation		economy				state	strike
Aa5	co-operation	employer	economy					
Aa9	co-operation					union	state	
Bk9	co-operation	employer		employee	consult	union		
Bl1	co-operation	employer		employee	consult			strike

Aa4

sarcb13 Employee and the trade unions must work together to ensure the sustainable of the economy
Mutual co-operation between employer and employee as well as union can play an important role.

Aa3

sarcb12 First and foremost they must try by all mean to contribute to the economy They must minimize the
strike and to uplift the moral of the people.

Aa5

sarcb14 Both management and employer must use centralizing programming to ensure productive within
the country They must work together to create employment for unemployment.

Aa9

sarcb23 Terminate, fourth with, alliances with government Fight exploitation and abuse of rights at the
workplace at all costs Instill in workers a sense of responsibility, accountability Inculcate the ethos of hard
work and co-operation.

Bk9

bamcb103 Employer and the people must talk first before they can go to the union.

Bl1

bamcb104 People must stop toi-toi Management and people must talk first.

talk, don't toi-toi

The employer and employees should work together. They must always consult to avoid conflict - talk first and stop toi-toi.

	4	3	3	3	2	2
Aa4	employer		co-operation	employee		union
Bl1	employer	consult	co-operation	employee	strike	
Bk9	employer	consult	co-operation	employee		union
Bi5	employer	consult			strike	

Aa4

sarcb13 Employee and the trade unions must work together to ensure the sustainable of the economy Mutual co-operation between employer and employee as well as union can play an important role.

Bl1

bamcb104 People must stop toi-toi Management and people must talk first.

Bk9

bamcb103 Employer and the people must talk first before they can go to the union.

Bi5

bamcb54 Stop taking unilateral decisions Must always consult to avoid conflict.

negotiate, don't strike

Employees must avoid strikes at all costs. Total work stoppage doesn't only stop the firm's production, but also kill South Africa. Try to negotiate and resolve differences, and to minimise strikes.

	5	5	4	3	2	2
Ac1	strike	union		economy		country
Bi4	strike	union		economy		
Bv6	strike	union	negotiate		employee	
Bh9	strike	union	negotiate	economy		country
Bx3	strike	union	negotiate		employee	

Ac1

sarcb43 They must bring to their attention that stopping the firm's production doesn't only destroy their employers reputation, but also kill South Africa.

Bi4

bamcb53 Avoid strikes at all costs Can always strike if there is a need but not total work stoppage.

Bv6

dancb13 Unions must be correctly used by employee without going on strike.

Bh9

bamcb44 Both parties must resolve their differences without causing any harm to the economy of the country.

Bx3

dancb13 The employee must try to minimize the strikes and stay-away at work The unions must negotiate with the employers on behalf of the employee.

community themselves

The community should create a living for themselves. They should not sit, do nothing and wait for the state the create jobs for them. Rather, they should develop projects and small-businesses for themselves.

	4	4	3	2	2	2
Aa6	themselves	community	job_creation		small_business	project
Bl2	themselves	community	job_creation	motivated		project
Bx5	themselves	community	job_creation	motivated		
Bj2	themselves	community			small_business	

Aa6
sarcb15 As far as community and unemployed is concerned they must create projects and employment For example small business and many other to create living for themselves.

Bl2
bamcb105 To develop the work for themselves not to sit and do nothing like gardening, getting vegetables for themselves.

Bx5
dancb15 The community must try to form small organizations that will create jobs for themselves The unemployed must not just sit aside and look or wait for the state to create jobs for them.

Bj2
bamcb65 The community and unemployed society need to develop themselves eg small business etc.

organised community
The community should create jobs for themselves. Form organisations and be given the chance to have a say in whatever opportunity.

	4	3	3	2	2
Aa6	community		themselves	job_creation	project
Bh3	community	organised			
Bh5	community	organised	themselves		project
Bx5	community	organised	themselves	job_creation	

Aa6
sarcb15 As far as community and unemployed is concerned they must create projects and employment For example small business and many other to create living for themselves.

Bh3
bamcb33 We have to get unions like the organizations of the unemployment.

Bh5
bamcb35 Community should be given a chance to have a say in what ever opportunity.

Bx5
dancb15 The community must try to form small organizations that will create jobs for themselves The unemployed must not just sit aside and look or wait for the state to create jobs for them.

responsible community

The community should be responsible. They should combat against crime and should protect their own property. They should encourage people to help themselves. The unemployed should not look at the government for jobs, but should create jobs for themselves. People should be trained.

	6	6	3	2	2	2	2	2	2
Bx5	themselves	community	motivated					state	job_creation
Bw4	themselves					policing	crime		
Bg4	themselves	community			train				
Bv8	themselves	community		project		policing		state	job_creation
Bi1	themselves	community	motivated						
Ac3	themselves	community		project			crime		
Bg1		community	motivated		train				

Bx5
dancb15 The community must try to form small organizations that will create jobs for themselves The unemployed must not just sit aside and look or wait for the state to create jobs for them.

Bw4
dancb15 By interacting with RDP purposely for the maintenance of the country as well as by combating against crime.

Bg4
bamcb14 -bamcb15 The community must be trained to develop themselves, be responsible.

Bv8
dancb15 Jobs must be created by the community without looking the government the proparty of the community must be protected by that community.

Bi1
bamcb45 Communities must try to meet the needs of every individual and encourage people to help themselves.

Ac3
sarcb45 Should help by getting means of live by raising funds, projects and discourage theft and robberies in SA.

Bg1
bamcb11 Give a room for the poor; the old age; the uneducated, address the skill issue to our people; create the spirit of independence to our people.

be open

Stakehoders should listen to each other's views, should try to understand each other and should work together to reach a common solution. Be united and share ideas.

	5	4	3	3
By1	openness	co-operation		together
Bv4	openness	co-operation	common	
Bv9	openness	co-operation	common	
Ab8	openness			together
Aa7		co-operation		together
Bk2	openness		common	

By1

dancb15 Community and unemployed must work together in order to improve the environment by giving one another chance.

Bv4

dancb11 By trying to understand one's feelings and try to reach a good solution.

Bv9

dancb11 By acting together in a unified system as well as being accountable and sensitive in reaching the perfect resolutions.

Ab8

sarcb41 They should listen to each other's views Government shouldn't dictate, but give a listening from each people and so should the employers to their employees.

Aa7

sarcb21 Recognition of their interdependence and also their capacity for mutual destruction and mutual reinforcement Acknowledgment of the multicultural nature of South African society together with the consequent socio-cultural ramifications of neocolonialism.

Bk2

bamcb91 You must be united and share the ideas They must be open to the community also transparency must be there.

WHITE COMMUNITY

Example of a completed questionnaire
Original responses

What ought to be the attitude of the stakeholders of the IR system to help the new South Africa succeed? Give your perception in 2 to 3 sentences.

CVWCW11 They ought to work towards a communual goal, like a healthy, workable economic goal.

Give your perception of what each of the following stakeholders of the IR system can do to help the new South Africa succeed. (2 to 3 sentences)

State (2 to 3 sentences)

VWCW12 The state need to take into account that the economic system as it is, is held up by a small % of tax payers and that other ways (as increasing the tax burden of these people) must be found to sponsor the upliftment of the "underprivileged" like funding of schools, funds from other countries

Employee & unions (2 to 3 sentences)

VWCW13 Employees and unions could help, to change to a more tolerate mode of forcing employers (+ the state) to, as than the usually strikes and go-slow's. As soon as they realise that RSA has a long way to go before being "financially" Rich as USA, our economical approach could change to a commitment from everybody to make RSA work.

PLEASE TURN OVER

Management & employer organisations (2 to 3 sentences)

WCW14 Management + employers should realise that the approach of capitalism + Western would not be applicable in Africa, and knowledge of how to counteract socialist ideas could help to deal with unions and employees.

Community & unemployed (2 to 3 sentences)

WCW15 It could have to be possible to use the community and unemployed in spreading a positive approach towards training and education institutions (which could be instituted by some Government support, like lottery-funds), and uplift them by training them in some sort of way to enable self-reliant.

You are a member of (please indicate only one category):

☐ Employee/unions

☐ Employer/middle management and up

☐ State

☒ Unemployed/community

☐ Expert outside IR (eg. lawyer, consultant, academic)

Optional

You are:

☐ Asian

☐ Black

☐ Coloured

☒ White

☐ Unwilling to answer

45

Ac4

cvwcw11 They ought to work towards a communal goal, like a healthy, workable economic goal

Ac5

cvwvw12 The state need to take into account that the economic system as it is, is held up by a small % of tax payers, and that other ways (as increasing the tax burden of these people) must be found to sponsor the uplifting of the "underprivileged" like funding of schools, funds from other countries.

Ac6

cvwcw13 Employees and unions could help to change to a more tolerate mode of forcing employers (+ the state) as than the usual strikes and go-slows. As soon as they realize that RSA has a long way to go before being "financially" rich as USA, our economical approach could change to° commitment from everybody to make RSA work.

Ac7

cvwcw14 Management & employers should realize that the approach of capitalism & westerns would not be applicable in Africa, and knowledge of how to counteract socialist ideas could help; to deal with unions and employees.

Ac8

cvwcw15 It could be possible to use the community and unemployed in spreading a positive approach towards training and educating institutions (which could be instituted by some government support, like lottery-funds), and uplift them by training them in some sort of way to be self reliant.

Ac9

dfbcw11 Solemn allegiance to the RDP fundamental policy of human resource development and the vital harnessing of all available resources into integrated and sustainable programmes (partnerships) Recognition of the common law rights of individuals and non-statutory bodies Collectively working towards the probision of opportunities for people to develop themselves in order to improve the quality of their own lives and standard of living of their communities.

Ad1

dfbcw12 Transparance of policy and programmes Accessability to all (bring the government to the people) Initiate, develop and maintain programmes in partnership with civil society generally.

Ad2

dfbcw13 Acknowledge of the rights of the employer Restrict protest action to dispel violence and intimidation Commitment to the consultation/nogotiation processes as tools to farge go-operation and development Dispel politics from labour issues Commitment to partnership as opposed to domination.

Ad3

dfbcw14 Acknowledge rights of empolyees and representation bodies Commitment to the consultation/negotiation processes as tools to farge co-operation Develop empolyee incentive schemes.

Ad4

dfbcw15 Acknowledge partnership role with both employers and employees Endeavour to acquire skills with a view to integration into economic section as opposed to crime and or economic inactivity.

Bo6

bamcw11 Training in both the ways because management and problems are related to workers and vice versa Job creation before improving new techniques.

Bo7

bamcw12 Training in both the junior managers and upwards for a better democratic managers style More training officers to be appointed with the idea of a learning and training culture to please the product of the company.
Bo8
bamcw13 Employee to be trained in the bill of rights as an individual as well as his responsibility against the union and the employers Unions to move away from politics and focus soly on the problems of individual members.
Bo9
bamcw14 To adapt a management style the closest to a democratic style because there is no role model in management styles Employer organizations such as Kelly Girl must be subsides by the government.
Bp1
bamcw15 Community to help someone who are unemployed not with money but to help the unemployed by using social structures that are in possession To keep the unemployment away from crossing the line of law and order.
Bp2
bamcw21 Training of people should be considered as priority to make people aware of potentials and abilities.
Bp3
bamcw22 Train managers and support structure on IR systems.
Bp4
bamcw23 Employees should be made aware of the advantage of a healthy IR system.
Bp5
bamcw24 Should become more involved in managing the system and let training become priority.

APPENDIX C

DEVELOPING MUTUAL UNDERSTANDING

Committee meetings

Pre-symposium survey

Symposium

Potchefstroomse Universiteit vir Christelike Hoër Onderwys

OPENBARE BETREKKINGE

NOTULE VAN SIMPOSIUMREËLINGSKOMITEE GEHOU OP 13 MEI 1996

1 VERWELKOMING

Die voorsitter verwelkom almal teenwoordig.

2 PRESENSIE

Verskoning word aangebied vir mev Alwa Venter en mnr Johan de Swardt.

3 SAKE UIT NOTULE VAN VORIGE VERGADERING

Die tema en sub-temas bly soos geformuleer tydens die vorige vergadering. **Mev Annemarie Pothas** verduidelik hoe die **GABEK tegniek** by vanjaar geïmplementeer kan word. Prof Dries de Wet en mev Pothas sal **drie konsepvrae** (een per sub-tema) formuleer en aan die sekretaris deurgee vir die volgende vergadering vir sirkulasie onder lede van die dagbestuur. Prof de Wet en mev Pothas sal genooi word om die volgende vergadering op 10 Junie 1996 by te woon sodat die **finale program** by dié geleentheid saamgestel kan word.

4 SPREKERS EN FASILITEERDERS

4.1 Die vergadering wys Dr Hennie Weber aan as **hooffasiliteerder** vir vanjaar se simposium

4.2 **Inleidende toespraak.**

Die vergadering aanvaar dat mnr **Yunus Chamda**, burgemeester van Vaal Metro, deur mnr Aubrey Mokadi genader sal word om die funksie te verrig.

4.3 **Inleidende sprekers: Sub-temas**

4.3.1 **Arbeid**

Die voorsitter, Prof Christo van Wyk sal die volgende persone in dié verband nader:

- Mnr Less Kettledas, Adjunk Direkteur Generaal van die **Departement Arbeid.**

- As alternatief, mnr Lefty Monyana, president van **POTWA**

4.3.2 **Onderwys en Opleiding**

Die sekretaris sal met Prof Sakkie Steyn skakel om deur sy bemiddeling die regte spreker (en alternatief) te werf.

4.3.3 **Sosio-Ekonomies**

Dr Hennie Weber sal vir mnr Sakkie Blanché probeer om mnr Cyril Ramaposa as spreker te werf.

As alternatief sal mnr Thabo Mbeki genader word. Mnr Eddie Lamé ondemeem om met hom te skakel.

5 BORGSKAPPE

5.1 **Hoofborgskap:**

Die sekretaris sal met USKO in die verband skakel.

5.2 Ondersteunende Borgskappe

Die sekretaris sal soos verlede jaar 'n aantal maatskappye wat hy reeds geïdentifiseer het nader om borgskappe.

Mnr **Johan de Swardt** gaan 'n poging aanwend om **sterker steun by Lethabo** te verkry. Mnr de Swardt bied aan om mnr Piet Steenkamp van Lethabo by 'n middagete te betrek. Mnr de Swardt sal die middagete reël.

6 VOLGENDE VERGADERING

Maandag 10 Junie - gewone tyd, gewone plek.

JOHAN ODENDAAL

SEKRETARIS : SIMPOSIUMREëLINGSKOMITEE

VOORSTELLE VIR PROSES VAN DATA INSAMELING EN VERWERKING VIR '96 SIMPOSIUM

Aksie		Spertyd		Persone betrokke
1.	Data versameling m.b.v. 'n oop vraag	1.1	Vraelyste vir Julie 1996	Anne-Marie, Dries en Johan
		1.1	Vraelyste vir 9 Augustus 1996	
2.	Analise m.b.v. GABEK		Res van Augustus 1996	Anne-Marie en Dries
3.	Verslag & bespreking met Simposium komitee		Vroeg in September 1996	Anne-Marie, Dries en komitee
4.	Gesprek met fasiliteerders oor verslag. Die verslag bring "issues" na vore om die werkswinkels mee af te skop	4.1	Verslag na fasiliteerders September 1996 na simposium komitee-vergadering	Sekretaris
		4.2	Gesprek met fasiliteerders, 15 Oktober 1996	Anne-Marie, Dries en komiteelid/lede
5.	Formuleer opvolg oop vrae vir gebruik na werkwinkel na aanleiding van verslag en gesprek	5.1	Formuleer, 16 Oktober 1996	Anne-Marie, Dries en komitee
		5.2	Klaar vir simposium komitee, 17 Oktober 1996	
6.	Simposiumdag Oggendsprekers Werkwinkels - Gebruik "issues" as besprekingspunte - Voeg by vanaf deelnemers indien nodig - Hersien opvolg oop vrae - Oop vrae antwoord Tee Terugvoer deur fasiliteerders		18 Oktober 1996	Fasiliteerders Fasiliteerders Anne-Marie en Dries Deelnemers Fasiliteerders
7.	Analise van opvolgvrae plus samevattende verslag	7.1	Verslag aan Sekretaris, 12 November 1996	Anne-Marie en Dries
		7.2	Uitstuur aan komiteelede	Sekretaris
8.	Bespreking van verslag in Simposium komitee		15 November 1996	
9.	Finale verslag aan komitee		20 November 1996	Anne-Marie en Dries

dries\simp96.doc

PRE-SYMPOSIUM SURVEY

An example of a completed questionnaire
Responses

Potchefstroomse Universiteit

vir Christelike Hoër Onderwys

1996-07-22

Dear respondent
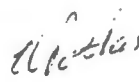
The Vaal Triangle Campus presents a symposium on "Positive change within the Vaal Triangle" on the 17th of October 1996.

We want to utilize all the time available on the 17th for fruitful discussions. The enclosed questionnaire has been designed to emerge some of the issues **you regarded** as important to "Positive change within the Vaal Triangle". The results of the questionnaire will be used as starting point for the discussions at the symposium.

We value **your opinion**. Please complete the questionnaire, thereby contributing to "Positive change within the Vaal Triangle".

Thank you for your attention.

PROF AG DE WET   ME A POTHAS

Ps. The questionnaire is to be completed anonymously.

Questions

1. What do **you** consider as **positive change** in the Vaal Triangle? Describe **your** point of view in two to three full sentences.

① - Economic development - attracting more business into our area thus creating job opportunities to alleviate the problems of unemployment and crime.

② Socio - cultural development.

③ Complete elimination of violence especially in the hostels.

2. Who or what do **you** think can make the biggest difference in bringing about positive change in the Vaal Triangle? Motivate **your** point of view in two to three full sentences.

- Big businesses (eg. Iscor, Iscor, Safripol, Sichet etc.) in terms of their contributions towards the training and development of their employees to enable these companies to become world class competitors - thus improving the lifes and lifestyle and living conditions of the communities around them.

- Cross cultural activities eg opera, music etc

3. Who or what do **you** think can be the biggest hindrance to positive change in the Vaal Triangle? Motivate **your** point of view in two to three full sentences.

- High level of crime which can be a deterrent to potential investors.

- Lack of commitment to education, training and development especially on the part of previously disadvantaged groups or communities.

- Lack of social responsibility on the part of business especially big businesses within the area.

4. Please complete the following. Your replies will help us to bring issues of different groups into focus.
   You are mostly involved in: **(indicate only the major one)**

☐ Community Upliftment Organisations

☒ Chemical Industry

☐ Commerce

☐ Educational Institutions

☐ Health Organisations

☐ Labour Unions

☐ Local Government

☐ Manufacturing (other than Chemical or Steel)

☐ Professional Occupation

☐ Steel Industry

☐ Other (Please specify) _____

Within the category indicated above, you are a member of:

☐ Union (member)

☐ Union (shopsteward or other official)

☒ Middle Management

☐ Top Management

☐ Other (Please specify) _____

You are:

☒ Black

☐ Coloured

☐ Asian

☐ White

Please note again the purpose of the above is **solely** to crystallise different points of view. Because of our country's richness of cultural diversity, it is necessary to differentiate between the viewpoints of participants to validate the results.

A a 1 UOB061
To combat crime. Creating job opportunity to all. Education to all people of Vaal Rand./
UOB062

2 The state must provide the recources to combat crime in the Vaal Rand. The State must create jobs for those who are jobless. Intimidiation of political parties, must be abolished./
UOB063

3 Differences of political activities. Shortage of industrials in Vaal./
UOB021

4 The economic empowerment of the disadvantaged people in the Vaal Triangle so that they can add vlaue with material their working with./
UOB022

5 When you want to make the world a better place to live with, you may have a look at yourself and make change. The people themselves could make the biggest difference./
UOB023

6 The attitude of some people could well be biggest hinderance. The people must accept change and be honest with themselves./
UOB061

7 No positive change in the Vaal Triangle. People are still haring in the shacks and income is racially distributed. Unarailability of recreations in some areas./
UOB062

8 Job creation and training. Positive change can be brought in the Vaal Triangle through stopping retrenchments and privitazation in companies. Through training of the workforce./
UOB063

9 High rate of crime. High rate of crime is biggest hindrance in the Vaal Triangle. Whereby you find there is lot of car hi-jacking and the hi-jackers are not caught./
UOW111

4 b 1 I feel that we in the Vaal Triangle are not respecting each and every one around us./
UOW112

2 To rspect all of our culturals./
UOW113

3 To change our attitude and stand to believe that we can live together by respect./
UOW101

4 Better co-operation amongst all people. Everybody wants to be someone. People mistakenly believe this to be a route to be recognized as an Identity./
UOW102

5 The political change in the country. It created a sense of freedom. Therefore people became more transparent in their attitudes towards each other./
UOW103

6 Realization. The realization of the people that life is still the same and that an outside force cannot change your personal capacities./
UOW061

7 Positiewe verandering kan gesien word as die verwydering van elemente van verskil tussen bevolkingsgroepe in die Vaaldriehoek. Daarmee gepaard sal die konflik situasie wat tans bestaan geneutraliseer word./
UOW062

8 Die belangrikste element tans is die onverantwoordelike werking om vir munisipale dienste en krag te betaal deur 'n deel van die gemeenskap. Dit veroorsaak gegriefdheid by adner wat eskaleer of kan eskaleer tot konflik op ander terreine. Sameweking kan dit regstel./
UOW063

9 Die voortgesette, soms militante, aggresiewe houding van nie-blankes wat bloot net eise stel sonder om werklik insette te lewer./
UOW061

A c 1 Volgens my is daar werklik min positiewe veranderinge in die Vaaldriehoek./
UOW062

2 Dit sal baie moeilik wees om weer positief te wees / of verandering te wee te bring. Die lewe is te gejaagd en mense se verhouding met ander is glad nie wat dit moet wees nie. Ons sal moet gaan en kyk na ons Christelike verpligtinge en ander mense tegemoet kom hoe moeilik dit ook al gaan wees./
UOW063

3 Die bestuur van ons stadsrade is absoluut in 'n gemors. As almal in die Vaaldriehoek hulle deel doen(wit en swart) en betaling van dienste ens. sal dit moontlik wees om iets positiefs uit te kry mits die leiers van die gemeenskap weer begin om die gemeenskap te dien en nie hulself nie./
UOW111

4 Positiewe veranderinge - voorsiening van werk sal lei tot meer ekonomiese en sosiale aanvaarbaarheid in die gemeenskap./
UOW112

5 Die mense wat betrokke is by arbeid, en bestuur van maatskappye./
UOW113

6 As gevolg van werkloosheid en die gebrek aan werk, sal die gemeenskap in alle vorms van die samelewing nie vatbaar wees vir drastiese verandering nie, waarby hulle self nie kan baat nie./
UMB021

7 Industrial wise; there has been very little or no change at all. With relation to social change, as we all know, that blacks have given so much to better relations with their white counterparts. Vaal Triangle whites still live in the past, they find it difficult to catch up with this train of change. They are scared of change./
UMB022

8 Whites should accept or recognise the process of transformation and anticipate problems that corcern the process itself. Whites should be the ones facilitating the process of change and not the other way round. They should accept the slogan of tit-for-tat, give and take situation./
UMB023

9 Industries are coming out with programmes that counteract affirmative action in order to safeguard their only interests which to my view is very selfish or too egocentric way of approaching change./
UMB041

Ad 1 To communicate with each other and forget the pastens then we can bring changein in the Vaal./
UMB042

2 To forget about the politics look forward for the feauture of our land. We must forget and stop pointing finger to other person./
UMB043

3 It is only people who can promote peace or changing in the Vaal Triangle./
UMB111

4 Bringing different political group from different societies together./
UMB112

5 Making societies more tolerant. Bringing a culture of understanding. Decreasing conflicts among different societies and cultural groups./
UMB113

6 Political intolerance./
UMB061

7 Admit all races as one to perform specific duties neither nor at firms or state department. All members at work will be given time to attend lectures on a specific time./
UMB062

8 The people or employees must be taught of labour relationship and industrial relationship. Members or employees can be of cultural important to join their union of their choice./
UMB063

9 If crime is to high there will be insufficient rate of money. Motivation must be decreased to the perpetrators by avrety./
UMB061

Ae 1 I am experencing that proper and geniun chage of heart and not change and mixture of different colours./
UMB062

2 Participation in sports, religion and in education which ractors must be controlled by a certain mechanism./
UMB063

3 The absence of a certain machianizm which should put our infention in operation./
UMB061

4 Residents taking the responsibility to pay for water and electricity. Masakhane has motivated people to start taking into account the necissity of looking for better living conditions./
UMB062

5 As people have started to pay for the rent, thus is a step ahead which will enable the local government in taking care of removing refuse for a better health./
UMB063

6 People need jobs, so the creativity of jobs will be a very good step. But if there are no jobs creativity this will bring about a very big hindrance./
UMB011

7 Some correspondence to student from the administration is now done in English. Involvement of black students within the SRC./
UMB012

8 The attitude of some lectures towards black students, if it can change and be treated as one./
UMB013

9 The distribution of burseries. Interests which is added to our fees (not considering whether you are trying to pay every month or not). Transport facilities to students of PU for CHE./
UMW092

Af 1 More work available to decrease the number of people without work. If here is more work available the people's living will improve./
UMW093

2 Air polution. There are to many factories in the Vaal Triangle. The smoke has a big influence on the health of its occupants./
UMW101

3 Improving racial relationships not only within organizations. Treat all racial groups fair (let everybody pay the same levy's etc.)

4 Cooperation between industires and or similar organizations to improve economy and to prevent throat cutting of smaller organizations./
UMW102

4 Live by example, the government (local Metropoliton structure etc) should practice what they preach (or try to)./
UMW103

5 Blame it on apartheid syndrome. Reverse racial discrimination. Unfair Affirmative Action policy./
UMW041

6 Positive change in the Vaal Triangle would be that which would empower every human being in the Vaal Triangle (be it temporary or permanent) to be a fully happy person in his/her own regard. This cannot be done in isolation from the surrounding area / time./
UMW042

2

7 Every person when empowered to make a difference communication channels implemented effectively. As a christian I believe that ultimately only God can make a difference and therefor christians must unite in prayer regarding such an issue./
UMW043

8 People working against one another, each one with their own objectives which might be in conflict with one another's. Cultural differences. People not having time (implying other resources E.6. financial incentives) to make the difference they know they ought to make. Regarding my answer in (2), the devil through his servants, who are very active in the Vaal Triangle./
TMW041

9 Greater freedom of choice/movement for our individual rights to attend institutions of choice - however existing infrastructures/institutions are not always equiped to handle the changes./
TMW042

Ag 1 Authorities can make a difference by implementing a uniform policy for all its members. Double standards appear and no one wants to held accountable./
TMW043

2 Wrong perceptions about Democracy. Listening to demands is all very well but someone must take the lead, implement a uniform policy and ensure that it is exccoted. Authority must be held accountable for change./
TMW041

3 Employment. Housing. Drop in Crime rate./
TMW042

4 Government and the private sector./
TMW043

5 If South Africa does not get foreign investment. Privatization of state controlled institutions does not materialize. Wage increases are not controlled./
TMW041

6 Greater racial interaction resulting in (or which should result in) a better mutual understanding/respect. The attempt to involve all in the payment of services, as well as the establishment of single coucils and transparency as regards appointments etc. are positive./
TMW042

7 Leaders at "Grass roots" level know what the needs of the community are and these people must be accepted and respected by their respective communities, so that if they were to initiate ideas, those communities would follow their good example. Mass media, educational institutions, training departments in companies, youth organizations can contribute much to positive change./
TMW043

8 Prejudiced, uninformed mass who are not involved in any contact with other groups (that is, people who refuse to interact - who have isolated themselves). Violence, crime. Actions reinforcing racial stereotypes. Poor reinforcement of attempts to change positively for example, whether you pay for services or not, does not make any difference - except that some are "more equal than others")
Haphazard attempts by "splinter" groups to effect change. These attempts are futile if they do not involve credible community leaders./
TMW042

9 Payment of Rates and Taxes by all people living in the Vaal Triangle/
TMW043

A h 1 The fact that certain groups are not contributing (financially) to the upliftment and improvement of living standards. The fact that it is placing a burden on the "white community" and by doing so cause friction and dissatisfaction./
TMW021

2 Industries becomming increasingly focused on being globaly competitive. Labour movements becoming more aware of economic realities would be very positive if it was to occur./
TMW022

3 Labour movement becoming focused on productivity, world class competitiveness in stead of short term social and job protection goals./
TMW023

4 Disruptive and overpaid labour market./
TMW091

5 Serve the whole community equally in the Vaal. The infrastructure of the whole Vaal wat not planned for modern development and to change the public transportation, location of shops (equal distribution of shops) will be a good positive contribution to the Vaal. Make the Vaal accessable to all members of society./
TMW092

6 The industries in the Vaal - they have the most people working for them. Change the industry by starting to butify the factory and from then on to a micro level./
TMW093

7 Residents in the Vaal which are not informed. Start with a 5 year plan and inform the residents what is planned and then they will cope with change./

TMB041

8 Affirmative action. The engagement of qualified and deserving staff inerpective if colour. The opening up of the institution to students from all racial groups without reserve./
TMB042

9 The techmion on its administration should be fair but firm. Authorities should met allow her institution to be dissupted by a few disgruntled students. Rules should be upheld at all times./
TMB043

Ai 1 The biggest circiumstance to positive change can be brought about by politically motivated appointments rather than the engagement of knowledgeable staff irrespective of their political affiliation. Affirmative action does not simply window dressing./
TMB091

2 I consider the recent advent of local and metropolitan councils as an important change. People now have a reason to improve their residential areas and their own lives. This, coupled with "Masakhane", is sure to bring about a better life for all./
TMB092

3 Civic organizations and people on the ground should work hand in hand with the councils to improve people's lives. Youth centres where the young ones can do something positive about their lives should be built. C.P.F.'s should also be strengthened./
TMB093

4 Number one is crime. No development will be possible if all human and other resources are chanelled towards combating crime. Number two. The private sector should invest in developmental programmes. Failure to do this will lead to dissatisfaction and crime./
TMW111

5 To stand together as a community. Be there when somebody in your community needs you. Value your co-community people and have respect for each other. To combat crime is of crusual factor. Accomodate all citizens' needs./
TMW112

6 Practice what we all preach. Keep your promises. Reach out to God - without him any efforts are hopeless. Stress and violence must get rid of, but how? We are all human and can make mistakes, work on weak points and viladate strong and positive points./
TMW113

7 Without teamwork and stand together it is hopeless goals and targets to be set. Loyalty towards your community and fellow citizens. To achieve a goal and get appreciation for it, makes a person positive and motivates you to achieve your next goal sucessfully. Erkenning!/
TMW111

8 Create more jobs - selfemployment should be encouraged. This will uplift the community. Improvement or increase South African Police visability./
TMW112

9 Local council and our selves. We must work together and not point fingers./
TMW113

Aj 1 Unemployment. This will increase crimerate and not help to stabilize the community.
The desition vakes in our area are not all equiped and traind to do what is expected from them therefore they look after themself instead of others./
TMW111

2 Total involvement from all communities. It was and will always be important that all sferes of society be involved in the decisionmaking of things which will effect their daily lives./
TMW112

3 Total commitment. Although all communities are involved, there is a general lack of total commitment. New ideas and changes are to be implemented in such a way that most of the communities will "buy in" or take responsibility and ownership for developments in the area./
TMW113

4 Bearocracy. There is a general tendency that finalising decisions are time consuming processes. The concept of the survival of the fittest (in racial and cultural groupings) are emphasised too strong./
TMW091

5 Foutiewe verandering behoort in te hou 'n aktiewe ekonomiese gemeenskap wat werkskeppend probeer optree en die belange en behoeftes van alle mense raaksien en aanspreek./
TMW092

6 Elke lid van die samelewing het 'n verantwoordelikheid daartoe, hoewel optrede gekoördineer moet word deur bestuurslui en ander senior en of vooraanstaande persone van die samelewing. Erkenning moet verleen word aan elke een wat sy/haar bydrae doen, ongeag hoe klein./
TMW093

7 Die nie-aanvaarding van mekaar - die nie-erkenning van die feit dat elke een in die gemeenskap 'n rol te speel het in 'n groot samelweingskring. Erkenning van die feit dat elke persoon 'n skakel in die groot ratsisteem van die samelewing is of behoort te wees is van kardinale belang./
TMW071

8 The improvement of quality of life and the maintaining of standards during the change process. Competence is part of change and not change for the rate of change./
TMW073

9 The high unemployment rate and crime rate. There can not be any economical growth or confidence in the economy for investors. Trade unions are very active in the Vaal Triangle. Local Government in the Vaal Triangle must be placed on a sound (economical) basis./
TMW091

Ak 1 To clean up the environment. e.g. smoke from industrial areas - bad for health./
TMW092

2 All the inhabitants of the area - cooperation. Advertising of the changes that are about to be made and requesting the involvement of people./
TMW093

3 People that are not commited and do not care. People that do not want to get involved in the community./
TMW101

4 Bringing down criminal activities and to create jobs for the unemployed. Stop blaming the past for nowaday problems./
TMW102

5 The community, police and health services to work as a unity and to support each other. Rather have a positive outlook on all matters - support each other and live with a mutual respect towards each other./
TMW103

6 By living in the past and continuous blame on the problems of the past. By not supporting each other and having a lack of respect towards each other./
TMW021

7 Positiewe verandering deur die nuwe bedeling in regeringvlak het daartoe gelei dat besoedeling en werkloosheid fokus verkry het. As gevolg van die hoë industrie digtheid is die bogenoemde twee fokuspunte vir my belangrik. Dit is egter nie te sê dat ekonomiese groei en skoon omgewing / lae werkloosheid onderling uitsluitend is nie./
TMW022

8 Deur groei te bewerkstellig in die ekonomie / industrie sal mense se insig en bydrae tot positiewe verandering in ons omgewing lei./
TMW023

9 Mense se onwilligheid om te verander is grootste struikelblok./
OTW011

A2 1 None. Transformation forum is not includeive enough and is continuing on old apartheid mentality./
OTW012

2 Involve all stake-holders in your transformation process even the political parties. Reshuffle your staff with the view of affirmative action./
OTW013

3 Resistane from those who have the phobia for change may derail the process of change./
OTW021

4 People's way of thinking must change. They must become more positive and more involved in those matters affecting them. If the community can all positively contribute to helping one another, the Vaal Triangle may become a better place to live in./

OTW022

5 The community - these are the people who will be involved in implementing the decisions made and who will benefit from the concequences of such a decision. These people must be given an opportunity to have a say in the environment affecting them./

OTW023

6 Unions and politicians. Both these parties tend to pursue their own interest at all costs. They do not consider the needs of non-members and see the community as a stumbling block to their advancement and therefore disregard their interests./

OTW081

7 Environmental awareness - Larger companies sponsoring projects . Sigma Wonderwater mine - re-establish land after use. Educating people to be self sufficient - food gardens./

OTW082

8 Improved communication. Better relationships between race groups. Better services render from Institutions/companies - pride in job ownership - change of attitude towards people/work./

3

OTW083

9 Negativity of people - pessibistic attitude - don't care. Lad of understanding / communication / respect for people as well as property / environment / services etc. Increased crime./

7

OTW041

Am1 There should be an economic increase in the Vaal. No-one is interested in growing this town, everyone just falls out after 1pm in the afternoon. The level of pollution should decrease, it's a danger breathing all this air constantly. What has happened with perserving the ozone layer?/

OTW042

2 The people - community as a whole. The students. The scholars - what has happened to Town sports day, functions etc.? Everyone should contribute. The town council members too./

OTW043

3 The community, if people do not want to improve but remain static./

OTW041

4 If the level of pollution were to drop, people in the Vaal Triangle will be healthier and therefore more productive. By involving people in more recreation - people will have less available time to cause trouble. Job improvements and an increase of jobs will raise people's self awareness and morale also crime may decrease./

OTW042

5 Authorities e.g. Town council members, education institutions e.g. schools, Technicon, University. Recreation authorities - more entertainment for people of all ages. Police also need to play a role./

OTW043

6 People stuck to their old systems of beliefs - do not want to change. Political motivations will always stand in the way because politicians have negative influence on people and change./

OTW041

7 Positive change refers to a community that live in peace and harmony. Including a positive change away from violence and corruption towards a peaceful community./

OTW042

8 Ending the violence. Violence is one of the main reasons for the problems in our community. This includes the reason for promoting the violent acts./

OTW041

9 Wee need to upgrade and enhance the facilities available to the community. We need economic growth./

OTW042

An1 10 The people of our community if motivated by sufficient resources ie. better jobs, better towns and facilites./

OTW043

2 Industries who drown the market./

OTW041

3 Geweld onder beheer/verminder. Diefstal onder beheer / verminder. Dienste moet verbeter./

9

OTW042

4 Die gemeenskap self, bygestaan deur die kerk, die besigheid en die staat. 'n Totale poging is nodig. Die gemeenskap bepaal die "standaard"./
OTW043

5 Ondernemers / Kundiges wat die land verlaat as gevolg van geweld, ens. Ondernemers / Kundiges is nodig om probleme op te los en werksgeleenthede te skep. Ondernemers / Kundiges wat nie die land "inkom" nie as gevolg van die geweld, ens./
OTW041

6 The police look-out stands in town is a positive change because it might deter criminals. With the police watching out for crimes it makes the public./
OTW042

7 Everyone should try to make a contribution to brining about positive change. But the police and people in authority positions might have a greater impact because they have more power./
OTW043

8 Crime affects everyone and is a worrysome subject./
OTW041

9 The expansion of the various towns within the Vaal Triangle drawing wake people to move in thus expanding business oppurtunities./
OTW042

A₀ 1 The different population groups resiong in the Vaal Triangle. Mutual co-operation. Trying to find a common view and working together tereon./
OTW043

2 The population groups who disagree enitrely with one another./
OTW011

3 More attention and sponsorship for community and volunteer services - they work for the community, do lot of good but get no support from the community./
OTW012

4 The community itself - all the atirens should get more involved int their own life, what's good for them and what they want to benefit from. Nothing in this world is for free./
OTW013

5 Management and local government - who is going to really work for the good of the whole community? Usually all top management and government people want is more money, prestige, benefits and status for themselves./
OTW081

6 Less violence related to poverty and racial differences. Healthier community with better overall tolerance and communication./
OTW082

7 The leaders of the community must start by being a good example after which the rest of the community will hopefully follow./
OTW083

8 I think racial mistrust is the biggest hindrance, making it impossible for people to see each other for who and what they are. Also diiferent people's frame of reference which makes it difficult for them to accept each other./
OTW111

9 The various facilities created to bring out the best in each individual, example sport. Traffic regulation has improved./
OTW112

Ap 1 Students and the younger generation can make a difference. The examples and suggestions they bring across can make more impact, the youth carry the future with them. They're the ones who can make it work./
OTW113

2 The black youth must learn to work together with the white youth in order to create unity and harmony. They must respect each other's tradition and faith that things can work out./
OTB011

3 Positive change will be to introduce economic development to enhance the changes of employment and reduce the crime rate. The establishment of training facilities, to make funds available for education and to increase literacy rate./
OTB012

4 The government and the RDP can play a major role in seeing that there is this positive change in the Vaal Triangle. Business or private /
OTB013

5 Crime: The soaring crime may as well prevent the or scare political investors to come and invest in our community. People may not be able to fit in a competitive world with less skills./
OTB011

6 Positive change is change doen completely, whole heartedly by the campus. They have to take people's needs and make that change positively. To take issue of different groups in campus into consideration./
OTB012

7 By implementing an organisation or movement that will see to it that positive change come into use and it must be effective./
OTB013

8 Crime: If there is a lot of crime and people tend to go on with it, it will be hard to have a change. Health: If society is unhealthy there will not be a positive change./
OTB051

9 Affirmative action - skin colour. This campus was for whites only during the late 70s but now this has been changed, they also accomodate black students./
OTB052

Aq 1 Affirmative action can make the biggest difference in bringing about positive change. People, blacks and white will be equal of work. Would be given their posts according to their qualifications. Those who do not reach their requirements must not be considered./
OTB041

2 The Vaal Triangle has not positive change at all. There is nothing that have change./
OTB042

3 The use of language which sometimes afrikaans is the language which is used the most. I think it is important if only one language can be used which would be understand by all students of the university./
OTB043

4 The biggest hindrance is a lack of communication. I can say between students./
OTB041

5 English should be taken as a medium of instruction. Study guide should be printed in English./
OTB042

6 Lectures and the rector can kae the biggest difference in bringing the positive change./
OTB043

7 If there is no mutual communication. Racism should be put aside./
OTB041

8 Non, because there is no understanding between different races in our Institutions like varsity and technikon. Students are still divided in the hostells and these promote disorder on our institutions./
OTB042

9 The business people and educational institutions. Because those are the people who can do the best to change the perceptions of our community. They always confronted with people of different perception and they know how to deal with them./
OTB043

Ar 1 Unemployment. The reason is because, people who are not working, they tend to become agresive and because of hunger it is easy for them to use their thinking capabilities to work of destroying./
OTB011

2 Change in educational commitment. The role of industry has to increase in the education of the Vaal Triangle. The establishment of a single university with a variety of study field to choose from and a better curriculums an example being the inclusion of medicine and law field in the education of the Vaal Triangle./
OTB012

3 Higher education institutions, industries and primary and secondary education authorities. Industries can play the role of informing education. Authorities on the kind of labour / skill demand they experience and institutions and schools can respond by prividing economically or Academic relevant courses and subjects./
OTB013

4 No person, if every one is committed to the development of Vaal Triangle as an area no one can be percieved as opposing change./
MMW021

5 A positive change might come into effect if all the non Vaal Triangle residents working in the Vaal Triangle be replaced with residents. That would bring the Vaal Triangle jobless count down./
MMW022

6 Big and small business can make the difference if they support the above mentioned./
MMW023

7 Rent and services non-payers should be brought to justice, doesn't matter who or what they are./
MMB041

8 Formation of unified municipalities that can develop the focus in the Vaal holistically./
MMB042

9 Unified development of the towns in the vaal, their industrial development and holistic town planning. Not Black-White focus./
MMB043

A3 1 Attitudes of communities, if it is not the attitude of developing a stable economic centre but of fear and withdrawed of contributions to development./
MMW021

2 I would describe positive change in the Vaal Triangle as things done to better living conditions for people. I find the pollution problem and crime aspect to be of the upmost importance./
MMW022

3 Firstly the factories, to eliminate our terrible pollution problem. The community and police to combat crime./
MMW023

4 The lack of jobs for street children is a great factor in the crime rate. If we could give these kids something constructive to doe we could get them off the streets./
MMW021

5 None. Over the past view years pollution increased, crime increased, unemployment increased and the general standard of living and services supplied deterirated./
MMW022

6 Work creation and investments by large companies. Large companies have closed down or scaled down their operations over the past view years. As a result unemployment and crime increased. Get rid of the pollution. If the pollution is gone then people will be more interested in the Vaal Triangle./
MMW023

7 High crime rate and unemployment. Companies won't invest if the crime rate is not under control and if there are not skilled people to do the work.
Polution. High level of polution scares people to come to the Vaal Triangle./
MMB041

8 Inclusion of Black people in top managerial structures is commerce and industry. This also involves an enabling human resource development programmes in these areas./
MMB042

9 People should be trained to occupy top positions. This responsibility lies with the particular institution, to provide opportunities and resources to realise this aim./
MMB043

A4 1 Conservatism hinders a full programme of integration. Blacks may lack the confidence to accept change and even fail to accept others appointed in top positions. On the other hand, whites may feel that their job positions are threatened by such appointments in an area when jobs are very scarce./
MMW011

2 Ek kan geen positiewe verandering waarneem nie. Slegs negatiewe as gevolg van die hoë misdaad syfer./

MMW012

3 Verbetering van sekuriteit en veiligheid en opbou van ekonomie./

MMW013

4 Mense wat al hoe meer onverdraagsaam teenoor mekaar raak./

MMW091

5 Minder geweld en misdaad. Minder omgewingsbesoedeling. Beter kruiskulturele kommunikasie en verdraagsaamheid. Beter opvoeding en onderwys neig na beskaafde norme en kultuur in die samelewing en werkplekke./

MMW092

6 Die kerke. Die media. Polisie en ander owerheidsinstellings. Akademiese instellings. Sport liggame./

MMW093

7 Misdadigers. Rassiste. Ekonomiese stagnasie. Wet 66 van 1995 - te veel stakings./

MMW021

8 Politiese aanstellings is besig om te misluk. Daar word besef dat AA aanstellings en persone wat nie gekwalifiseer is in poste nie, nou in die kalklig gestel word, en dat dit 'n mislukking is./

MMW022

9 Hou persone wat die ondervinding en kennis het in poste. Deur die nodige kennis van 'n betrokke werk sal produktiwiteit verhoog word. Hou die regte persoon in 'n pos ongeag van ras of geslag./

MMW023

Au 1 AA aanstellings sonder kennis en ondervinding. Onproduktiwiteit. Belaglike hoë salarisse vir die werk wat gedoen word. Onproduktiwiteit gee nie aanleiding tot hoër salarisse nie; jy word betaal vir wat jy doen./

MMW041

2 The miracle of bringing two polarized parties together to develop a higher level of tolerance and understanding./

MMW042

3 Strong leadership - parties must put aside their own hidden agendas and through action not talk make a positive change. We need better leaders tourism wiht strong emphasis on saving the environment (especially in an industrial area like ours) because that develops respect./

MMW043

4 People that are put in positions of power that do not want to be trained to become effective and efficient leaders./

MMW081

5 Less instances of unrest in black lower degree of labour being absent from work. Hardship to families and insicurity of people./

MMW082

6 Employers/Employees. Agreement that will bring about trust between workers, unions and management which will result in good labour relations an increased productivity which is essential for the economic survival of companies and the country./

MMW083

7 Resentment to change. Management and labour (NB Supervisory level)/

MMW081

8 There are no positive changes to consider. Everything around us (who knew order in the old SA) are falling apart. Reversed discrimination and racism are rampant but called nice names. AA, transformation, representative, RDP. Higher rates and taxes to assist the non-paying townships - Gauteng is a socialist province the only growth is in the crime rate./

MMW082

9 Organisation of pressure groups to cut off income to local government. It promotes development of free riders only call a spade a spade. Get rid of incompetence, corrupt and useless appointees in local government - but again, this will never happen since these ones are supporters/members of the ANC or worse, everything on its way down and it won't stop./

14

MMW083

Av1 There is no law enforcement, order in society as a whole. Discipline amongst the 'disadvantaged' workers, students nonexistant support and contribution to the non paying areas and worst of all, taking their

representatives seriously. This is legalised social theft. Collection of political activists, convicts and ex-terrs in local and provincial and central government. This country became a joke under leadership of the 'democratic' ANC./
MMW071

2 Quality of Life: Please stop the air polution of the industry and the "townships". Stop the dumping of waste on the wrong premises. (Training and education is very important to support this)
Community involvement: Please get involved with the needs of others and stop waiting for the state to do something. Start to form "institutions or caring" groups for this purpose.
Work Job creation: If the employment rate is higher the crime rate will be lower./
MMW072

3 Schools/Churches/Hospitals/Old Age Homes/Employees?Industries: To change a persons attitude: it is crucial to make them realise "what is in for me" If it start from the individual it will show in the broader society./
MMW073

18

4 The big difference in income groups in the Vaal (from Millionares staying on the river to people staying in shaks). There is not enough understanding and knowledge about each ones needs. (That is why we rather fight each other).
There is not "corporate image" or vision for the Vaal (for what is the Vaal Triangle known? - Violence)
Violence - It is a pitty to say that this is what the Vaal Triangle is known for./
MMW111

5 Beter integrasie tussen dorpe in Vaal Driehoek, maar dieselfde belange ernstig ter harte nem. Bv. Oorgangsrade integreer. Individue moet gemotiveerd word om werklik 'n bydrae te wil lewer./
MMW112

6 Elke individu sal moet besef dat hy 'n besondere bydrae kan lewer deur net betrokke te raak by bv. gemeenskapsdiens en ander dienste./
MMW113

7 Misdaad: werkloosheid, verarming van gemeenskap veroorsaak en bevorder negatiewe insette by die werksplek en ander./
MMW021

8 Vermindering van stakings hetsy by 'n nywerheid of opvoedkundige instansie./
MMW022

9 Deelnemende besluitname, bestuur moet meer luister wat werkers of leerlinge te sê het, bestuur moet eerlik oop kaarte met werkers speel met betrekking tot finansiële stand van organisasie./
MMW023

Aw 1 Ongeletterdheid van 'n groot gedeelte van die Vaal Driehoek se werksmag. Groot aantal werkloses in die Vaal Driehoek./
MMW111

2 Better working relation between people. People must be more positive towards their work and other people./
MMW112

3 People wanting to work together towards change for the better./
MMW113

4 People don't realy want to change - happy with what they are comfortable with. Scared of the unknown./
MMW092

5 The attitude of people towards each other and their town. Openess or closeness to change./
MMW093

6 Peoples' attitude. People must want the same thing (i.e. improvement)./
MMB061

7 The integration of local governments which is trying hard to do the job. Seen improvement in structures (infra) of the townships./
MMB062

8 The community and the police could work hand in hand. The community to report on crimes being done and that the police take that in their power to act decisively./
MMB063

9 The lack of commitment from our police departments in curbing crime. They do not respond timeously. They do not treat complainants with respect. If they respond they don't make a follow-up./
MMB051

A x1 I consider social responsibility as positive change in the Vaal Triangle./
MMB052

2 I consider manage diversity can make a biggest difference in bring about positive change. If managers could diversed from old era, and accept equility. Avoid discrimintation./
MMB053

3 Failure to accept affirmative action can be biggest hindrance./
MMB041

4 Renovation of routes in local and outside areas in the Vaal Triangle. Electricity installation and development./
MMB042

5 Educational institutions. To employ more forces for crime prevention./
MMB043

6 The apartheid system. Discrimination./
MMB011

7 Positive change in the Vaal Triangle can be to introduce some multiracial workshops time and again with the society whereby the community can be taught about the social, economic and spiritual aspects./
MMB012

8 The cream of the society like doctors, lawyers, police officials, social workers, Pasters (Reverends), teachers, politicians and students together with the professional people who are now at pension can be used to hold seminars and workshops./
MMB013

9 The prejudice and discrimination can be the hindrences to bring this positive change./
MMB041

A y 1 English as a medium./
MMB042

2 Students together with the management. Problems encountered by students must be addressed properly by management in the most satisfying manner./
MMB043

3. The biggest hindrance could be if the grievances of blacks are not adressed properly and failure to avoid transformation in the campus./
//

SYMPOSIUM

An example of a completed questionnaire

Original responses

Detailed GABEK results

Dear participant

Please answer each of the following questions in 4 - 5 *full sentences*. Your ideas and opinions are important to the success of this symposium and to realising positive change within the Vaal Triangle.

1. What do you think *you* can do to contribute to positive change within the Vaal Triangle? Please motivate your answer in *4 to 5 full sentences*.

    Wees meer behulpsaam teenoor mense

    Behandel mense te alle tye met respek

    Luister meer en lewer minder kritiek

    Leer 'n ander taal aan

    Wees te alle tye positief teenoor almal

2. What actions do you think will really contribute towards positive change within the Vaal Triangle? Please motivate your answer in *4 to 5 full sentences*.

    Respekteer tale en kulture te alle tye

    Bied klasse in entrepreneurskap aan

    Raak betrokke in gemeenskap

    Doen navorsing oor ander inwoners se kulture

    Maak 'n vriend van iemand met 'n ander kultuur

3. Who should initiate these actions, as mentioned in 2 above? Please motivate your answer in *4 to 5 full sentences.*

Die tersiêre inrightings moet kultuuraande reël

Die kerke moet geletterdheidsklasse aanbied

Die munisipaliteit moet ruimte bied (step) vir nog entre

preneurs.

Die kerke moet kultuur oorbruggingsaande reël.

4. Which action steps should these initiators, as mentioned in 3 above, take? Please motivate your answer in *4 to 5 full sentences.*

Gebruik die pers en media om kulture bymekaar uit te

bring

Gebruik tersiêre inrighting persele om klasse aan te bied

asook lesings

Gebruik kerksale om kulture bymekaar uit te bring

Laat kerke-boodskappe positiwiteit uitstraal.

A1

011 Market a positive mindset which includes accountability Motivation
(1) I can NOT you or Government can   (2) Mind over matter always
succeeds   (3) Doing is better than speculating   (4)
Responsibility can be passed on (we can), Accountability not (I have
to)   (5) Help myself remains the best policy.

A2

012 Accepting responsibility and accountability for your own: (1) I
am responsible for productivity   (2) I am responsible for my kids
education and training - I will make an input.(3) I am loyal to my
company and country   (4) I am acquainted with work ethics   (5) I
am South African.

A3

013 I should   (1) It's my responsibility (2) No institution or
government knows my wishes - I have to make the initiative known (3) I
elect the government to lead me - not to force me (4) I am a
responsible person - I have to take action.

A4

014 Motivate positive change and participate there-in.(1) Participate
in the making of a new society (2) Participate in economic development
(3) Participate in the making of a new social order (4) Participate in
the making of legislation.

A5

021 Get involved in public meetings By getting involved you'll be able
to give your feelings about all different issues Jy hoef nie saam met
die stroom te gaan nie, maar kan jou gevoel uitspreek.

A6

022 Meer werksgeleenthede aan alle bevolkingsgroepe Die regte persoon
vir die regte pos in diens te neem Vermy diskriminasie - hetsy ras of
seks gebonde Goed opgeleide persone in diens.

A7

023 Elke werkgewer as 'n individu Werksgeleenthede kan deur nuwe
besighede moontlik gemaak word Indiens opleiding vir latere bevordering
na meer gespesialiseerde poste.

A8

 024 Deur meer werksgeleenthede te skep kan oortyd verminder word en
derhalwe meer werknemers in diens geneem word. Entrepreneurs
(kleinsake) is die antwoord tot werkskepping met die nodige opleiding.
Gespesialiseerde persone nodig om die opleiding te verskaf.

A9

031 Om positief deel te neem / aktief te wees, deel te neem op die
arbeidsvloer.Bereid te wees om te luister en nie voorskriftelik te wees
nie maar begrip te hê vir mense se gevoelens / probleme.

B1

032 Respek vir jou medemens / wedersydse respek Begrip vir gevoelens /
verwagtinge Vertroue Openlikheid.

B2

033 People over the whole spectrum of the organization, eg Workers /
organizations / management etc.

B3

034 Work together and set missions and values which are obtainable with
reasonable time limits.

B4

041 Set your mind to change Work together with all groups in the
community in the direction of growth.

B5

042 (1) Stop crime by stronger measures   (2) Get investment for
creation of work and growth   (3) Everybody pays for what he uses   (4)
Innovate new ideas - start own business   (5) Equal education for
everybody.
B6
043 (1) Government   (2) Private sector and government   (3) all people
(4) everybody   (5) government.
B7
044 (1) Death penalty   (2) Sound financial rules and crime prevention
(3) Stop supplying services if somebody does not pay for what he uses.
B8
051 To be a active change agent at the work place between the workers
of all races and in my work (H/R department) practice what I preach.
B9
052 Really address major problems / diversity like   housing
transport   training   job creation.
C1
053 All the various factories Human resources departments (which I am
part of). .
C2
054 Active participation by each employee or person of the community.
C3
061 Wees meer behulpsaam teenoor mense Behandel mense te alle tye met
respek Luister meer en lewer minder kritiek Leer 'n ander taal aan Wees
te alle tye positief teenoor almal.
C4
062 Respekteer tale en kulture te alle tye Bied klasse in
entrepreneurskap aan Raak betrokke in gemeenskap Doen navorsing oor
ander inwoners se kulture Maak 'n vriend van iemand met 'n ander
kultuur.
C5
063 Die tersieêre inrigtings moet kultuuraande reel Die kerke moet
geletterdheidsklasse aanbied Die munisipaliteit moet ruimte bied (skep)
vir nog entrepreneurs Die kerke moet kultuur oorbruggingsaande reël.
C6
064 Gebruik die pers en media om kulture bymekaar uit te bring.Gebruik
tersieêre inrigting persele om klasse aan te bied asook lesings.Gebruik
kerksale om kulture bymekaar uit te bring Laat kerke boodskappe
positiwiteit uitstraal.
C7
071 Firstly be positive yourself How can anybody be motivated by a
negative person Take leadership in being about the changes instead of
waiting for somebody to start first.
C8
072 Bring people together of different environments - like today To put
their ideas on paper - follow up on that and implement the changes
instead of just talking about it.
C9
073 For a committee - they can sort out the problems and motivate why a
certain idea should be implemented After implementation this committee
can also monitor the success of the changes that's been implemented.
D1
 074 As mentioned above - they must implement the changes and not just
discuss them.Also they have to constantly keep on looking for new ideas
for change and be open for discussion on all issues.
D2

081 Job creation Since most of our people are without work, these creates crime, lack of self-esteem Little income so leading to frustration and a high rate of suicides in this area No support towards government initiatives eg paying of services We can only achieve job creation through motivating people to starting small businesses, building houses and also training people towards business entrepeneurship.
D3
082 Building relationships across the colour bar Involving all stake-holders in every initiative that business thinks of embarking on.Reducing the level of crime and starting community policy forums Training or retraining the unemployed towards technical / engineering fields.
D4
083 Business and government.Since business hold the key to development and government has the link (with ordinary citizens) they should be seen to be in the forefront of every initiative and projects.
D5
084 Hold seminars, inform and train all stake-holders Open communication channels even at the lowest level which is the youth because it is only if people know what they intend doing and involving them can create a climate conducive to economic development.
D6
091 Demonstrate positive attitude Be an example of a good value system and ethics Point out and live the Vaal Triangle vision Encourage those that want to help themselves Believe and trust in people Stop criticizing everything.
D7
092 Common development of people - projects to enable this should be initiated Understanding each other's initiatives Instill civil order Focus on successful projects Do not compete with each other on the development and training terrain but negotiate a place in the sun for all Focus on other on how to help and not how to get for oneself.
D8
093 Leaders of community must give positive support publicly. Organize in action teams to implement projects - use competent and skilled project managers. Use skilled organizers. Combine resources and energy. Facilitate change processes professionally.
D9
094 Define common objectives and goals Use existing forums as information basis Allocate resources and obtain / negotiate Organize action teams / groups Facilitate / support / direct / encourage task forces or teams Build in good feedback and control Give regular feedback to community ant team players.
E1
0101 (1) Work towards changing mindsets of the people to see opportunities in every potential "threat"   (2) Change my perception of other groups by actively engage in socialization with these groups (3) Getting involved with business structures and through participation work towards change beneficial to the Vaal Triangle.
E2
0102 (1) Financially more can be achieved when everybody engage on paying their dues (ie rent, water and electricity etc)   (2) Everybody engage on ridding society of criminal elements   (3) Provision of adequate basic schooling and medical care   (4) Strict law enforcing and clamp down on criminal elements in society   (5) Joint structures

between business and local government on what needs to be put into place to ensure that RDP issues are addressed.
E3
0103 (1) Everybody personally should change his/her mindset and contribute when they have the means and not always behave collectively (2) Parties, collective bodies, companies should embark to educate (3) Structures, sub-structures should actively engage in getting to the lowest level and "walk the talk", deliver to the people (4) Government should help to bring all parties together.
E4
0104 Interventions where the mindset of influential persons can be confirmed and facilitated should be held to have instruments showing real prove of what can and must be put into place.
E5
0111 I need to understand individuals needs Understand and accept cultural backgrounds Treat each individual fairly Assist individuals in self-development.
E6
0112 Establish entrepreneur workshops thus enabling individuals to generate own businesses. Provide means for self-development Recognize individuals skills and talents and help them develop and build on these Create job opportunities by "selling" the Vaal Triangle for its potential.
E7
0113 Entrepreneur workshops can be initiated by individuals with a vision, service organizations, businesses or a combination of all three Churches can be involved - they can tackle these as projects.
E8
0114 Once someone has had the vision, the idea needs to be "sold", assistance needs to be recruited, in terms of research, finance, venue The concept must then be advertised Experts in the various fields of small business must be approached to offer services and then the workshops need to begin.
E9
0121 We need to form a partnership between labour business and government, it means that to develop economic policy, labour marketing and industrial policy The participation must be encouraged in order to create a conducive climate for investment programs, training programs etc Local government must address the unemployment for services, crime etc.
F1
022 (i) There must be joint programs to differences in working places. (ii) There must be joint ventures between private and public enterprises. (ii) Big business must work together with small business in order to enhance economical growth. (iv) Political organizations must utilize the common position to promote stability.
F2
0123 The political organization, business group, labour youth movement, church group and government.
F3
0124 (i) The existing forums or initiators should invite other parties to be part and parcel of forum (ii) By identifying problem and action (iii) They should late discuss with government in order to implement it of revised.
F4

0131 Ek kan 'n werkgewer word Ek kan werk verskaf Werknemers kan inkomste verdien Werknemers kan 'n beter lewenstandaard handhaaf Werknemrs kan bydra tot groei van plaaslike ekonomie.
F5
0132 Aksie om klein sake sektor te ontwikkel Oprig van sake/besigheidspersele vir verhuuring teen lae huur kostes Lenings aan entrepeneurs om saak te bevorder (Teen laagste moonlike rente) "Face lift" vir Vaal Driehoek om bestuurders en beleggers te lok Konsentreer op natuurlike bates van area soos Drie Rivere Front.
F6
0133 KSOK Banke Groot nywerhede soos bv.YSKOR SASOL en USCO etc.
F7
0134 (i) Stel valuta beskikbaar   (ii) Skenk materiaal (struktuurstaal en plaat) (Yskor), Skenk kabel (African Cables), Skenk Perseel (Stadsraad).
F8
0141 The first thing that is needed is to preach the gospel of changing the mindset of the people towards change. Secondly strive to get declared commitment from the people to be part of a changing society. Thirdly strive to protect those changes for the future generation. Lastly to put into practice by putting forward the time frame for visibility of those anticipated changes.
F9
0142 One, establishment of structures that are needed in terms of priorities that will be seen by the public functionally Two, concentrating on sustainable development is crucial to make people part of positive change Three, utilization of available resources in an effective way without wastage is paramount Training of leadership within the Vaal area for protection of goals is important.
G1
0143 Academic institutions and NSO's should be the forerunners because of their expertise and available resources Unused leadership or ignored leadership of those sectors will create a sleeping society waiting for the Messiah who is not known of his coming for solutions while there are people.
G2
0144 Thorough research be made of available or identified societal problems Proper action to be taken be properly formulated Destructive oritism be discouraged completely Ensure that we have a result oriented society In the whole process public opinion on program be taken into consideration.
G3
0151 Give myself time every day to import the knowledge that I have in order to uplift those who are illiterate Also volunteer to help in adult basic education in the Vaal if I am qualified.Make follow up to those students that showed interest and willingness, and make a career path for them They in return will also help others.
G4
0152 Accepting that change is really upon us By not making yourself an island (self-centred) By participating in workshops that initials RDP Encouraging debate around this topic Encouraging newspapers to write more about Vaal Triangle.
G5
0153 Every right thinking South African, being ordinary people on the street, business church and NGO's.
G6

0154 Consult stakeholders Consult newspapers Go around to social gatherings.
G7
0161 Introduce career guidance for schools driven by industry to give appropriate direction for students to meet technical and industrial needs.Setting on the wrong foot with the government and industry money, time and high productivity Help improve school management with resources eg computers and effective management retraining.
G8
0162 Strict regulations layered toward technology for admission to higher learning institutions Companies must increase their training budgets and tertiary institutions offering management training for companies must convince companies to send representative races and genders for such training.
G9
0163 Unions, government and top management in companies They have the clout, capacity and responsibility to ensure the above mentioned opinions Social partnership and consensus is critical Objectives can be well defined by these stakeholders Their credibility will impact heavily on the choices made by students and institutions of learning.
H1
0164 Hold planning summits and strategies to be able to come out with a plan of action Determine what the future requirements of government will be in 10 years time Determine if they will survive global competition Unions, business, learning institutions or government should come together as a matter of urgency to look into this issue.
H2
0171 Contribute in reducing illiteracy in the Vaal Triangle This is important because the majority of our people did not have opportunity to education and therefore cannot follow any career path.
H3
0172 Establishment of adult learning centres Organization of training courses Teaching of life-skills so that people can help themselves.
H4
0173 (i) Industries   (ii) Community leaders   (iii) Education Centres (Technicons and Universities) Industries can assist with funds and facilities Community leaders can communicate with people Technicons have expertise.
H5
0174 (i) Provide facilities for employees and motivate   (ii) Organize workshops and short courses   (iii) Give sponsorships and bursaries.
H6
0181 (i) Set goals for myself firstly and then work towards a group-change program (start at home)   (ii) Goals should be set towards main issues such as: proverty, education, language, and literacy   (iii) By starting at home: eg educate workers around home - then strive towards communicating ideas in groups   (iv) Groupforming at institutions/industries where employed.
H7
0182 (i) Work to help against poverty and homeless and unemployment (ii) Higher the standard of education - teachers higher qualifications (iii) Initiate private business sectors   (iv) Adult Basic Education - to better qualifications.
H8
0183 (i) People in Vaal Triangle themselves because they are living in this environment   (ii) Different industries can initiate   (iii) The

metropolitan structure in the Vaal   (iv) Educational institutions
(Universities, Technikon, Colleges and Secondary Schools).
H9
0184 (i) Form groups for eg in living areas or work from
institution/educational centres. (ii) Industries are in a perfect
position to contribute financially to education   (iii) Financial
contribution to individuals as well as the training for specific
private businesses   (iv) Schemes to contribute to financial support by
the metropolitan sub structure.
I1
0191 Not asking what the government, local government, education
institutions etc could do for positive change but what can be done by
yourself in the workplace, community etc Try to set the minds of people
positively for changes Share your knowledge on issues.
I2
0192 Better communication for example between local government and
community Educate people on issues of importance for positive change
Institutions must be open on their visions for change and share it with
the community and employees.Starting with upliftment in communities,
who do not fully understand the process of transformation in the Vaal
Triangle.
I3
0193 These actions in two must be initiated by communication (local /
newspaper / local radio) Leaders in the community must take action
steps to motivate people in the workplace, schools etc for positive
change.
I4
0194 Communicate on day to day issues that is important to the masses
Give themselves out as trustworthy leaders and government Make the
people believe in their actions for change for the Vaal Triangle Take
responsibility for their actions Only initiate change when it is
possible by means of uplifting of peoples and when the necessary funds
are available Try not to discriminate between the different social and
racial groups living in the Vaal Triangle The steps for change must be
for all Then it will be positive, and the Vaal Triangle will be in the
future a transformation example.
I5
0201 Soos vorige sprekers reeds aangetoon het moet verandering in denke
en houdings eerstens by myself begin 'n Positiewe houding op 'n wye
spektrum Deur so 'n ingesteldheid kan ander persone beïnvloed word om
positief te verander Veral as jy in 'n bestuursposisie funksioneer
Positiewe ingesteldheid.
I6
0202 Verdraagsaamheid - ruimte te laat vir ander Betrokkenheid by
hulpprogramme Kwaliteit eienskappe waaroor ek beskik, beskikbaar te
stel aan my mede landgenoot Aanbieding van geletterdheidsprogramme Deur
opleiding te verskaf aan minderbevoorregtes kan die gaping in rykdom
verklein word en so ook sosiale aanpasbaarheid.
I7
0203 Opvoedkundige instansies soos Technikon of Universiteite.In die
kleinder gemeenskappe, gesondheidsklinieke, skole, maatskaplike
dienste, kerke Binne die huisgesin kan bediendes betrek word Elke
persoon het die verantwoordelikheid om slegs een klein bydrae te lewer
en sodoende kan dit aanleiding gee tot 'n ketting reaksie.
I8
0204 Betrokkenheid by die gemeenskap Geweldige behoeftes bestaan - raak
betrokke Moenie iets terug verwag nie, al word uit 'n groep van twintig

net twee persone beïnvloed of dat leer plaasvind kan dit as 'n sukses beskou word veral as daardie twee weer nog twee ander persone kan beïnvloed.

I9

0211 I can become involved in creating the opportunities for people to empower themselves.These opportunities will consist of training people in higher thinking skills, rather than basic skills.I can encourage the implementation of (electronic) technology towards the aims of education and training.

J1

0212 Any action aimed at causing a change in attitude with people Most of us in the Vaal operate according to a "victim" mindset This mindset is characterized by passivity, immobilization, helplessness and the attitude that "somebody must do something" - thus an external focus of control The action referred to at the outset will be aimed at training /influencing people to take/claim control for themselves - thus an internal focus of control.

J2

0213 The leading figures from the various sectors - education, industry, public sector. If these people are seen to be positive and of one mind, they will create and atmosphere where others will follow. It will necessitate them to have a clear and well defined vision of where they are headed.

J3

0214 In the first instance they should have a change of heart.Change start within the individual In the second instance they should get together and formulate a clear vision culminating in specific goals and plans of action which are described in positive and concrete terms and are written into a time bound schedule.

J4

0221 I could like to help / improve cooperation in causation in the Vaal Triangle Cooperation is necessary in order to use the local resources in the most effective way Cooperation will benefit the learners in the Vaal Triangle They will be able to proceed on a career path.

J5

0222 Improving education and providing education for all will contribute Education forms the basis of all development and is a prerequisite for training in the industry and business.

J6

0223 Management of educational institutions and of industry and business It is the responsibility of educational managers to see to it that the mission of education in the Vaal Triangle is achieved.

J7

0224 Improve education at classroom level in the classroom or in the training centre.

J8

0231 I think that education must start at school level to really make a positive change Pupils must start to think in terms of the practical work outside not only the theory I will try to link the theory and practice at school level already to give them a better view of what it is all about.

J9

0232 Take pupils to industries, where they can see the real thing Let them create things by using their own initiative to develop themselves Concentrate on the Business World by learning them about entrepeneurship and let them practice it by creating new things.

K1

0233 It must start in the schools The teachers must initiate it Pupils self must initiate new actions They must be involved in this whole new change in education Because they are the future.

K2

0234 Firstly should the teachers get involved with his subject - what can he/she do to link the theory with practice For example Accounting - why don't the teachers take them to a firm and let the people there explain to them why do they keep financial records, how do they do it In this way pupils can really understand what the subject is all about and why this subject is important for the future.

K3

0241 As a consulting engineer (electrical) I am already involved in several projects where positive development take place (schools, Technikon, Business etc) In addition we contribute towards training and education, transfer of basic skills in our field, job creation and business development We will endeavour to continue our support towards positive change.

K4

0242 In the first instance it is essential to uplift the general community to a higher level of civilisation by means of education and training opportunities Secondly job creation is of vital importance and business opportunities should be stimulated (tax incentives etc) Thirdly crime levels must be reduced to create a climate of peace and prosperity.

K5

0243 It is the responsibility of every inhabitant of the region to do whatever he/she can to contribute towards positive change No action, however insignificant it may seem , should be disregarded We need to adopt ourselves to a positive way of living in all spheres of life and spread this culture to all fellow citizens.

K6

0244 Everyone should in the first instance commit himself to positive change The rest should follow automatically ie seeking opportunities to implement the action necessary to bring about positive change, whether it be in a occupation, at home, in my social contact with people, wherever.

K7

0251 Be positive and not part of the problem Influence others - positively To be a change agent To see opportunities and grab them (replace problems with opportunities) Help to educate positively.

K8

0252 To bring togehter all the role players and allow people to speak their mind - listen carefully - respect the other parties viewpoint and contribute to positive change.

K9

0253 Educational institutions are the most acceptable bodies for this role - because of their neutral ground or standpoint Could be facilitators within the workplace.

L1

0254 Invite all walks of life - peole with influence Open agenda discussions Simposiums with actual "matters of the day" Professional facilitators in the leading role.

L2

0261 In order to empower people to enable them to be responsible towards themselves and others I could encourage them to use

opportunities to get literate and see to it that financial help is also offered to them.
L3
0262 The change of mind sets more especially in people who are in control of resources to the extent they see their actions not as doing a favour but of being responsible.
L4
0263 Everyone involved should initiate the process eg government, non-government organisations, commitees "black and whites" Africans since these affect all of us,presently and in the future.
L5
0264 (i) Conscientize people about the need and step to be taken   (ii) Invulcate the need for positive vision (iii) Provide necessary machinery and resources needed to realise the vision.
L6
0271 I can become involved by (i) becomming a member of TLC (ii) Community involved groups eg churches, welfare, organisations (iii) Discussing problems with residents in my town (iv) Visiting other communities and learning from them (v) Working hard and being positive (vi) Selling the Vaal Triangle.
L7

L8
0272 (i) A real effort to put theories into practice (ii) Available money or resources chanelled into existing structures and not always creating new ones (iii) Hard work a looking forward (vi) Competitiveness and good consumer services (v) Combined undertaking of labour, industry, community to put the combined interest first.
L9
0273 It would be easiest for existing structures ie commitee, industry, TLC, NGO's etc Individuals could be invited to give inputs.
M1
0274 Have a joint planning session Draw up a plan of action including research Set target dates to implement projects Set target dates to achieve results.
M2
0281 Companies should join hands with other organisations to address identified problems and find solutions Responsibilities lie with each individual and not with government only.
M3
0282 We must get involved as individuals to tackle community issues on the list Our responsibility does not only lie with ourself, but in the community as well.
M4
0283 Form joint ventures with NGO's Local and Central government, other businesses and in this way through cohesive drive threats and utilise opportunities in the Vaal Triangle.
M5
0284 Set up joint forums, Company individuals must serve on the management commitees of community organisations and in this way create one common objective.
M6
0291 Ek assosieer baie met burgermeester Yunus Chamda se stelling om self meer positief teenoor "The Vaal" te raak Ek voel dat ek meer positief moet praat en amper soos die Amerikaners 'n gevoel van patriotisme moet/kan ontwikkel Hiermee kan ek meer betrokke raak by mense, gebeurtenisse ens in ons area en dalk self ook bydraes lewer.

M7

0292 Begin in jouself, vriendekring en familie om positiewe kommentaar oor jou area te versprei Soek besigheidsgeleenthede om sodoende jouself en ander werkloses te akkomodeer Ek hou ook van die voorstel om jou eie huishulp/ die na aan jou te probeer help met alledaagse aktiwiteite soos bv, praat, lees ens Weet wat doen jou plaaslike regeringsmense vir ontwikkeling in jou streek, ondersteun hul en gee volle samewerking.

M8

0293 Begin by jouself, natuurlik owerhede en kenners Positiewe benadering Sien realiteite, werk ondersteunend en wees bereid om te "compromise".

M9

0294 Wees ingelig Moenie wag vir inligting nie, soek antwoorde Neem alle omstandighede in ag Wees konsidererend.

N1

0301 Start by being proud of our region A lot of negativism is associated with the Vaal Triangle; we can start to change that. A whole lot of good is already being done in the Vaal Triangle people just need to hear about it, and talk about it Start at your home from there it will grow.

N2

0302 Change people's attitudes and perceptions. Try to make them see that by thinking differently – and more positively – they can also influence others to see things in a more positive light. Teach people to help themselves; teach them to be self-sustainable, accountable. To accept responsibility and ownership.

N3

0303 It should be a joint effort; everyone should be involved. It should be seen as each one of us' responsibilities from government to business, community leaders individuals etc.

N4

0304 Try to give each one the best possibilities to lead a full life create jobs, educate them, teach them to take care of themselves let them pay for their services etc.

N5

0311 To participate in the community projects and coming with positive ideas in order to enhance changes in the Vaal Triangle Be active to discourage any discriminatory actions within our communities.

N6

0312 Leaders to make sure that they work hand in hand with the community in any actions which they are of community interest.

N7

0313 Every member of the community should initiate these actions with the proper consultation with leaders in their communities.

N8

0314 (i) Analyse the situation   (ii) Propose action   (iii) Participate in the proposed actions and steps   (iv) Accept some other people's ideas.

N9

0321 Firstly: be positive, secondly send out a positive message Don't be afraid of change and bring about change even in small things where necessary.

O1

0322 Economic improvement for as many people as possible A culture of "neighbourliness" must be promoted People must be geared to accept responsibility for own actions improve own situation.

O2

0323 Everyone leaving this conference can send the message out to the community People (representatives) must think and act individually; not always wait for a group to do something In such a way companies groups etc can be influenced.
O3
0324 Talk to other people; start with some project (however small) to improve and uplift the community Stay positive even through difficulties.
O4
0331 (i) I can tell management to stop discriminating against union at the company   (ii) I can work smarter not harder   (iii) Be more assertive in my every day performance.
O5
0332 (i) Stop talking do something   (ii) Listen to the man on the "floor" and implement his suggestions   (iii) Give everybody in the workplace a feeling of security and "belonging to"   (iv) Sharing in profits of the company   (v) Management must start to listen to their employees and "hear" what they say.
O6
0333 (i) Managers at different companies together with the man on the "floor"   (ii) Local authorities - listen to what they say.
O7
0334 (i) Listen to the people - get together in small groups   (ii) Local Authorities to meet the companies - talk to people - get to know the people who have an influence and "feels" the pain - the ordinary worker and citizen   (iii) Stop discrimination especially with the payment of rates and taxes   (vi) Include the youths in decision-making before implementation.
O8
0341 To start testing people and their ideas Especially the Government of the day To stop being a racist (I never was one) These days I start wondering about myself? Why should I be punished for things I didn't support during the Apartheid era.
O9
0342 There should be no hidden agendas Develop mutual trust Stop concentrating on the past and blaming all our problems on the sins of our fathers Start thinking ahead Stop looking only after ourselves, and our own needs Especially the politicians Every train should be stopped in its tracks.
P1
0343 (i) All our nation.Not only one race, creed or sex   (ii) The press, both local and national can do a great deal to help Stop criticizing based on political agendas Start reporting on the positive aspects.
P2
0344 (i) See 0342 The press can fulfill a major positive, or negative roll in this regard   (ii) People, the so called disadvantaged group, should try to understand that the whites did not steal the country from them We all belong here as South Africans, (Not blacks, whites, Indians, coloured, etc)   (iii) Stop the waste of money.
P3
0351 Promote affirmative action but bear capability of persons in mind Propagate employment of service fees etc Suggest self-help schemes to industries.
P4

0352 If people change to a payment concept money will become available
for enforcing service facilities and conditions in under developed
areas.
P5
0353 The elected councilors should take action in their areas onwards
and not be scared by the possibility of becoming unpopular with their
constituency.
P6
0354 Make sure that they are seen as their leaders and not placement
puppets by their party Telling people why they should make the
sacrifice.
P7

Q1
Firstly be positive yourself and be proud of the Vaal Triangle. I am a
responsible person and must take initiative. I cannot wait for others -
such as the government - to implement actions necessary to bring about
positive change. I can start at home, in my social contact with people,
in my occupation! By being positive, and committing myself to positive
change, I can contribute to the region of the Vaal Triangle. I must
talk about the good that is already being done in our region and
motivate others.
Q2
Local business and educational institutions must cooperate in improving
education and reducing illiteracy in the Vaal Triangle. Industries are
in a perfect position to contribute financially to education.
Cooperation can lead to using the local resources in the most effective
way, benefitting the learners in the Vaal Triangle and enabling them to
pursue a career path.
Q3
I can change my perceptions of other groups by actively engaging in
socialization. Building friendships across the colour bar, will teach
us to respect our different languages and cultures. I can get involved
with other people and through visiting other communities, learn from
them. By being involved, I can participate in working towards change
beneficial to the Vaal Triangle.
Q4
A partnership between labour, business and local government is needed
to develop policies and to create a climate conducive to investment,
job creation and growth. Crime must be stopped by strict law enforcing
and by stronger measures ,even the death penalty. More can also be done
for the community if everyone pays for services. Provision of services,
basic education and medical care will then improve. Everybody must be
engaged in fighting crime, paying their dues and encouraging
investment.
Q5
Leaders from education, industry and the public sector need to be
positive and cooperate to create a climate of prosperity. Others will
follow to contribute towards positive change. Better education for all
is a prerequisite to development. Furthermore job creation and business
development are vital. Reducing crime levels is also a must towards
creating a climate of peace and prosperity.
Q6
We must demonstrate a positive attitude towards the Vaal Triangle.
Start to communicate to your family and friends in a positive manner
about our region, from there it will grow. Believe and trust in others,

accept responsibility for your own. Have a good value system and
motivate others by your example.
Q7
People of different environments must meet and have open agenda
discussions. Everyone must be allowed to participate in discussions on
actual matters of the day. However, we must not only talk about
changes. Rather, we must identify problems and actions, and follow up
on implementing our ideas.
Q8
Community leaders must actively support implementing projects geared
towards positive change. In fact, they must work hand in hand with the
members of the community. Every member of the community should
participate in projects of community interest. Projects must be
initiated in a professional manner : organize in action teams, use
skilled project managers, combine resources and energy. Feedback to the
masses is important . There must be no discriminating between different
social and racial groups, because change can only be positive if it is
for all.
Q9
Different groups must really listen to each other and be lenient
towards each other.Management especially, musst listen to the ordinary
workers and try to understand their feelings. We need to accept
individuals and their cultural backgrounds.
R1
We must improve the standard of education. People must have the
opportunity to empower themselves by being trained in basic skills as
well as higher thinking and life skills. Technology should be employed
in education and training.
R2
To participate in positive change, all individuals should in the first
instance have a change of heart. During a joint planning session they
should decide upon specific goals and a plan of action, including
research. They must cooperate to implement the actions within a certain
time frame and be committed to bring about visible change.
R3
Labour, industry and the community must cooperate and put common
interests first. Training must be available to all. Industry is in the
perfect position to fund education. Tertiary education institutions can
supply facilities and expertise.
R4
Unemployment leads to crime, lack of self-esteem and suicide. Therefore
we need to promote job creation. We can encourage the development of
small businesses. This means motivating individuals and training them
in entrepreneurship. The training needs to be funded and must be done
by experts. Entrepreneurs must also be assisted by providing premises
and loans at low interest rates. We must also attract investors to the
Vaal Triangle.
R5
Everyone must be involved in tackling community issues and bringing
about positive change in the Vaal Triangle. Joint forums must incude
members of the community, business and government, working towards a
common objective. An individual's responsibility does not only lie
within himself, but in the community as well.
R6
To really have an impact on positive change, education must improve at
school level. Teachers must be involved and link theory to practice.
Pupils must be guided to understand what their subjects are really

about. Career guidance must be geared to meet tecnical and industrial needs. We must involve our youth because they are the future.

R7

Change in the Vaal Triangle must be visible. Change must be initiated only if it could result in uplifting the people and if the necessary funds would be available for visible implementation. We must all participate, even if only in a small way. Change must be for all, without any discrimination, to be positive. The media must be encouraged to report positively on the Vaal Triangle.

S1

Local business, educational institutions, labour and the community must cooperate in improving education and providing training to all in the Vaal Triangle. Already at school level, industrial needs must be taken into account. Other training programs must also be geared towards these needs to enable learners to pursue a career path. To participate in improving education, business can provide funding ; the educational institutions facilities and expertise.

S2

We must be positive about the Vaal Triangle, demonstrating this mindset among family, friends and colleagues. Each of us must accept the responsibility of contributing to the development of the region on own initiative,thereby motivating others.

S3

All the people of the Vaal Triangle must participate in positive change. We must work hand in hand to implement agreed upon action plans, resulting in visible change for all within a certain time frame.

S4

The community, business, labour and local government must cooperate to create a climate of prosperity and development. Such a climate will be conducive to investment, small business development and job creation. However, the current unemployment leads to crime and deteriorates our quality of life. Reducing crime levels is therefore an absolute must.

S5

We need to understand each other. Building friendships across the colour bar, will lead to mutual trust. By communicating in a positive manner, we'll learn to respect our different cultural backgrounds.

TREE OF GESTALTS

WORKSHOP

Diagram: Be positive → Hand in hand (Talk and act, Community initiative, Change of heart, Visible change); Spread the message (Positive myself, Motivate others); Understand each other (Across the colour bar, Listen to each other). Our responsibility → Improve education (Benefit the learners, Common interests, Empower by education, Involve youth); Climate of prosperity (Partnership, Joint forums, Job creation, Leaders).

ORIGINAL RESPONSES

Be positive
We must all be positive about the Vaal Triangle and demonstrate this mindset among all our people.

	3	2	2	2	2
Hand in hand	positive		Vaal_Triangle	action	participate
Spread the message	positive	friendship	Vaal_Triangle	action	participate
Understand each other	positive	friendship			

Hand in hand
All the people of the Vaal Triangle must participate in positive change. We must work hand in hand to implementagreed upon action plans, resulting in visible change for all within a certaintime frame.

Spread the message
We must be positive about the Vaal Triangle, demonstrating this mindset among family, friends and colleagues. Each of us must accept the responsibility of contributing to the development of the region on own initiative, thereby motivating others.

Understand each other
We need to understand each other. Building friendships across the colour bar, will lead to mutual trust. By communicating in a positive manner, we'll learn to respect our different cultural backgrounds.

Our responsibility
We must all accept the responsibility to cooperate in creating a climate of prosperity in the Vaal Triangle.

	3	2	2	2	2	2
Improve education	participate		community	funding	business	Vaal_Triangle
Climate of prosperity	participate	development	community	funding	business	
Spread the message	participate	development				Vaal_Triangle

Improve education
Local business, educational institutions, labour and the community must cooperate in providing training to all in the Vaal Triangle. Already at school level, industrial needs must be taken into account. Other training programs must also be geared towards these needs to enable learners to pursue a career path. To participate in improving education, business can provide funding: the educational institutions facilities and expertise.

Climate of prosperity
The community, business, labour and local government must cooperate to create a climate of prosperity and development. Such a climate will be conducive to investment, small business development and job creation. However, the current unemployment leads to crime and deteriorates our quality of life. Reducing crime levels is therefore an absolute must.

Spread the message
We must be positive about the Vaal Triangle, demonstrating this mindset among family, friends and colleagues. Each of us must accept the responsibility of contributing to the development of the region on own initiative, thereby motivating others.

Hand in hand

All the people of the Vaal Triangle must participate in positive change. We must work hand in hand to implementagreed upon action plans, resulting in visible change for all within a certaintime frame.

	4	4	4	3	3	2	2	2	2	2	2	2	2
Talk and act	action	Participate	implement		practice							meet	different
Community initiative	action	Participate	implement	positive			members	communication	discrimination	change	co-operate		different
Change of heart	action	Participate	implement	positive	practice	visible	members			change	co-operate	meet	
Visible change	action	Participate	implement	positive	practice	visible		communication	discrimination				

Talk and act

People of different environments must meet and have open agenda disscussions. Everyone must be allowed to participate in discussions on matters of the day. However, we must not only talk about changes. Rather, we must identify problems and actions, and follow up on implementing our ideas.

Community initiative

Community leaders must actively support implementing projects geared towards positive change. In fact, they must work had in hand with the members of the community. Every member of the community should participate in projects of community interest. Projects must be initiated in a professional manner, organise in action teams, use skilled project managers, combine resources and energy. feedback to the masses is important. There must be no discriminating between different social and racial groups, because change can only be positive if it is for all.

Change of heart

To partcipate in positive change, all individual should in the first instance have a change of heart. During a joint planning session they should decide upon specific goals and a plan of action, including research. they must cooperate to implement the actions within a certain time frame and be committed to bring about visible change.

Visible change

Change in the Vaal Triangle must be visible. Change must be initiated only if it could result in uplifting the people and if the necessary funds would be available for visible implementation. We must all participateeven if only in a small way. Change must be for all, without any discrimination, to be positive. The media must be encouraged to report positively on the Vaal Triangle.

Spread the message
We must be positive about the Vaal Triangle, demonstrating this mindset among family, friends and colleagues. Each of us must accept the responsibility of contributing to the development of the region on own initiative, thereby motivating others.

	3	3	2	2	2	2	2	2	2	2	2	2
Positive myself	Vaal_Triangle	other			action	social	participating	communication	home	positive	motivated	change
Motivate others	Vaal_Triangle	other	mind set	friend ship	action			communication	home	positive	motivated	
Across the colour bar	Vaal_Triangle	other	mind set	friend ship		social	participating					change

Positive myself
Firstly be positive yourself and be proud of the Vaal Triangle. I am a responsible person and must take iniative. I cannot wait for others (such as the government) to implement actions necessary to bring about positive change. I can start at home, in my social contact with people, in my occupation! By being positive,and commiting myself to positive change, I can contribute to the region of the Vaal Triangle. I must talk about the good that is already being done in our region and motivate others.

Motivate others
We must demonstrate a positive attitude towards the Vaal Triangle. Start to communicate to your family and friends in a positive manner about our region, from there it will grow. Believe and trust in others, accept responsibility for your own. Have a good value system and motivate others by your example.

Across the colour bar
I can change my perception of other groups by actively engaging in socialisation. Building relationships across the colour bar, will teach us to respect our different languages and cultures. I can get involved with other people and through visiting other communities, learn from them. By being involved, I can participate in working towards change beneficial to the Vaal Triangle.

Understand each other

We need to understand each other. Building friendships across the colour bar, will lead to mutual trust. By communicating in a positive manner, we'll learn to respect our different cultural backgrounds.

	3	2	2	2	2	2	2	2	2
Listen to each other	other					groups	commun ication	underst and	cultures
Across the colour bar	other	mindset	friends	Vaal_Tri angle	positive	groups			cultures
Motivate others	other	mindset	friends	Vaal_Tri angle	positive		commun ication	underst and	

Listen to each other

Different groups must really listen to each other and be lenient towards each other. Management especially, must listen to the ordinary workers and try to understand their feelings. We need to accept individuals and their cultural backgrounds.

Across the colour bar

I can change my perception of other groups by actively engaging in socialisation. Building relationships across the colour bar, will teach us to respect our different languages and cultures. I can get involved with other people and through visiting other communities, learn from them. By being involved, I can participate in working towards change beneficial to the Vaal Triangle.

Motivate others

We must demonstrate a positive attitude towards the Vaal Triangle. Start to communicate to your family and friends in a positive manner about our region, from there it will grow. Believe and trust in others, accept responsibility for your own. Have a good value system and motivate others by your example.

Improve education
Local business, educational institutions, labour and the community must cooperate in providing training to all in the Vaal Triangle. Already at school level, industrial needs must be taken into account. Other training programs must also be geared towards these needs to enable learners to pursue a career path. To participate in improving education, business can provide funding: the educational institutions facilities and expertise.

	4	3	3	2	2	2	2	2
Benefit the learners	education	tertiary	improve		career	cooperate	funding	business
Common interests	education	tertiary		training		cooperate	funding	business
Empower by education	education		improve	training				
Involve youth	education	tertiary	improve		career			

Benefit the learners
Local business and educational institutions must cooperate in improving education and reducing illiteracy in the Vaal Triangle. Industries are in a perfect position to contribute financially to education. Co-operation can lead to using the local resources in the most effective way, benefitting the learners in the Vaal Triangle and enabling them to pursue a career path.

Common interests
Labour, industry and the community must cooperate and put common interests first. Training must be available to all. Industry is in the perfect position to fund education. Tertiary education institutions can supply facilities and expertise.

Empower by education
We must improve the standard of education. People must have the opportunity to empower themselves by being trained in basic skills as well as higher thinking and life skills. Technology should be employed in education and training.

Involve youth
To really have an impact on positive change, education must improve at school level. Teachers must be involved and link theory to practice. Pupils must be guided to understand what their subjects are really about. Career guidance must be geared to meet technical and industrial needs. We must involve our youth because they are the future.

Climate of prosperity

The community, business, labour and local government must cooperate to create a climate of prosperity and development. Such a climate will be conducive to investment, small business development and job creation. However, the current unemployment leads to crime and deteriorates our quality of life. Reducing crime levels is therefore an absolute must.

	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2
Partnership	development	business	crime	participate	job_creation					cooperate	create	responsibility	training	investment	community	climate
Joint forums		business		participate			change	Vaal_Triangle	positive			responsibility			community	
Job creation	development		crime		job_creation	entrepreneurship		Vaal_Triangle					training	investment		
Leaders	development	business	crime	participate	job_creation	entrepreneurship	change		positive	cooperate	create					climate

Partnership

A Partnership between labour, business and local government is neede to develop policies and to create a climate conducive to investment, job creation and growth. Crime must be stopped by strict law enforcing and by stronger measures even the death penalty. More can also be done for the community if everyone pays for services. Provision of services, basic education and medical care will then improve. Everybody must be engaged in fighting crime, paying their dues and encouraging investment.

Joint forums

Everyone must be involved in tackling community issues and bringing about positive change in the Vaal Triangle. Joint forums must include members of the community, business and government, working towards a common objective. An individual's responsibility does not only lie within himself, but in the community as well.

Job creation

Unemployment leads to crime, lack of self-esteem and suicide. Threfore we need to promote job creation. We can encourage the development of small businesses. This means motivating individuals and training them in entrepreneurship. The training needs to be funded and must be done by experts. Entrepreneurs must also be assisted by providing premises and loans at low interest rates. We must also attract investors to the Vaal Triangle.

Leaders

Leaders from education, industry and the public sector need to be positive and cooperate to create a climate of prosperity. Others will follow to contribute towards positive change. Better education for all is a prerequisite to development. Furthermore job creation and business development are vital. Reducing crime levels is also a must towards creating a climate of peace and prosperity.

Talk and act

People of different environments must meet and have open agenda disscussions. Everyone must be allowed to participate in discussions on matters of the day. However, we must not only talk about changes. Rather, we must identify problems and actions, and follow up on implementing our ideas.

	3	3	2	2	2	2
C8		implement				change
F3	discussion	implement		action	problems	
D1	discussion	implement	open	action	problems	change
L1	discussion		open			

C8
072 Bring people together of different environments - like today To put their ideas on paper - follow up on that and implement the changes instead of just talking about it.

F3
0124 (i) The existing forums or initiators should invite other parties to be part and parcel of forum (ii) By identifying problem and action (iii) They should late discuss with government in order to implement it of revised.

D1
074 As mentioned above - they must implement the changes and not just discuss them. Also they have to constantly keep on looking for new ideas for change and be open for discussion on all issues.

L1
0254 Invite all walks of life - peole with influence Open agenda discussions Simposiums with actual "matters of the day" Professional facilitators in the leading role.

Community initiative

Community leaders must actively support implementing projects geared towards positive change. In fact, they must work had in hand with the members of the community. Every member of the community should participate in projects of community interest. Projects must be initiated in a professional manner, organise in action teams, use skilled project managers, combine resources and energy. feedback to the masses is important. There must be no discriminating between different social and racial groups, because change can only be positive if it is for all.

	6	6	4	3	3	2	2	2	2	2
D8	action	community	leaders	change	positive					co-operate
I4	action	community	leaders	change	positive			discrimination	Vaal_Triangle	
N5	action	community		change	positive		participating	discrimination	Vaal_Triangle	
C2	action	community				self	participating			
N6	action	community	leaders							co-operate
N7	action	community	leaders			self				

D8
093 Leaders of community must give positive support publicly. Organize in action teams to implement projects - use competent and skilled project managers. Use skilled organizers. Combine resources and energy. Facilitate change processes professionally.

I4
0194 Communicate on day to day issues that is important to the masses Give themselves out as trustworthy leaders and government Make the people believe in their actions for change for the Vaal Triangle Take responsibility for their actions Only initiate change when it is possible by means of uplifting of peoples and when the necessary funds are available Try not to discriminate between the different social and racial groups living in the Vaal Triangle The steps for change must be for all Then it will be positive, and the Vaal Triangle will be in the future a transformation example.

N5
0311 To participate in the community projects and coming with positive ideas in order to enhance changes in the Vaal Triangle Be active to discourage any discriminatory actions within our communities.

C2
054 Active participation by each employee or person of the community.

N6
0312 Leaders to make sure that they work hand in hand with the community in any actions which they are of community interest.

N7
0313 Every member of the community should initiate these actions with the proper consultation with leaders in their communities.

Change of heart

To partcipate in positive change, all individual should in the first instance have a change of heart. During a joint planning session they should decide upon specific goals and a plan of action, including research. they must cooperate to implement the actions within a certain time frame and be committed to bring about visible change.

	4	2	2	2	2	2	2
M1	time_frame				meeting	action	planning
J3	time_frame	vision	mindset	change	meeting	action	planning
B3	time_frame	vision					
F8	time_frame		mindset	change			

M1
0274 Have a joint planning session Draw up a plan of action including research Set target dates to implement projects Set target dates to achieve results.

J3
0214 In the first instance they should have a change of heart.Change start within the individual In the second instance they should get together and formulate a clear vision culminating in specific goals and plans of action which are described in positive and concrete terms and are written into a time bound schedule.

B3
034 Work together and set missions and values which are obtainable with reasonable time limits.

F8
0141 The first thing that is needed is to preach the gospel of changing the mindset of the people towards change. Secondly strive to get declared commitment from the people to be part of a changing society. Thirdly strive to protect those changes for the future generation. Lastly to put into practice by putting forward the time frame for visibility of those anticipated changes.

Visible change
Change in the Vaal Triangle must be visible. Change must be initiated only if it could result in uplifting the people and if the necessary funds would be available for visible implementation. We must all participateeven if only in a small way. Change must be for all, without any discrimination, to be positive. The media must be encouraged to report positively on the Vaal Triangle.

	4	3	3	2	2	2	2	2	1	1	1	1	1	1	1	1
P1	visibility		positive				media	discrimination	political	criticizing						
F8	visibility	change							time_frame	practice	future	protect	society	people	commitment	mindset
I4	visibility	change	positive	community	communication	Vaal_Triangle		discrimination	example	race	different	social	funding	responsibility	action	leaders
O3	visibility		positive	community	communication				small	development	projects					
G4		change				Vaal_Triangle	media		accept	debate	RDP	workshops	participating	self-centred		

P1
0343 (i) All our nation.Not only one race, creed or sex   (ii) The press, both local and national can do a great deal to help Stop criticizing based on political agendas Start reporting on the positive aspects.

F8
0141 The first thing that is needed is to preach the gospel of changing the mindset of the people towards change. Secondly strive to get declared commitment from the people to be part of a changing society. Thirdly strive to protect those changes for the future generation. Lastly to put into practice by putting forward the time frame for visibility of those anticipated changes.

I4
0194 Communicate on day to day issues that is important to the masses Give themselves out as trustworthy leaders and government Make the people believe in their actions for change for the Vaal Triangle Take responsibility for their actions Only initiate change when it is possible by means of uplifting of peoples and when the necessary funds are available Try not to discriminate between the different social and racial groups living in the Vaal Triangle The steps for change must be for all Then it will be positive, and the Vaal Triangle will be in the future a transformation example.

O3
0324 Talk to other people; start with some project (however small) to improve and uplift the community Stay positive even through difficulties.

G4

0152 Accepting that change is really upon us By not making yourself an island (self-centred) By participating in workshops that initials RDP Encouraging debate around this topic Encouraging newspapers to write more about Vaal Triangle.

Positive myself
Firstly be positive yourself and be proud of the Vaal Triangle. I am a responsible person and must take iniative. I cannot wait for others (such as the government) to implement actions necessary to bring about positive change. I can start at home, in my social contact with people, in my occupation! By being positive,and commiting myself to positive change, I can contribute to the region of the Vaal Triangle. I must talk about the good that is already being done in our region and motivate others.

	7	5	4	4	3	2	2	2	2	2	2	2	2
A1	self	positive		action	responsibility						not_government	motivated	mindset
N1	self		change	action				home	negative	Vaal_Triangle			
C7	self	positive	change		responsibility		leaders		negative			motivated	
A3	self			action	responsibility		leaders				not_government		
I5	self	positive	change			contribute							mindset
K6	self	positive	change	action				home					
M6	self	positive				contribute				Vaal_Triangle			

A1
011 Market a positive mindset which includes accountability Motivation (1) I can NOT you or Government can   (2) Mind over matter always succeeds   (3) Doing is better than speculating   (4) Responsibility can be passed on (we can), Accountability not (I have to)   (5) Help myself remains the best policy.

N1
0301 Start by being proud of our region A lot of negativism is associated with the Vaal Triangle; we can start to change that. A whole lot of good is already being done in the Vaal Triangle people just need to hear about it, and talk about it Start at your home from there it will grow.

C7
071 Firstly be positive yourself How can anybody be motivated by a negative person Take leadership in being about the changes instead of waiting for somebody to start first.

A3
013 I should (1) It's my responsibility (2) No institution or government knows my wishes - I have to make the initiative known (3) I elect the government to lead me - not to force me (4) I am a responsible person - I have to take action.

I5
0201 Soos vorige sprekers reeds aangetoon het moet verandering in denke en houdings eerstens by myself begin 'n Positiewe houding op 'n wye spektrum Deur so 'n ingesteldheid kan ander persone beïnvloed word om positief te verander Veral as jy in 'n bestuursposisie funksioneer Positiewe ingesteldheid.

K6

0244 Everyone should in the first instance commit himself to positive change The rest should follow automatically ie seeking opportunities to implement the action necessary to bring about positive change, whether it be in a occupation, at home, in my social contact with people, wherever.

M6

0291 Ek assosieer baie met burgermeester Yunus Chamda se stelling om self meer positief teenoor "The Vaal" te raak Ek voel dat ek meer positief moet praat en amper soos die Amerikaners 'n gevoel van patriotisme moet/kan ontwikkel Hiermee kan ek meer betrokke raak by mense, gebeurtenisse ens in ons area en dalk self ook bydraes lewer.

Motivate others

We must demonstrate a positive attitude towards the Vaal Triangle. Start to communicate to your family and friends in a positive manner about our region, from there it will grow. Believe and trust in others, accept responsibility for your own. Have a good value system and motivate others by your example.

	6	4	4	2	2
D6	self	Vaal_Triangle	positive		ethics
M8	self		positive		
M6	self	Vaal_Triangle	positive		
M7	self	Vaal_Triangle	positive	home	
A2	self				ethics
N1	self	Vaal_Triangle		home	

D6

091 Demonstrate positive attitude Be an example of a good value system and ethics Point out and live the Vaal Triangle vision Encourage those that want to help themselves Believe and trust in people Stop criticizing everything.

M8

0293 Begin by jouself, natuurlik owerhede en kenners Positiewe benadering Sien realiteite, werk ondersteunend en wees bereid om te "compromise".

M6

0291 Ek assosieer baie met burgermeester Yunus Chamda se stelling om self meer positief teenoor "The Vaal" te raak Ek voel dat ek meer positief moet praat en amper soos die Amerikaners 'n gevoel van patriotisme moet/kan ontwikkel Hiermee kan ek meer betrokke raak by mense, gebeurtenisse ens in ons area en dalk self ook bydraes lewer.

M7

0292 Begin in jouself, vriendekring en familie om positiewe kommentaar oor jou area te versprei Soek besigheidsgeleenthede om sodoende jouself en ander werkloses te akkomodeer Ek hou ook van die voorstel om jou eie huishulp/ die na aan jou te probeer help met alledaagse aktiwiteite soos bv, praat, lees ens Weet wat doen jou plaaslike regeringsmense vir ontwikkeling in jou streek, ondersteun hul en gee volle samewerking.

A2

012 Accepting responsibility and accountability for your own: (1) I am responsible for productivity (2) I am responsible for my kids education and training - I will make an input.(3) I am loyal to my company and country (4) I am acquainted with work ethics (5) I am South African.

N1

0301 Start by being proud of our region A lot of negativism is associated with the Vaal Triangle; we can start to change that. A whole lot of good is already being done in the Vaal Triangle people just need to hear about it, and talk about it Start at your home from there it will grow.

Across the colour bar

I can change my perception of other groups by actively engaging in socialisation. Building relationships across the colour bar, will teach us to respect our different languages and cultures. I can get involved with other people and through visiting other communities, learn from them. By being involved, I can participate in working towards change beneficial to the Vaal Triangle.

	4	3	3	3	3	2	2	2	2
C4	friendship		community	involved	culture				training
D3	friendship		community	involved	culture			business	training
L6		Vaal_Triangle	community	involved			positive		
E1	friendship	Vaal_Triangle			culture	participating		business	
M7	friendship	Vaal_Triangle				participating	positive		

C4
062 Respekteer tale en kulture te alle tye Bied klasse in entrepreneurskap aan Raak betrokke in gemeenskap Doen navorsing oor ander inwoners se kulture Maak 'n vriend van iemand met 'n ander kultuur.

D3
082 Building relationships across the colour bar Involving all stake-holders in every initiative that business thinks of embarking on.Reducing the level of crime and starting community policy forums Training or retraining the unemployed towards technical / engineering fields.

L6
0271 I can become involved by (i) becomming a member of TLC (ii) Community involved groups eg churches, welfare, organisations (iii) Discussing problems with residents in my town (iv) Visiting other communities and learning from them (v) Working hard and being positive (vi) Selling the Vaal Triangle.

E1
0101 (1) Work towards changing mindsets of the people to see opportunities in every potential "threat" (2) Change my perception of other groups by actively engage in socialization with these groups (3) Getting involved with business structures and through participation work towards change beneficial to the Vaal Triangle.

M7
0292 Begin in jouself, vriendekring en familie om positiewe kommentaar oor jou area te versprei Soek besigheidsgeleenthede om sodoende jouself en ander werkloses te akkomodeer Ek hou ook van die voorstel om jou eie huishulp/ die na aan jou te probeer help met alledaagse aktiwiteite soos bv, praat, lees ens Weet wat doen jou plaaslike regeringsmense vir ontwikkeling in jou streek, ondersteun hul en gee volle samewerking.

Listen to each other
Different groups must really listen to each other and be lenient towards each other. Management especially, must listen to the ordinary workers and try to understand their feelings. We need to accept individuals and their cultural backgrounds.

	4	3	3	2	2	2	2	2
O7	listen		employee			implement	discrimination	local_government
O6	listen		employee		management			local_government
O5	listen		employee		management	implement		
A9	listen	understand		individual				
I6		understand						
E5		understand		individual			discrimination	

O7
0334 (i) Listen to the people - get together in small groups (ii) Local Authorities to meet the companies - talk to people - get to know the people who have an influence and "feels" the pain - the ordinary worker and citizen (iii) Stop discrimination especially with the payment of rates and taxes (vi) Include the youths in decision-making before implementation.

O6
0333 (i) Managers at different companies together with the man on the "floor" (ii) Local authorities - listen to what they say.

O5
0332 (i) Stop talking do something (ii) Listen to the man on the "floor" and implement his suggestions (iii) Give everybody in the workplace a feeling of security and "belonging to" (iv) Sharing in profits of the company (v) Management must start to listen to their employees and "hear" what they say.

A9
031 Om positief deel te neem / aktief te wees, deel te neem op die arbeidsvloer. Bereid te wees om te luister en nie voorskriftelik te wees nie maar begrip te hê vir mense se gevoelens / probleme.

I6
0202 Verdraagsaamheid - ruimte te laat vir ander Betrokkenheid by hulpprogramme Kwaliteit eienskappe waaroor ek beskik, beskikbaar te stel aan my mede landgenoot Aanbieding van geletterdheidsprogramme Deur opleiding te verskaf aan minderbevoorregtes kan die gaping in rykdom verklein word en so ook sosiale aanpasbaarheid.

E5
0111 I need to understand individuals needs Understand and accept cultural backgrounds Treat each individual fairly Assist individuals in self-development.

Benefit the learners

Local business and educational institutions must cooperate in improving education and reducing illiteracy in the Vaal Triangle. Industries are in a perfect position to contribute financially to education. Cooperation can lead to using the local resources in the most effective way, benefitting the learners in the Vaal Triangle and enabling them to pursue a career path.

	5	4	2	2
G3	education	Vaal_Triangle		help
J4	education	Vaal_Triangle		help
H2	education	Vaal_Triangle		
J6	education	Vaal_Triangle	business	
H9	education		business	

G3

0151 Give myself time every day to import the knowledge that I have in order to uplift those who are illiterate Also volunteer to help in adult basic education in the Vaal if I am qualified.Make follow up to those students that showed interest and willingness, and make a career path for them They in return will also help others.

J4

0221 I could like to help / improve cooperation in causation in the Vaal Triangle Cooperation is necessary in order to use the local resources in the most effective way Cooperation will benefit the learners in the Vaal Triangle They will be able to proceed on a career path.

H2

0171 Contribute in reducing illiteracy in the Vaal Triangle This is important because the majority of our people did not have opportunity to education and therefore cannot follow any career path.

J6

0223 Management of educational institutions and of industry and business It is the responsibility of educational managers to see to it that the mission of education in the Vaal Triangle is achieved.

H9

0184 (i) Form groups for eg in living areas or work from institution/educational centres. (ii) Industries are in a perfect position to contribute financially to education (iii) Financial contribution to individuals as well as the training for specific private businesses (iv) Schemes to contribute to financial support by the metropolitan sub structure.

Common interests

Labour, industry and the community must cooperate and put common interests first. Training must be available to all. Industry is in the perfect position to fund education. Tertiary education institutions can supply facilities and expertise.

	5	5	3	3	2	2
G8	funding	business		training		tertiary
H9	funding	business	community	training		
H5	funding	business		training	facilities	
L8	funding	business	community			
H4	funding	business	community		facilities	tertiary

G8

0162 Strict regulations layered toward technology for admission to higher learning institutions Companies must increase their training budgets and tertiary institutions offering management training for companies must convince companies to send representative races and genders for such training.

H9

0184 (i) Form groups for eg in living areas or work from institution/educational centres. (ii) Industries are in a perfect position to contribute financially to education (iii) Financial contribution to individuals as well as the training for specific private businesses (iv) Schemes to contribute to financial support by the metropolitan sub structure.

H5

0174 (i) Provide facilities for employees and motivate (ii) Organize workshops and short courses (iii) Give sponsorships and bursaries.

L8

0272 (i) A real effort to put theories into practice (ii) Available money or resources chanelled into existing structures and not always creating new ones (iii) Hard work a looking forward (vi) Competitiveness and good consumer services (v) Combined undertaking of labour, industry, community to put the combined interest first.

H4

0173 (i) Industries (ii) Community leaders (iii) Education Centres (Technicons and Universities) Industries can assist with funds and facilities Community leaders can communicate with people Technicons have expertise.

Empower by education
We must improve the standard of education. People must have the opportunity to empower themselves by being trained in basic skills as well as higher thinking and life skills. Technology should be employed in education and training.

	4	3	2	2
J7	training	education		
H3	training		self	life_skills
I9	training	education	self	
H7	training	education		life_skills

J7
0224 Improve education at classroom level in the classroom or in the training centre.

H3
0172 Establishment of adult learning centres Organization of training courses Teaching of life-skills so that people can help themselves.

I9
0211 I can become involved in creating the opportunities for people to empower themselves.These opportunities will consist of training people in higher thinking skills, rather than basic skills.I can encourage the implementation of (electronic) technology towards the aims of education and training.

H7
0182 (i) Work to help against poverty and homeless and unemployment (ii) Higher the standard of education - teachers higher qualifications (iii) Initiate private business sectors (iv) Adult Basic Education - to better qualifications.

Involve youth
To really have an impact on positive change, education must improve at school level. Teachers must be involved and link theory to practice. Pupils must be guided to understand what their subjects are really about. Career guidance must be geared to meet technical and industrial needs. We must involve our youth because they are the future.

	4	3	2	2	2	2	2
J8	schools	education				theory	change
K1	schools	education	future	involved	teachers		change
G7	schools						
J7	schools	education					
K2			future	involved	teachers	theory	

J8
0231 I think that education must start at school level to really make a positive change Pupils must start to think in terms of the practical work outside not only the theory I will try to link the theory and practice at school level already to give them a better view of what it is all about.

K1
0233 It must start in the schools The teachers must initiate it Pupils self must initiate new actions They must be involved in this whole new change in education Because they are the future.

G7
0161 Introduce career guidance for schools driven by industry to give appropriate direction for students to meet technical and industrial needs.Setting on the wrong foot with the government and industry money, time and high productivity Help improve school management with resources eg computers and effective management retraining.

J7
0224 Improve education at classroom level in the classroom or in the training centre.

K2
0234 Firstly should the teachers get involved with his subject - what can he/she do to link the theory with practice For example Accounting - why don't the teachers take them to a firm and let the people there explain to them why do they keep financial records, how do they do it In this way pupils can really understand what the subject is all about and why this subject is important for the future.

Partnership

A Partnership between labour, business and local government is neede to develop policies and to create a climate conducive to investment, job creation and growth. Crime must be stopped by strict law enforcing and by stronger measures even the death penalty. More can also be done for the community if everyone pays for services. Provision of services, basic education and medical care will then improve. Everybody must be engaged in fighting crime, paying their dues and encouraging investment.

	6	5	4	3	2	2	2	2	2	2	2	2
B5	services	pay	crime	legislation					education	development	job_opportunities	investment
N4	services	pay							education		job_opportunities	
P4	services	pay										
B7	services	pay	crime	legislation				economic				
E2	services	pay	crime	legislation	local_government	business	training					
E9	services		crime		local_government	business	training	economic		development		investment

B5
042 (1) Stop crime by stronger measures   (2) Get investment for creation of work and growth   (3) Everybody pays for what he uses   (4) Innovate new ideas - start own business   (5) Equal education for everybody.

N4
0304 Try to give each one the best possibilities to lead a full life create jobs, educate them, teach them to take care of themselves let them pay for their services etc.

P4
0352 If people change to a payment concept money will become available for enforcing service facilities and conditions in under developed areas.

B7
044 (1) Death penalty   (2) Sound financial rules and crime prevention   (3) Stop supplying services if somebody does not pay for what he uses.

E2
0102 (1) Financially more can be achieved when everybody engage on paying their dues (ie rent, water and electricity etc)   (2) Everybody engage on ridding society of criminal elements   (3) Provision of adequate basic schooling and medical care   (4) Strict law enforcing and clamp down on criminal elements in society   (5) Joint structures between business and local government on what needs to be put into place to ensure that RDP issues are addressed.

E9

0121 We need to form a partnership between labour business and government, it means that to develop economic policy, labour marketing and industrial policy The participation must be encouraged in order to create a conducive climate for investment programs, training programs etc Local government must address the unemployment for services, crime etc.

Joint forums
Everyone must be involved in tackling community issues and bringing about positive change in the Vaal Triangle. Joint forums must include members of the community, business and government, working towards a common objective. An individual's responsibility does not only lie within himself, but in the community as well.

	3	3	2	2	2	2
M3	community	individual			responsibility	involved
N3	community	individual	business	joint	responsibility	involved
M5	community	individual	business	joint		

M3
0282 We must get involved as individuals to tackle community issues on the list Our responsibility does not only lie with ourself, but in the community as well.

N3
0303 It should be a joint effort; everyone should be involved. It should be seen as each one of us' responsibilities from government to business, community leaders individuals etc.

M5
0284 Set up joint forums, Company individuals must serve on the management commitees of community organisations and in this way create one common objective.

Job creation

Unemployment leads to crime, lack of self-esteem and suicide. Threfore we need to promote job creation. We can encourage the development of small businesses. This means motivating individuals and training them in entrepreneurship. The training needs to be funded and must be done by experts. Entrepreneurs must also be assisted by providing premises and loans at low interest rates. We must also attract investors to the Vaal Triangle.

	6	4	3	3	2	2	2	2	2	2	2	2
A8	small _busi ness	job_o pport unitie s										traini ng
B5	small _busi ness	job_o pport unitie s						servic es	pay	invest ment	crime	
D2	small _busi ness	job_o pport unitie s	Vaal_ Trian gle	entre prene urshi p				servic es	pay		crime	traini ng
E6	small _busi ness	job_o pport unitie s	Vaal_ Trian gle	entre prene urshi p			works hops					
E8	small _busi ness				faciliti es	fundi ng	works hops					
F5	small _busi ness		Vaal_ Trian gle	entre prene urshi p	faciliti es	fundi ng				invest ment		

A8
024 Deur meer werksgeleenthede te skep kan oortyd verminder word en derhalwe meer werknemers in diens geneem word. Entrepreneurs (kleinsake) is die antwoord tot werkskepping met die nodige opleiding. Gespesialiseerde persone nodig om die opleiding te verskaf.

B5
042 (1) Stop crime by stronger measures (2) Get investment for creation of work and growth   (3) Everybody pays for what he uses (4) Innovate new ideas - start own business (5) Equal education for everybody.

D2
081 Job creation Since most of our people are without work, these creates crime, lack of self-esteem Little income so leading to frustration and a high rate of suicides in this area No support towards government initiatives eg paying of services We can only achieve job creation through motivating people to starting small businesses, building houses and also training people towards business entrepeneurship.

E6
0112 Establish entrepreneur workshops thus enabling individuals to generate own businesses.Provide means for self-development Recognize individuals skills and talents and help them develop and build on these Create job opportunities by "selling" the Vaal Triangle for its potential.

E8

0114 Once someone has had the vision, the idea needs to be "sold", assistance needs to be recruited, in terms of research, finance, venue The concept must then be advertised Experts in the various fields of small business must be approached to offer services and then the workshops need to begin.

F5
0132 Aksie om klein sake sektor te ontwikkel Oprig van sake/besigheidspersele vir verhuuring teen lae huur kostes Lenings aan entrepeneurs om saak te bevorder (Teen laagste moonlike rente) "Face lift" vir Vaal Driehoek om bestuurders en beleggers te lok Konsentreer op natuurlike bates van area soos Drie Rivere Front.

Leaders
Leaders from education, industry and the public sector need to be positive and cooperate to create a climate of prosperity. Others will follow to contribute towards positive change. Better education for all is a prerequisite to development. Furthermore job creation and business development are vital. Reducing crime levels is also a must towards creating a climate of peace and prosperity.

	5	4	3	3	3	2	2	2	2
J2	education	business				.		create	positive
K4	education	business		job_opportunities	training		crime	create	
J5	education	business	development		training	contribute			
K3	education	business	development	job_opportunities	training	contribute			positive
B5	education		development	job_opportunities			crime		

J2
0213 The leading figures from the various sectors - education, industry, public sector. If these people are seen to be positive and of one mind, they will create and atmosphere where others will follow. It will necessitate them to have a clear and well defined vision of where they are headed.

K4
0242 In the first instance it is essential to uplift the general community to a higher level of civilisation by means of education and training opportunities Secondly job creation is of vital importance and business opportunities should be stimulated (tax incentives etc) Thirdly crime levels must be reduced to create a climate of peace and prosperity.

J5
0222 Improving education and providing education for all will contribute Education forms the basis of all development and is a prerequisite for training in the industry and business.

K3
0241 As a consulting engineer (electrical) I am already involved in several projects where positive development take place (schools, Technikon, Business etc) In addition we contribute towards training and education, transfer of basic skills in our field, job creation and business development We will endeavour to continue our support towards positive change.

B5
042 (1) Stop crime by stronger measures   (2) Get investment for creation of work and growth   (3) Everybody pays for what he uses   (4) Innovate new ideas - start own business   (5) Equal education for everybody.

APPENDIX D

FOLLOWING UP

Potchefstroomse Universiteit
vir Christelike Hoër Onderwys

VAALDRIEHOEKKAMPUS

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OPENBARE BETREKKINGE
Tel　　(016) 807 3181
Faks　　(016) 807 3116
E-Pos　OPBMCS@puknet.puk.ac.za

Me Annemarie Pothas
PU vir CHO (VDK)
Posbus 1174
Vanderbijlpark
1900

29 Oktober 1997

Geagte me Pothas

Vergadering van Menslike Hulpbronbestuurders:　Donderdag, 16 Oktober 1997, Raadsaal, Vaaldriehoekkampus van die PU vir CHO

Hierby ingesluit 'n afskrif van die notule van vermelde vergadering vir u kennisname.

Op versoek van die vergadering, rig ons hiermee 'n vriendelike uitnodiging aan kollegas van ander maatskappye wat nie die afgelope vergadering kon bywoon nie, om 'n aantekening te maak van die datum van ons volgende vergadering, nl. Donderdag, **29 Januarie 1998**.　Die ondersteuning en samewerking van die ander groot maatskappye is dringend noodsaaklik om 'n sukses te maak van die doelwitte soos vervat in die notule.　Sommige van die maatskappye sal reeds sekere interim stappe doen en terugvoering sal tydens dié volgende vergadering gegee word.

Die volgende vergadering sal op dieselfde plek en tyd plaasvind en ons sal weer gesellig saam verkeer na afloop van die vergadering rondom 'n spitbraai langs die rivier.

Vriendelike groete

PROF PJJ PRINSLOO
VISEREKTOR: VAALDRIEHOEKKAMPUS

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Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Vaäldriehoekkampus

OPENBARE BETREKKINGE

BYEENKOMS VAN MANNEKRAGBESTUURDERS: DONDERDAG, 16 OKTOBER 1997 OM 15:00 IN DIE RAADSAAL, VAALDRIEHOEKKAMPUS

NOTULE

1 **VERWELKOMING**

   (a) Piet Prinsloo verwelkom almal teenwoordig.

   (b) 'n Spesiale woord van welkom word gerig aan;

   - Hugo Pienaar wat as fasiliteerder vir die vergadering gaan optree; en

   - Abraham van Zyl as vennoot in die Simposium gedagte.

2 **PRESENSIE**

2.1 Johan Odendaal neem presensie en bevestig die teenwoordigheid van die volgende persone:

	PERSOON	INSTANSIE
1.	Johan de Swart	SAFRIPOL
2.	Sakkie du Plessis	SAFRIPOL
3.	Wikus Ehlers	ISCOR VANDERBIJLPARK
4.	Freddie Fourie	CAPE GATE
5.	Ig Grundlingh	AFRICAN CABLES
6.	Pierre Lucouw	PU VIR CHO VAALDRIEHOEKKAMPUS
7.	Lydia Naudé	PU VIR CHO VAALDRIEHOEKKAMPUS
8.	Johan Odendaal	PU VIR CHO VAALDRIEHOEKKAMPUS
9.	Martin Oosthuyzen	SAMANCOR
10.	Hugo Pienaar	PIENAAR SWART & NKAISENG
11.	Annamarie Pothas	PU VIR CHO VAALDRIEHOEKKAMPUS
12.	Johan Prinsloo	KARBOCHEM
13.	Piet Prinsloo	PU VIR CHO VAALDRIEHOEKKAMPUS
14.	Des Sampson	POLIFIN
15.	Hansie Strauss	EMSA
16.	Johan Swartz	SCN
17.	Christo Teessen	SAMANCOR
18.	Carina van der Westhuizen	PU VIR CHO VAALDRIEHOEKKAMPUS

	PERSOON	INSTANSIE
19.	Pieter van Niekerk	DORBYL
20.	Johan van Rooyen	NATREF
21.	Christo van Wyk	PU VIR CHO VAALDRIEHOEKKAMPUS
22.	Abraham van Zyl	VAALDRIEHOEKUITGEWERS
23.	Hennie Weber	KONSULTANT

2.2   Afwesig met verskoning: Bernard Delport (Iscor), Danie du Toit (OMNIA), Lourens Erasmus, Eddie Lamé en Coenie Nel (Vesco)

3   GOEDKEURING VAN DIE VORIGE NOTULE

Die notule van die simposiumvergadering van 8 September 1997 is ter kennisname aan almal teenwoordig versprei.

4   SAKE VIR BESPREKING

4.1   Die vergadering besluit om informeel te funksioneer en lede sal op voorname aangespreek word.

4.2   Dokumentasie ter inligting

Die volgende dokumente, soos versprei deur Pienaar Swart & Nkaiseng Prokureurs word vlugtig behandel ter agterond inligting:

(a) Change   BYLAE 1

(b) Leadership Deliberation   BYLAE 2

4.3   Doel

Die vergadering **beklemtoon die feit** dat hulle nie wil hê die Vaaldriehoek moet bekend staan as 'n agtergeblewe gebied nie.

Die persone teenwoordig **stel hulle ten doel** om bestuursmatige maatreëls in werking te stel om die streek op te hef en groei te bewerkstellig.

4.4   Identifisering van onderwerpe

Na 'n dinkskrum gehou is word die volgende terme as moontlike onderwerpe **geïdentifiseer**:

- Leierskap
- Samewerking
- Transformasie

Dit **word beklemtoon** dat die drie hand-aan-hand loop - aangesien leierskap benodig word om samewerking en transformasie te kan bewerkstellig **word voorgestel** dat al drie onderwerpe aangespreek sal word.

Kennis word geneem dat transformasie eintlik inisiatief veronderstel. Indien belanghebbendes in die Vaaldriehoek groter en wyer dink sal die doel om groei in die Vaaldriehoek te bewerkstellig, realiseer.

4.5 Huidige probleme

Die volgende sake word geïdentifiseer as huidige gemeenskapsprobleme in die Vaaldriehoek:

(a) Misdaad

(b) Werkloosheid

(c) Opleiding

(d) Negatiewe persepsie

(e) Kommunikasie en vertroue

Die vergadering besluit dat as die Vaaldriehoek aantrekliker voorkom, daar besliste instroming en ontwikkeling sal plaasvind.

Daar word besluit dat besighede kan groei deur saam te staan. Klem sal gelê word op die realiteite naamlik:

- · die huidige besighede in die Vaaldriehoek; asook

- die eiesoortige kultuur in die Vaaldriehoek.

4.6 Samevatting

4.6.1 Skakeling met vorige inisiatiewe

Die fasiliteerder word versoek om skakeling met persone te bewerkstellig wat reeds vorige inisiatiewe geneem het om die Vaaldriehoek op die wêreldkaart te plaas. Terugvoering moet tydens die volgende vergadering gegee word. (Yunis Chamda en Vaal Economic Development Forum)

4.6.2 Projekte

Die vergadering besluit dat twee oorkoepelende projekte ondersoek moet word, naamlik OORSESE VENOOTSKAPPE en WERKSKEPPING.

4.6.3 Simposium

Die vergadering besluit dat daar nie weer 'n simposium moet plaasvind nie, maar eerder dat die vergadering sekere projekte moet identifiseer, koördineer en beheer.

4.6.4 Verdere prosedures

4.6.4.1 Verkryging van inligting

Die volgende afgevaardigdes moet terugkom met lyste van verskaffers waarby hulle maatskappye aankope doen:

Wikus	Iscor
Freddy	Cape Gate
Ig	African Cables
Johan	Sasol
Des	Polifin
Christo	Samancor
Johan	Natref
Piet	Universiteite

Hieruit sal die klein werknemersbeginsel verkry word wat waarna die vergadering hulle op een of twee projekte kan toespits.

4.6.4.2 Betrokkenheid by programme

Tydens die volgende vergadering sal sekere riglyne neergelê word vir die voortsetting van die program soos onder andere:

Watter partye sal betrokke wees ? - Die Menslike Hulpbronbestuurders

- Die besigheid Ontwikkelingbestuurders

Wie sal die program bestuur ? - Die universiteit

Wie moet genader word ? - Alle betrokkenes wat deur die bogenoemde prosedures geïdentifiseer word.

4.6.5 Versoek aan maatskappye in die Vaaldriehoek

Mnr Abraham van Zyl versoek die vergadering om die verskeie instansies se eie siening van die omgewing (voordele/nadele) aan hom deur te gee.

5 VOLGENDE VERGADERING

Die volgende vergadering van die Mannekragbestuurders sal op **Donderdag, 29 Januarie 1998 om 15:00 in die Raadsaal, Vaaldriehoekkampus plaasvind.**

6 AFSLUITING

Die vergadering verdaag om 17:30.

_____   _____

VOORSITTER   **SEKRETARIS**

1997-10-23

psn

CHANGE

MANAGE IT RATIONALLY OR LET IT HAPPEN CHAOTICALLY (Lovemore Mbigi)

1   CHANGE PRINCIPLES (Lovemore Mbigi)

      1.1   See the future before it arrives;
      1.2   Change before you are forced to change;
      1.3   If life gives you a lemon, make it a lemonade;
      1.4   No one changes to worse off

2   TOLERANCE

We need tolerance with regard to:

      2.1   Political;
      2.2   Racial;
      2.3   Trade;
      2.4   Culture;
      2.5   Religion

3   PARTICIPATION

Decision/Implementation/Result

4   WHAT IS CHANGING?

      4.1   Organisation culture;
          -   Eurocentric
          -   Afrocentric
      4.2   Managers behaviour to accountability;
      4.3   Workers
          -   Expectations
      4.4   If audiences change, communication changes;

5   HOW WILL CHANGE MANIFEST ITSELF?

      5.1   Authoritorian to participative culture;
      5.2   From exclusive to inclusive culture;
      5.3   From secretive to transparency;
      5.4   From withholding to empowering;
      5.5   From divided to holistic

6   WORKER TRANSFORMATION

      6.1   Universal to particular;
      6.2   Individual to collective;
      6.3   Neutral to effective;
      6.4   Specific to diffused.

7   MANAGER
      -   from aloof to approachable;
      -   from formal to informal;
      -   from punitive to supportive;
      -   from competitive to co-operative.   *SIMEKA*

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SIMEKA

LEADERSHIP DELIBERATION

1   INTRODUCTION

- History
- Terms of Reference

  - leadership
  - partnerships
  - transformation

2   STRATEGIES FOR GROWTH - C K Prahalad

If you think about the continuity of the institution, not of specific businesses and products, you find that what enables a company to survive over a long period is the **ability to change**.

Essentially, competing for the future means maintaining **continuity** by ensuring that the company is constantly **creating new sources of profit**.

Competing for the future is not merely about having foresight.

You're going to get a lot of compliance, but not commitment.

If your want to have continuous improvement, the people who are rendered surplus must be rehabilitated in new opportunities.

Downsizing can be like corporate anorexia; it can make you leaner and thinner, but it won't necessarily make your healthier.

Think what might have happened if companies had used all the 'redundant' brainpower that they got rid of to imagine new markets for tomorrow, or to build new core competencies that would give them an advantage in those markets.

Unless you are growing new markets, new businesses, new sources of profit, you will find yourself on a treadmill, always trying to improve the ever-declining margins and profits from yesterday's businesses.

But there is absolutely no way, in the evolving marketplace, that you can know exactly who the suppliers, customers, competitors and collaborators are.

— It's not enough to imagine the future - you also have to build it.

That's why we talk about architecture - because architects need more than a dream. They need to make a blueprint for turning the dream into a reality.

A strategic architecture is not a detailed plan.

Competing for the future is about competing for opportunity share rather than market share.

The questions we have to ask ourselves are: What share of future opportunities can we capture with our current portfolio of core competencies?

DE-RISKING OPPORTUNITIES

- Thinking about the future and creating the future are not necessarily risky. The way you de-risk opportunities is, first, by having a point of view;·

  second, by experimenting at low cost and learning from the marketplace;

  third, by using alliances, suppliers and partners to share the risk; and

  fourth, by influencing standards battles so that you are not putting everything in the basket before you know you have a winning coalition. There is a wide variety of ways in which you can continuously reduce the risk and yet still be a pioneer.

What is it that characterizes the companies who succeed in competing for the future?

-     First, the companies which manage to capture the future have aspirations, shared aspirations which lie outside the resource base of the company.

-     Second, successful companies have come to a view of the future through a process of synthesis.

      Companies need to have a strategic intent - to have an aspiration that is widely shared, to have a goal which is clear and to have an obsession with winning - that is the fuel that drives the engine.

Business units are focused on products and markets, whereas core competencies are focused on customer benefits.

The future will not be an extrapolation of the past. Like a space rocket on the way to the moon, a company has to be willing to jettison the parts of its past which no longer contain fuel for the journey and which are becoming, in effect, excess baggage.

However, Japanese managers realize that today's competitive advantages may no longer be differentiators tomorrow. In a recent survey, the source of competitive advantage that Japanese managers rated first for the future was not quality - it was the capacity to create fundamentally new products and businesses.

3   DEFINE TERMS OF REFERENCE

- Leadership

  - political

  - business

  - other

  - how elected

  - how mandated

- Partnership

  - purpose

  - national

  - international

  - politics/business

  - tertiary institutions

- Transformation

    - From where

    - to where

    - strategy

    - end result

    - parties

    - Others

4 PRESENT DILEMMAS

5 GOALS / PROJECTS

    - Identify two

6 LOGISTICS

Potchefstroomse Universiteit
vir Christelike Hoër Onderwys

Me Annemarie Pothas
Fakulteit: Natuurwetenskappe
PU vir CHO (VDK) .
Posbus 1174
Vanderbijlpark
1900

8 Januarie 1998

Geagte Me Pothas

LEIERSBERAAD : 29 JANUARIE 1998

Op versoek van die Viserektor, prof. Piet Prinsloo, wil ons u graag langs hierdie weg herinner aan 'n vergadering in vermelde verband wat op 29 Januarie 1998 plaasvind.

Ons vertrou dat die skrywe van prof. Prinsloo, gedateer 29 Oktober 1997, u wel verlede jaar bereik het. Volledigheidshalwe gee ons net weer die volgende besonderhede deur:

- Die vergadering vind plaas in die Raadsaal van die Vaaldriehoekkampus om 15:00 onder voorsitterskap van prof. Hugo Pienaar.

- Die vergadering behoort teen 17:00 afgehandel te wees waarna almal teenwoordig uitgenooi word na 'n gesellige skaapbraai by die Klein Lapa. Die ete behoort teen 17:30 gereed te wees.

In aansluiting by die slotparagraaf van die vorige skrywe van prof. Prinsloo, doen ons hiermee 'n dringende beroep op u om indien enigsins moontlik die vergadering by te woon. Elke maatskappy se insette is van groot belang.

Wees asseblief so vriendelik en laat weet mev Carla Dippenaar by tel. 807-3181 voor/op 23 Januarie 1998 of u die vergadering en die ete gaan bywoon.

Vriendelike groete

JOHAN ODENDAAL (GSPr)
HOOF: OPENBARE BETREKKINGE

Potchefstroomse Universiteit
vir Christelike Hoër Onderwys

VAALDRIEHOEKKAMPUS

Posbus 1174   Vanderbijlpark 1900
Tel (016) 807 3111   Faks (016) 807 3171

Kantoor van die Viserektor
Tel   (016) 807-3100
Faks   (016) 807-3116
E-Pos   VVDPJJP@puknet.puk.ac.za

Me. A Pothas
Fakulteit Natuurwetenskappe
PU vir CHO, Vaaldriehoekkampus
Posbus 1174
VANDERBIJLPARK
1900

30 April 1998

Geagte me. Pothas

INLIGTING VOORTSPRUITEND UIT DIE NYWERHEIDSLEIERSVERGADERING VAN 20 APRIL 1998

Op 20 April 1998 het Mannekraghulpbronbestuurders besluit om die projek: Werkskepping in die Vaaldriehoek, 'n stap verder te voer.

Daar word nou van u verwag om volgens die meegaande lys 'n besoek aan 'n Besturende Direkteur / Hoofbestuurder te bring om sy / haar instemming vir 'n leiersberaad te verkry wat DV op 22 Julie 1998 sal plaasvind.

Alle relevante inligting is hierby aangeheg:

1. Notule van die vergadering gehou op 20 April 1998.

2. Aksies voortspruitend uit die Nywerheidsleiersvergadering van 20 April 1998.

3. Pligstaat / aanslag vir projekspan.

4. Indeling van besoeke aan Besturende Direkteure / Hoofbestuurders. Laat weet asseblief indien dit u nie pas / geval nie omdat ons die Leiersberaad slegs deur so 'n spanpoging van stapel kan stuur.

5. 'n Opgedateerde naamlys van die Mannekraghulpbronbestuurders.

6. 'n Kopie van die hersiene brief wat aan die betrokke Besturende Direkteure / Hoofbestuurders gestuur is.

Enige onduidelik kan gerus met mev. Sandra Opperman (tel. no. 807-3102; faks 807-3116) uitgeklaar word.

Ons **wil** van hierdie projek 'n sukses maak en daarom benodig ons u samewerking en entoesiasme. Sterkte met elke besoek wat u moet aflê.

Vriendelike groete

Prof. PJJ Prinsloo

VVDSO c:\windows\temp\brief1.doc

Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Vaaldriehoekkampus

Kantoor van die Viserektor

NOTULE

NYWERHEIDSLEIERS

20 APRIL 1998

Teenwoordig
Johann Coetzee, Johan de Swardt, Danie du Toit, Eddy Lamé, Pierre Lucouw, Hansie Strauss, Harm Stavast, Ina Swanepoel, Christo Teessen, Tommy Thompson, Dirk Uys, Pierré van den Berg, Christo van Wyk.

Verskoning
Pierre Calitz, Bernardt Delport, Lourens Erasmus, Freddie Fourie, Wim Greeff, Lydia Naudé, Johan Odendaal, Hugo Pienaar, Anne-Marié Pothas, Piet Prinsloo, Des Sampson, Des Seymore, Johan Swartz, Bryony van der Merwe, Joop van der Vegt, Linda van Heerden, Pieter van Niekerk, Alwa Venter, Irma Viviers.

1 OPENING EN VERWELKOMING

Mnr. HA Stavast open deur uit Romeine 11 en 12 te lees en 'n gebed te doen, waarna hy almal welkom heet.

2 PERSONALIA

Geen.

3 NOTULE

Die briewe aan die Besturende Direkteure / Hoofbestuurders wat vir kommentaar aan alle nywerheidsleiers gestuur is, dien as notule van die vergadering gehou op 29 Januarie 1998.

4 BESLUITE

Die vergadering besluit:

1. Dat die kommentare wat ontvang is rakende die briewe aan die Besturende Direkteure / Hoofbestuurders verwerk sal word voordat dit uitgestuur word.

2. Dat die samestelling van die taak- en projekspan in die brief aan die Besturende Direkteure / Hoofbestuurders verduidelik word.

3. Dat die brief so spoedig moontlik gepos word.

4. Dat persone teenwoordig by die vergadering aantoon watter organisasie hy / sy graag wil besoek en dat die res van die span deur die sekretariaat ingedeel word.

5. Dat twee persone van die projekspan een Besturende Direkteur / Hoofbestuurder besoek.

6. Dat hierdie besoeke aan die Besturende Direkteure / Hoofbestuurders teen Meimaand afgehandel moet wees.

7. Dat 'n pligstaat opgestel word sodat elke lid van die projekspan op dieselfde kernsake tydens die besoeke aan die Besturende Direkteure / Hoofbestuurders fokus.

8. Dat die verslag van prof. PJJ Prinsloo wat op die vergadering van 29 Januarie 1998 gedien het, as addisionele materiaal gebruik kan word tydens die besoeke.

9. Dat elke lid van die projekspan terugvoering aan mev. Sandra Opperman (tel. no. 807-3102) gee oor wie die vergadering op 22 Julie 1998 gaan bywoon. Dit moet verkieslik slegs Besturende Direkteure / Hoofbestuurders wees.

10. Dat elke lid van die projekspan skriftelik teen einde Mei 1998 verslag lewer oor die besoeke wat aan die Besturende Direkteure / Hoofbestuurders gebring is. Hierdie inligting kan aan mev. Sandra Opperman gestuur word (faks. no. 807-3116).

11. Dat die aard van die aanbieding van die Leiersberaad op 22 Julie 1998 onder andere soos volg moet wees:

- CTU-fasiliteite vir die dag bespreek.

- Baie informeel.

- Werksessie.

- Opening: Elmore Marshall van Sasol (Eddy Lamé sal reël) of Braam de Klerk van Natref (Christo van Wyk sal reël indien Elmor nie beskikbaar is nie).

- Hooffasiliteerder: Johann Coetzee.

- Hulpfasiliteerders: Sal deur Johann Coetzee aangewys word.

5 VOLGENDE VERGADERING

Die volgende vergadering word DV op 22 Julie 1998 met die Besturende Direkteure / Hoofbestuurders gehou. Die plek en tyd sal later met alle betrokkenes bevestig word.

6 AFSLUITING

Die vergadering verdaag teen 08:30.

VOORSITTER ....

SEKRETARIS ....

Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Vaaldriehoekkampus

Kantoor van die Viserektor

AKSIES VOORTSPRUITEND UIT DIE NYWERHEIDSLEIERSVERGADERING VAN 20 APRIL 1998

1 PROJEK: WERKSKEPPING IN DIE VAALDRIEHOEK

1. Omsendskrywe / ope brief word versend aan bedryfsleiers.

   - Projekspan word aangedui.

2. Besoek word beplan.

   - Projekspan vermeld voorkeure.
   - Sekretariaat doen finale besoekprogram en sirkuleer aan span.
   - Besoek afgehandel teen 30 Mei.
   - Terugrapportering aan sekretariaat waar nodig.

3. Beraad gereël vir 22 Julie 1998.

   - PUK reël fasiliteit by CTU.
   - Elmore Marshall doen inleiding.
   - Johann Coetzee fasiliteer.

Johann Coetzee
Hooffasiliteerder

VVDSO p:\winword\bplsesie\aksies.doc
1998-04-29

Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Vaaldriehoekkampus

Kantoor van die Viserektor

PLIGSTAAT / AANSLAG VIR PROJEKSPAN

1. Gebruik 'n onkonvensionele benadering en aanslag met die besoek. Hierdie is nie die tipiese uitnodiging, oorreding of "bearbeiding" nie. Allerlaas is dit 'n besoek oor geld.

2. Spel eie fokus en die meriete van die projek uit met aksent op:

   - Nie 'n tipiese poging nie.
   - Nie 'n simposium / seminaar nie.
   - Wel 'n beraad / werksessie.
   - Maksimale verteenwoordiging van alle rolspelers.
   - Opbrengs / produk moet 'n werkbare aksie- en implementeringsplan wees.

3. Lê klem op die beredenering (huiswerk) reeds deur die projekspan gedoen en dat werkskepping in die Vaaldriehoek die wese van die toekomsfokus moet wees wat kwaliteit van lewe in die algemeen en ekonomiese gesteldheid spesifiek sal verbeter.

4. Verskaf 'n oorsig van die beraad self op 22 Julie:

   - Geen toesprake nie.
   - Beredenering binne werkspanne professionele gefasiliteer.
   - Konsensusvorming, integrering van bevindinge en stel van aksieplanne.

5. Samevattend.

   KOM HELP DINK!

   Johann Coetzee
   Hooffasiliteerder

Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Vaaldriehoekkampus

Kantoor van die Viserektor

DIE INDELING VAN BESOEKE AAN BESTURENDE DIREKTEURE / HOOFBESTUURDERS

ORGANISASIE	BESTURENDE DIREKTEUR HOOFBESTUURDER	TELEFOON-NOMMER	FAKS-NOMMER	AFGEVAARDIGDE
African Cables	JJK Malan (Managing Director)	423-1041	423-4205	Ig Grundlingh Willem Bonthuyzen
African Products	PP Kotze (Bestuurder)	62-0150	62-2133	Jaap vd Vegt Pierre Calitz
Afrox	MM Walters (Streeksbestuurder)	86-0174	86-1066	Tommy Thompson Bryony vd Merwe
Aiken & Peet	PA Willemse (Ouditbestuurder)	931-1511	981-8601	Pierre Lucouw Danie du Toit
Baldwins Steel	JP de Witt (Uitvoerende Direkteur)	011 392-5420	011 392-4979	Wikus Ehlers Irma Viviers
Cape Gate	Dr. DC Viljoen (Besturende Direkteur)	80-2121	988-3421	Freddie Fourie Wim Greeff
Clotan Staal	CPS Badenhorst (Besturende Direkteur)	86-1184	86-1099	Lydia Naudé Derrick Grobbelaar
Consolidated Wire Industries	KV Burger (Managing Director)	80-3161	988-2748	Wikus Ehlers Chris Windell
Davsteel	BHHAJ Eras (Besturende Direkteur)	80-2121	988-3760	Christo v Wyk Ig Grundlingh
Divpak	HJS Grobler (Besturende Direkteur)	988-1040	988-1525	Wim Greeff Eddy Lamé

ORGANISASIE	BESTURENDE DIREKTEUR HOOFBESTUURDER	TELEFOON-NOMMER	FAKS-NOMMER	AFGEVAARDIGDE
Dorbyl	Dr. MJ Gouws (Besturende Direkteur)	28-1112	28-4073	Pieter v Niekerk Lydia Naudé
Elca Engineering	C Binder (Chairperson)	931-1464	931-2129	Anne-Marié Pothas Johan Odendaal
EMSA	Dr SF Ceronio (Algemene Bestuurder)	360-3000	62-1897	Hansie Strauss Alwa Venter
Eskom Lethabo	PJ Steenkamp (Kragstasiebestuurder)	420-5500	420-5860	Eddy Lamé Peter Ntsele
Everite	FP Human (Besturende Direkteur)	011 903-8049	011 903-8684	Lodewyk v Heerden Alwa Venter
Harrington Steel	R Visser (Managing Director)	421-4653	421-1533	Johan Odendaal Maarten Oosthuizen
Iscor Limited	GF Rautenbach (Hoofbestuurder: platprodukte)	889-2000	889-2356	Bernardt Delport Anne-Marié Pothas
Karbochem	PJ Steenkamp (Hoofbestuurder)	970-1528	973-3002	Jaco Prinsloo Des Sampson
McKinnon Chain	SL Pellizzon (Technical Director)	28-1128	28-1420	Peter Ntsele Jaco Prinsloo
Natref	A de Klerk (Besturende Direkteur)	940-2448	940-2503	Johan v Rooyen Mariëtta v Wyk
Nordberg	LM Chonin (Managing Director)	011 484-5931	011 642-0120	Pierre Lucouw
Omnia Kunsmis	DS Lubbe (Bestuurder: Sasolburg Fabriek)	976-0230	976-1924	Danie du Toit Johny Stonlake
Pilkington Tiles	DM Elkington (Managing Director)	62-0350	62-1393	Christo Teessen Hansie Strauss

ORGANISASIE	BESTURENDE DIREKTEUR HOOFBESTUURDER	TELEFOON-NOMMER	FAKS-NOMMER	AFGEVAARDIGDE
Polifin	WM Jay (General Manager: Group Services Division)	920-9111	920-2130	Des Sampson Johan Swartz
Premier Milling	TD Lavery (General Manager)	455-1010	422-4814	Bryony vd Merwe Dirk Uys
Resinite SA	CJ Foord (Besturende Direkteur)	86-1204	86-2098	Lourens Erasmus Tommy Thompson
Roxound Engineering	DH Fourie (Besturende Direkteur)	981-3027	981-7406	Mariëtta v Wyk Christo v Wyk
Safripol	PC Hechter (Besturende Direkteur)	970-4021	970-4245	Sakkie du Plessis Johan de Swardt
Samancor	JS van Zyl (Algemene Afdelingsbestuurder)	360-2425	62-3391	Maarten Oosthuizen Christo Teessen
Sasol Chemiese Nywerhede	EH Marshall (Besturende Direkteur: Bedryfsdivisie)	960-9111	960-2026	Pierre Calitz Johny Stonlake
Sigma Steenkoolmyn	CF Rademan (Bedryfsbestuurder)	970-6111	973-1047	Sakkie du Plessis Johan de Swardt
Suid-Afrikaanse Brouery (SAB)	M Nel (District Manager)	451-5555	451-4444	Alwa Venter Jaap vd Vegt
Suncrush	J du P Oosthuizen (General Manager)	981-3027	981-7406	Linda v Heerden Carina vd Westhuizen
Spesiale Stale Iscor	W Coertzen (Hoofbestuurder)	440-3471	440-3142	Bernard Delport Lodewyk v Heerden
Suprachem	WJ Pieters (Bedryfsbestuurder)	012 386-1165 X219	012 386-1143	Irma Viviers Pieter v Niekerk

ORGANISASIE	BESTURENDE DIREKTEUR HOOFBESTUURDER	TELEFOON- NOMMER	FAKS- NOMMER	AFGEVAARDIGDE
Usco	CE Schutte (Algemene Bestuurder)	450-8330	423-3406	Derrick Grobbelaar Johan v Rooyen
Van Leer SA	RJ Verheem (General Manager)	988-1120	988-1427	Linda v Heerden Lourens Erasmus
Vantin	FJ Norval (Hoofbestuurder)	988-1235	988-1380	Chris Windell Hennie Weber
Vereeniging Refractories	D Haselau (Managing Director)	450-6111	422-0194	Chris Windell Hennie Weber
Vesco	CF Nel (Besturende Direkteur)	931-2946	981-3942	Piet Prinsloo

MANNEKRAGHULPBRONBESTUURDERS: ADRESSE (AFRIKAANS)

Titel	Voornaam	Voorletter	Van	Posbenaming	Adres	Tel no.	Faks	Sel
Mnr.	Ig	IP	Grundlingh	Bestuurder Menslike Hulpbronne	African Cables Posbus 172 VEREENIGING 1930	423-1041	423-3203	
Mnr.	Joop	JJ	van der Vegt	Bestuurder Menslike Hulpbronne	African Products Posbus 40 MEYERTON 1960	62-0150	62-2612	
Mnr.	Tommy	TP	Thompson	Verkoopsbestuurder	Afrox Limited Posbus 74 VANDERBIJLPARK 1900	86-0174	86-0484	082 495 7860
Dr.	Hennie	H	Weber	Konsultant	Beethovenstraat 4 VANDERBIJLPARK 1911	932-4242		
Mnr.	Freddie	GF	Fourie	Uitvoerende Bestuurder Menslike Hulpbronne	Cape Gate Posbus 54 VANDERBIJLPARK 1900	80-2121	80-2217	
Mnr.	Wim	WT	Greeff	Mannekragbestuurder	Divpak Posbus 120 VANDERBIJLPARK 1900	988-1040	988-3004	
Mnr.	Pieter	PJ	van Niekerk	Direkteur Menslike Hulpbronne	Dorbyl Posbus 186 VEREENIGING 1930	28-1112	28-4477	
Mnr.	Hansie	JP	Strauss	Bestuurder Menslike Hulpbronne	Emsa Posbus 43 MEYERTON 1960	360-3000	62-1897	
Me.	Alwa	ABW	Venter	Senior Personeel/skakelbeampte	Emsa Posbus 43 MEYERTON 1960	360-3026	62-0269	
Mnr.	Lodewyk	L	van Heerden	Direkteur Menslike Hulpbronne	Everite PO Kliprivïer 1836	(011) 903-8049	(011) 903-7300	

Titel	Voornaam	Voorletter	Van	Posbenaming	Adres	Tel no.	Faks	Sel
Mnr.	Willem	W	Bonthuyzen	Bestuurder Tegniese Opleiding	Iscor Limited Posbus 2 Vanderbijlpark 1900	889-3765	889-3846	
Mnr.	Bernardt	B	Delport	Afdelingbestuurder Opleiding	Iscor Limited Posbus 2 VANDERBIJLPARK 1900	889-2575	889-3846	
Mnr.	Wikus	JL	Ehlers	Bestuursontwikkeling Middelvlak	Iscor Limited Posbus 2 VANDERBIJLPARK 1900	889-4291	889-3300	
Mnr	Jaco	JJ	Prinsloo	Bestuurder Menslike Hulpbronne	Karbochem Posbus 19 SASOLBURG 9570	970-1911	970-1661	
Mnr.	Eddy	EA	Lamé	Raadgewende Ingenieur	Lamé & Van Blerk Medewerkers Posbus 406 SASOLBURG 9570	976-7131	976-2086	
Mnr.	Jan	J	Pretorius	Personeelbestuurder	McKinnon Chain Posbus 142 VEREENIGING 1930	28-1128	28-1420	
Mnr.	Johan	DJ	van Rooyen	Bestuurder Menslike Hulpbronne	Natref Posbus 234 SASOLBURG 9570	940-9111	940-2503	
Me.	Mariëtta	M	van Wyk	Uitvoerende Sekretaresse	Natref Posbus 234 SASOLBURG 9570	940-9111	940-2503	
Mnr.	Johan	JJ	De Swardt		Oerdersingel 48 SASOLBURG 9570	976-8809	976-6283	
Mnr.	Danie	DH	du Toit	Groep Opleidingsbestuurder	Omnia Posbus 384 SASOLBURG 9570	976-0230	976-1924	

Titel	Voornaam	Voorletter	Van	Posbenaming	Adres	Tel no.	Faks	Sel
Prof.	Hugo	GH	Pienaar	Direkteur	Pienaar Swart en Nkaising Prokureurs Privaatsak X041 VANDERBIJLPARK 1900	981-4651/3	933-7942	
Mnr.	Des	DL	Sampson	Groepsbestuurder Menslike Hulpbronne	Polifin Ltd Posbus 321 SASOLBURG 9570	920-2005	920-2130	
Prof.	Johann	JJL	Coetzee	Bestuurskonsultant	Posbus 193 HENLEY-ON-KLIP 1962	61-1294	66-1336	082 447 1083
Prof.	Pierre	P	Lucouw	Fakulteitshoof Ekonomiese en Bestuurswetenskappe	PU vir CHO, Vaaldriehoekkampus Posbus 1174 VANDERBIJLPARK 1900	807-3351	807-3352	
Me.	Lydia	L	Naudé	Senior Ontwikkelingsbeampte Openbare Betrekkinge	PU vir CHO, Vaaldriehoekkampus Posbus 1174 VANDERBIJLPARK 1900	807-3250	807-3116	
Mnr.	Johan	J	Odendaal	Hoof Openbare Betrekkinge	PU vir CHO, Vaaldriehoekkampus Posbus 1174 VANDERBIJLPARK 1900	897-3180	807-3116	
Me.	Anne-Marié	A	Pothas	Fakulteit Natuurwetenskappe	PU vir CHO, Vaaldriehoekkampus Posbus 1174 VANDERBIJLPARK 1900	807-3619	807-3614	
Prof.	Piet	PJJ	Prinsloo	Viserektor	PU vir CHO, Vaaldriehoekkampus Posbus 1174 VANDERBIJLPARK 1900	807-3100	807-3116	

Titel	Voornaam	Voorletter	Van	Posbenaming	Adres	Tel no.	Faks	Sel
Prof.	Christo	C d W	van Wyk	Bedryfsosiologie	PU vir CHO, Vaaldriehoekkampus Posbus 1174 VANDERBIJLPARK 1900	807-3420	807-3352	
Mnr.	Lourens	LJ	Erasmus	Personeelbestuurder	Resinite SA (Pty) Ltd Posbus 670 VANDERBIJLPARK 1900	86-1294	86-2245	
Mnr.	Sakkie	IFN	du Plessis	Divisionele Bestuurder Menslike Hulpbronne	Safripol Posbus 700 SASOLBURG 9570	970-4000	970-4245	
Mnr.	Maarten	M	Oosthuizen	Bestuurder Menslike Hulpbronne	Samancor Posbus 66 MEYERTON 1960	360-2274	360-2427	
Dr.	Pierre	P	Calitz	Bestuurder Opleiding en Ontwikkeling	Sasol Chemiese Nywerhede Posbus 1 SASOLBURG 9570	960-2329	960-2593	
Mnr.	Johny	JRW	Stonlake	Hoof Openbare Betrekkinge	Sasol Chemiese Nywerhede Posbus 1 SASOLBURG 9570	960-2007	960-3900	
Mnr.	Johan	JJM	Swartz	Bestuurder Menslike Hulpbronne	Sasol Chemiese Nywerhede Posbus 1 SASOLBURG 9570	960-2271	960-2323	
Me.	Irma	IFC	Viviers	Bestuurder Menslike Hulpbronne	Suprachem Posbus 10202 STAAL 1906	889-6401	889-6401 x 218	
Mnr.	Derrick	DC	Grobbelaar	Mannekrag Bestuurder	Usko Posbus 1643 VEREENIGING 1930	450-8336	423-3406	

Titel	Voornaam	Voorletter	Van	Posbenaming	Adres	Tel no.	Faks	Sel
Mnr.	Dirk	DC	Uys	Bestuurder	Vaaldriehoek Uitgewers Posbus 351 VANDERBIJLPARK 1900	950-7000	981-0604	
Me.	Linda	L	van Heerden	Personeelbestuurder	Van Leer SA Posbus 271 VANDERBIJLPARK 1900	988-1120	988-2800	

VVDPRK/P:/leiers/leier-af (adresse vir merge leier-ad1, brief leier-A))

HUMAN RESOURCE MANAGERS: ADDRESS LIST (ENGLISH)

Title	First Name	Initials	Last name	Job Title	Address	Phone	Fax	Sel
Ms	Bryony	BG	van der Merwe	Administrator/ Personel	Afrox Limited PO Box 74 VANDERBIJLPARK 1900	86-0174	86-0484	
Mr	Peter	PK	Ntsele	Human Resource Officer	Nampak Paper PO Box 3 KLIPRIVIER 1836	(011) 903-8649 x 203	(011) 903-8515	
Mr	Christo	CA	Teessen	Training Manager	Samancor PO Box 66 MEYERTON 1960	360-2514	360-2369	

VVDPRK/p:VDKLEIER/LEIE-ENG (BRIEFE.DOC = BRIEF, ADRESSE VIR MERGDE LEIER-AD2)

Potchefstroomse Universiteit
vir Christelike Hoër Onderwys

Ms C Binder
Chairperson
Elca Engineering
PO Box 607
VANDERBIJLPARK
1900

28 April 1998

Dear Ms Binder

JOB CREATION IN THE VAAL TRIANGLE

With this open letter to you as Managing Director / Head Manager we announce the background, aims and general planning guidelines for a job-creation project for the Vaal Triangle.

As you know, various projects, symposiums, conferences and discussions have been held in the past to discuss these issues. The findings and consensus decisions that have been recorded with care in minutes and volumes are noted with appreciation. It must also be said, without denying the real achievements, that little action followed from the decisions and suggestions.

A task team consisting of Profs. Hugo Pienaar, Johann Coetzee, the renowned management and counselling psychologist, and Dr Hennie Weber planned the job-creation project in deliberation with project team. The project team consists of 30 representatives from all spheres of the business community in the Vaal Triangle, who co-operate as representatives of the key role players in the Vaal Triangle.

We do not envisage any further symposiums and deliberations on these critical issues. We rather ask that you view this open letter as a precursor to a personal visit by one of our team members, who will inform and motivate you to join us by participating in a one-off peer group leaders' council during which we will turn *this process into a project* in order, for once, to place action before philosophy. This leaders' council will take place under chairmanship of Prof. Hugo Pienaar, while Prof. Johann Coetzee will act as main facilitator.

We are aware of and committed to our mission, as mentioned above, given both the urgency and challenge the country-wide transformation process holds for us all. In a word, if we do not create jobs, stimulate economic growth, stabilise the social welfare of people and reclaim the spirit of the nation, we will merely carry on voicing concerns through continued deliberations.

It is our belief that a person with a job and a home, is a person who experiences and realise a real sense of human dignity. Similarly, it is these people who stimulate the

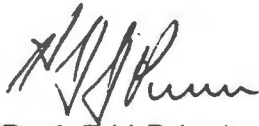economy with expendable income and who can make a meaningful contribution to the macro-environment.

In our discussion we, among other things, voice our concern about the fact that many raw materials are exported from the Vaal Triangle to other industries in South Africa where secondary processing and tertiary finishing or refinement takes place as well as purchases by companies that occur outside our region.

We question the fact that the process of purchase and supply of the above mentioned subcontracts, is not co-ordinated and estimated sensitively enough to promote and stabilise the local economy.

We have, of necessity, allowed ourselves to be guided by *local patriotism* due to the fact that the spirit and practise of *our own interests* must now be a main concern.

We greet you in the earnest economic spirit of the matter and the common growth of the above-mentioned ideal.

Kind regards

Prof. PJJ Prinsloo

Potchefstroomse Universiteit
vir Christelike Hoër Onderwys

Mnr. GF Rautenbach
Hoofbestuurder Platprodukte
Iscor
Posbus 2
VANDERBIJLPARK
1900

28 April 1998

Geagte mnr. Rautenbach

WERKSKEPPING IN DIE VAALDRIEHOEK

Hierdie ope brief word aan u as Besturende Direkteure / Hoofbestuurders gerig waarin die agtergrond, doelwitte en breë beplanningsriglyne van 'n werkskeppingsprojek vir die Vaaldriehoek aangekondig word.

Soos u weet is daar in die verlede verskeie projekte, simposia, samesprekings en berade oor hierdie kwessies gehou. Daar is met waardering kennis geneem van die bevindinge en konsensusbesluite wat alles noukeurig in notules en bundels opgeteken is. Daar moet eweneens bely word dat daar nie veel aksie uit die besluite en voorstelle gevolg het nie, sonder dat daar enigsins 'n miskenning mag bestaan oor dit wat wel vermag is.

'n Taakspan bestaande uit proff. Hugo Pienaar, Johann Coetzee, die bekende bestuurs- en beradingsielkundige, en dr. Hennie Weber het die werkskeppingsprojek in oorleg met 'n projekspan gereël. Ons projekspan bestaan uit circa 30 verteenwoordigers vanuit alle sfere van die bedryfsamelewing in die Vaaldriehoek. wat as verteenwoordigers van die sleutelrolspelers in die Vaaldriehoek saamwerk.

Ons voorsien nie nog simposia en beraadslagings rondom hierdie kritiese kwessies nie. Ons vra u veel eerder om hierdie ope brief te lees as 'n voorloper tot 'n persoonlike besoek deur een van ons spanlede, wat u sal toelig en opgewonde maak om by ons aan te sluit by 'n eenmalige leiersberaad van u portiergroep, waartydens ons *hierdie proses 'n projek wil maak*, ten einde vir eens aksie bo filosofie te stel. Hierdie leiersberaad vind onder voorsitterskap van prof. Hugo Pienaar plaas, terwyl prof. Johann Coetzee as hooffasiliteerder vir die leiersberaad sal optree.

Ons is bewus van en geroepe tot ons missie, soos hierbo vermeld, gegewe beide die dringendheid en uitdaging wat die landswye transformasieproses aan ons almal stel. Kortom, as ons nie werk skep, ekonomiese groei stimuleer, mense sosio-maatskaplik bestendig en die gees van die volk herwin nie, sal ons gewoon besig bly met die uitspreek van bekommernisse via verlengde beraadslagings.

Dit is ons oortuiging dat 'n mens met 'n werk en 'n huis, 'n mens is wat 'n wesenlike menswaardigheid ervaar en uitleef. Eweneens is dit dié mense wat die ekonomie

stimuleer met besteebare inkomste en wat 'n sinvolle bydrae tot die makro-omgewing kan maak.

In ons beredenering spreek ons, onder andere, ons kommer uit oor die feit dat baie rouprodukte vanuit die Vaaldriehoek uitgevoer word na ander bedrywe in Suid-Afrika, waar sekondêre verwerking en tersiêre afrondingswerk of veredeling plaasvind, asook aankope deur maatskappye wat buite ons streek plaasvind.

Ons bevraagteken die feit dat die proses van aankope en verskaffing van die bogenoemde subkontrakte nie sensitief genoeg gepeil en gekoördineer word om die plaaslike ekonomie uit te bou en te bestendig nie.

Ons het onsself noodwendig laat lei met die konsep van *plaaslike patriotisme*, aangesien die gees en praktyk van *ons eie belange* nou sterk aan die orde moet kom.

Ons groet u graag in die gees van die ekonomiese erns van die saak en die gemeenskaplike uitbouing van die bogenoemde ideaal.

Vriendelike groete

Prof. PJJ Prinsloo

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LEIERSBERAAD OOR WERKSKEPPING IN DIE VAALDRIEHOEK, 27 JULIE 1998, RIVERSIDE SUN VANDERBIJLPARK

Baie dankie aan elkeen van u wat by die vooraf beplanning betrokke was en ook die besturende direkteur / hoofbestuurder wat aan u toevertrou was gaan besoek en motiveer het om hierdie belangrike beraad by te woon.   Sonder u hulp sou die suksesvolle beraad nie moontlik gewees het nie.

'n Kort opsomming van die oggend se gebeure is vir u inligting hierby ingesluit.

Vriendelike groete

Prof. PJJ Prinsloo

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Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Vaaldriehoekkampus

Kantoor van die Viserektor

OPSOMMING: LEIERSBERAAD OOR WERKSKEPPING IN DIE VAALDRIEHOEK, 27 JULIE 1998, RIVERSIDE SUN VANDERBIJLPARK

1 AGTERGROND

'n Suksesvolle werkswinkel het met die hulp van proff. Johann Coetzee (hooffasiliteerder), Hugo Pienaar en dr. Johan Engelbrecht as fasiliteerders plaasgevind.

Mnre. Elmore Marshall en Eric Rautenbach het kort inleidende insette gelewer waarna die besturende direkteure / hoofbestuurders in drie werksgroepe verdeel het.

Die resultaat van die drie werksgroepe is soos volg.

2 TERUGVOERING VAN WERKSGROEPE

2.1 Werkgroep 1

Waaroor beskik die Vaaldriehoek?

1. Chemiese nywerhede.
2. Staalnywerhede.
3. Die rivier.
4. Beskikbare vaardighede (menslike hulpbronne) en 'n gevestigde infrastruktuur.
5. 'n Omgewing wat onaantreklik is.

Planne

1. Chemiese nywerhede.

   - Chemcity dien as leerproses vir ander inisiatiewe.
   - Gaan voort met huidige inisiatiewe.
   - Vestig en verbeter 'n netwerkstelsel tussen nywerhede.
   - Benut Iscor se Redeployment Centre.
   - Beperkende faktore is onder andere invoer- / uitvoerpariteit en onvoldoende regeringsaanmoediging en die feit dat daar nie genoegsame entrepreneurs in die Vaaldriehoek is nie.

2. Staalnywerhede.

   - Vestig met behulp van Iscor se Redeployment Centre 'n steel city met stroomaf ondernemings.
   - Benut inligtingshulpbronne soos die staat se Doeane en Aksynsdepartement vir kliënte en verskaffers.
   - Beperkende faktore is onder andere invoer- / uitvoerpariteit en onvoldoende regeringsaanmoediging en die feit dat daar nie genoegsame entrepreneurs in die Vaaldriehoek is nie.

3. Beter benutting van die rivier.

- Lok groot getalle mense na Abrahamsrust en Emfulenipark.

    ⇒ Organiseer roei regattas / vlotvaarte (skole, tersiêre instellings op nasionale en internasionale vlak), voorsien uitstalsentrums en benut die casino in Emfulenipark.

- 'n Beperkende faktor is die swak bemarking van die Vaaldriehoek.

4. Verbeter die omgewingsaantreklikheid.

- Benut die Amerikaanse Road Adoption Programme soos volg:

    ⇒ Ken byvoorbeeld 'n straatblok aan 'n maatskappy toe om te onderhou. Die aksie kan deur die plaaslike owerhede gekoördineer word.

    ⇒ Ken byvoorbeeld hooftoegangsroetes aan 'n maatskappy toe om te onderhou.

    ⇒ Die program kan werkskepping tot gevolg hê.

- 'n Beperkende faktor is dat maatskappye nie eienaarskap vir die program sal aanvaar nie.

5. Die benutting van spaarkapasiteite by veral die dienstesektor.

- Vestig 'n databasis deur byvoorbeeld die kundigheid van die PU vir CHO te benut.

- Vestig en verbeter 'n netwerkstelsel tussen nywerhede en besighede.

- Verbeter die bemarking van die Vaaldriehoek.

- Vestig 'n Tegnopark deur van Sigma se opleidingsfasiliteit gebruik te maak.

- Boipatong Business Centre is op 'n bufferstrook deur nywerhede ontwikkel wat regoor Boipatong geleë is. Vestig soortgelyke sentrums.

2.2 Werkgroep 2

Visie

Die werkgroep se visie vir die dag: 'n omgewing bevorderlik vir groei, sal werk skep.

Planne

1. Skep die volgende rolverdeling tussen vennote om fokus te kry:

- Nywerheid.

    ⇒ Wêreld mededingend.

    ⇒ Betrokke by inisiatiewe soos opleiding by Boitjhorisong opleidingsentrum regoor Zamdela.

    ⇒ Vestig stroomaf nywerhede.

- Tersiêre instellings.

    ⇒ Fasiliterende rol.

    ⇒ Vernuwende denke.

    ⇒ Behulpsaam met netwerkvorming.

    ⇒ Bepaal kriteria vir 'n groeiende besigheidsomgewing.

    ⇒ Fokus energie van vennote.

    ⇒ Aanvullende rol nie vervangend nie.

    ⇒ Vestig vennootskappe met plaaslike gemeenskap, owerheid en die sakesektor.

- Finansiële sektor.

- Professionele sektor.

- Sentrale, provinsiale en plaaslike owerheidsektore.

- Toerismesektor.

2. Fokus op kernb~sigheid van elke bedryf.

- Wêreld mededingend.

- Kommersialisering wat lei tot die skepping van Small and Medium Size Enterprises (SME).

- Ontwikkel waardetoevoegingsektor.

3. Reklame vir die Vaaldriehoek.

- Landwye radio.

- Vestig diensgerigtheid.

- Koop plaaslik indien diens en kwaliteit na wense is.

4. Aksieplanne.

- Die nywerhede en die universiteit moet voortgaan met hul huidige aksies.

- Versterk netwerke deur beste praktyke in ondernemings te deel.

- Betrek ander sektore met opvolgsessies.

2.3 Werkgroep 3

Persepsies oor die Vaaldriehoek

- Die omgewing skep 'n bepaalde persepsie. 'n Negatiewe persepsie oor byvoorbeeld besoedeling in die Vaaldriehoek veroorsaak dat toerisme nie as die enigste oplossing gesien kan word nie.

- Die een dimensionele aard van die gemeenskap word deur die groot konsentrasie van nywerhede veroorsaak.

Planne

1. Huidige realiteit van industrieë.

- Elke onderneming is self verantwoordelik om te oorleef.

- Versterk netwerke deur beste praktyke in ondernemings te deel.

2. Vestig 'n forum / netwerk tussen ondernemings.

- Werksgeleenthede wat verminder kan deur die vestiging van hulpsentrums, wat 'n sosiale verpligting teenoor die gemeenskap moet nakom, teëgewerk word. Dit sluit sake in soos byvoorbeeld die opleiding en vestiging van entrepreneurs.

3. Werkskepping.

- Stroomaf vervaardiging.

  ⇒ Hoë tegnologie / kapitaal intensief.

  ⇒ Lae tegnologie / vestig SME's.

- Aansporingsmaatreëls deur die owerheidsektore.

- Nywerheid- en besigheidsektore moet vennootskappe vestig sodat infrastrukture vir SME's ontwikkel kan word.

4. Die skepping van 'n Vaaldriehoekse omgewingsaksieplan.

- Betrek alle rolspelers soos plaaslike owerhede, besighede, nywerhede.

- Skep 'n holistiese beeld sodat ontwikkeling planmatig onderneem kan word.

5. Ondersteunende bemarking.

- Skep 'n ondersteunende bemarkingsplan wat op die bogenoemde omgewingsaksieplan berus.

- Ontwikkel 'n kommunikasiestrategie deur 'n bemarkingsgroep wat byvoorbeeld kundiges van Openbare Betrekkinge insluit.

- Word gefinansier deur deelnemende vennote.

6. Ondersteun plaaslike aankope om werkskepping te bevorder.

- Stel 'n beskikbaarheidsgids op (Citynet).

- Volg 'n holistiese benadering.

3 OPVOLGAKSIES

1. Die bogenoemde terugvoering van werksgroepe behoort deur elke deelnemende besturende direkteur / hoofbestuurder in sy eie organisasie aangespreek te word.

2. Die sekretariaat (Kantoor van die Viserektor: VDK) word getaak om die opvolgaksies te hanteer en om in oorleg met mnr. Eric Rautenbach 'n struktuur daar te stel om die proses te bestuur.

3. Die Leiersberaad behoort meer gereeld as stuurkomitee te vergader om die proses te moniteer.