

The Healthy Organisation: Is it meaningful?



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DEDICATION

I would like to dedicate this thesis to:

My father Derk Jan Oldenboom †
My mother Johanna Erna Mülder †

‘You taught me as living examples curiosity, longing for truth and love for life itself’.

My children Carmen and Derk Jan

‘I feel grateful that I am allowed to call myself your Mother. You are great mirrors of clarity, creativity, and the best teachers.’

My Grandson Nikola

‘I hope and wish your life will be filled with great adventures and love. You are a blessing.’

My other important family members Jana, Max and Noor

‘Thank you for being in my life.’

All other family members, in-laws, and friends

‘You make a difference in my life.’

Last but not least:

My husband Walter Baets

*'You always support me and have given me wings, filled with love, to fly
and reach beyond the skies.'*

DECLARATION

I, Erna Oldenboom, hereby declare that the work on which this dissertation is based is my original work (except where acknowledgements indicate otherwise) and that neither the whole work nor any part of it has been, is being, or is to be submitted for another degree in this or any other university.

I empower the university to reproduce for the purpose of research either the whole or any part of the contents in any manner whatsoever.

SIGNED:

DATE:

March 24, 2022



SYNOPSIS

“We cannot solve our problems with the same thinking we used when we created them.”

Albert Einstein

“We are in a plane. The fasten your seat belt sign is switched off. You just received your first drink, and you are trying to decide between the in-flight entertainment or to read the promising exciting book that you just bought. You look out of your window enjoying the sunset and you see that one of the engines has an enormous flash fire. You call for the flight attendant. She is calm and shows self-confidence and you almost believe her, but you make your way to the cockpit. She asks you to take back your seat, but you continue walking to the cockpit door, you open it and there is nobody.” (Joris Lyendijk, 2015)

In his 2015 book, *This cannot be true. Among bankers*, Joris Luyendijk captures the sense of disbelief that gripped the world after the revelation of the full extent of the 2008 financial crisis. We commonly assume that the purpose of the economy is to contribute to creating wealth, via cooperation and a certain sense of purpose, to achieve what I would like to describe as a more just, equal, and fair world. We believe that the financial world is there to support the economy. Moreover, we expect management, accordingly, to play a responsible role in achieving that.

I worked in one of the institutions involved in the financial crisis – a well-known international financial institute. I was, and still am, astonished by the lack of a general overview in many organisations. I saw the absence of a values-driven vision and the consequences in actions, behaviour, communication, and implementation. “Normal” responsible people often show “abnormal” irresponsible behaviour in their working environment. This is evident in the financial market crisis and in organisations such as Enron, Volkswagen and FIFA – which were toppled or damaged by individuals’ unethical actions.

It can no longer be denied that leaders and their organisations often operate in a dysfunctional manner. Many organisations appear to be driven by profit only, shareholder value and personal gain, even when that means that resources are misused, and most people do not benefit from what seems to be the most significant interest in business today: growth. If growth is not inclusive, it can (and does) turn into a dangerous untreatable cancer. (Cancer cells have forgotten that they are part of an entire system and must cooperate).

We urgently need a shift in perception. Furthermore, we must embrace a hugely different paradigm and worldview.

This thesis sets out to explore what this new paradigm or worldview (*weltanschauung*) might look like while focusing on the high health organisational concept, a concept that has intuitive meaning for many of us. This project investigates, from the assumption that human systems are systemic, what the cornerstones are of a healthy organisation, whether the concept is meaningful for business management, and what concepts and practices are needed to develop a high-health organisation. It starts from the hypothesis that *consciousness* on an organisational and personal level is a key driver for organisational success.

Of course, what makes an organisation healthy is a question that is relevant to modern organisational studies. Creativity, new ideas, and innovation drive global economy: entrepreneurship is essential in business. Healthy organisations are more successful in finding original approaches. In a global economy, success or achievement is highly dependent on vision, values, communication, and collaboration. For innovation to flourish, organisations must create an environment that fosters creativity - bringing together multi-talented groups of people who work in close collaboration, exchanging knowledge, ideas and shaping the future direction.

This thesis explores different possible and meaningful dimensions of what could constitute a healthy organisation. It explores different bodies of academic knowledge systemically. The researcher undertakes empirical research in two organisations. Eventually, based on the evidence gathered, the author makes recommendations on how to improve organisational health.

CONTENTS

Chapter 1:	Introduction
Chapter 2:	Towards an ontology of non-materialism
Chapter 3:	Literature review: consciousness, coherence, workplace spirituality, and organisational consciousness
Chapter 4:	Insights from the wisdom traditions
Chapter 5:	The healthy organisation: towards the development of a conceptual model
Chapter 6:	The first exploratory case
Chapter 7:	The second field research project
Chapter 8:	The second field research project: from map to territory
Chapter 9:	Conclusions

LIST OF FIGURES

Figure 1:	A tree of wisdom
Figure 2:	The roots of the Vedic tradition (Persaud, 2000)
Figure 3:	Samkhya Philosophy of Creation (Lad and Frawley, 1994)
Figure 4:	The Map of Creation (Lad, 1985)
Figure 5:	Levels of abstraction of three traditions (Baets 2009)
Figure 6:	Spiral Dynamics Model (Don Beck and Chris Cowan, 2005) combined with Ken Wilbur's model of holism
Figure 7:	Wilber's Four Quadrants
Figure 8:	The conceptual model
Figure 9:	Inter-topic distance map of the entire interview set
Figure 10:	Inter-topic distance map of the entire interview set, topic 5 highlighted
Figure 11:	Inter-topic distance map of the entire interview set, the term 'believe' highlighted
Figure 12:	The five most important topics with a percentage representation above 10%, per interview
Figure 13:	Topic 5, $\lambda=0.6$
Figure 14:	Topic 5, $\lambda=0$
Figure 15:	Topic 6, $\lambda=0.6$
Figure 16:	Topic 6, $\lambda=0$
Figure 17:	Topic 3, $\lambda=0.6$
Figure 18:	Topic 3, $\lambda=0$

Figure 19:	Topic 4, $\lambda=0.6$
Figure 20:	Topic 4, $\lambda=0$
Figure 21:	Topic 7, $\lambda=0.6$
Figure 22:	Topic 7, $\lambda=0$
Figure 23:	Semantic proximities and the strength of their relationship with identified themes
Figure 24:	Summary findings of the second case

LIST OF TABLES

Table 1:	Overall classification (based on the level of coherence seen in responses)
Table 2:	The seven most commonly used topics; sub terms and their frequency
Table 3:	Key concepts for becoming a healthier organisation

APPENDICES

Appendix 1:	Cassandra questions (case study 1) (Word document)
Appendix 2:	Background information on the hospital (case study 1) (Word document)
Appendix 3:	Average scores for the Cassandra Survey (case study 1) (Word document)
Appendix 4:	Results of the Artificial Neural Network training (case study 1) (Word document)
Appendix 5:	Raw data set (case study 1) (Excel document)
Appendix 6:	Questions (case study 2) (Word document)
Appendix 7:	Transcripts of interviews (case study 2) (Word document)
Appendix 8:	Interactive tool 1 (case study 2) (Html page link)
Appendix 9:	Interactive tool 2 (case study 2) (Html page link)



CHAPTER 1: Introduction

“Science cannot solve the ultimate mystery of nature... because in the last analysis we ourselves are part of the mystery we are trying to solve. When you change the way you look at things, the things you look at change.”

Max Planck, Nobel physicist

I have been a keen observer during my unusual personal journey: travelling, living, and working in different countries. My experiences and observations have led to this thesis as a way of addressing a series of key questions:

- Can certain activities, working conditions, and leadership approaches strengthen one's self-exploration, discovery, and expression in a more fruitful, meaningful, and healthier way?
- What is the impact of specific work environments on one's well-being?
- Can one manage the transition of an organisation towards becoming a healthier one?

Underpinning these questions is the perception that, while the concept of a high-performing company is readily understood in business management, the notion of a high-health organisation is not.

Since graduating in HR and Organisational Design, I have completed a PhD programme at the University of Granada in Peace and Conflict Management (Political and Social Sciences). Further training in Ayurveda, mind-body medicine, and indigenous healing practices have fuelled my interest in pursuing a rigorous research project (PhD) on the interrelationships and interconnectedness between indigenous healing wisdom and spirituality, the role of consciousness (as understood in different disciplines), systems thinking, and corporate well-being.

This project aims to combine the lessons learned in those disciplines with recent scientific evidence on the criteria for good leadership, happiness, motivation, transformation, and well-being.

While living and working in France, I asked myself why the French work-related suicide rate is explosively high. Why, regularly, do people express that they profoundly “hate” their jobs, working conditions, and circumstances? Why do they feel trapped in a situation in which they cannot find ways to escape? Moreover, what could have been done to avoid this sad expression of what Rosenberg (2003) calls unfulfilled needs?

While a more conscious and healthier organisational model is the focus of this research, it is impossible to do without an exploration of the self in this broader perspective and its impact on the working environment. It explores what an organisation needs to become a high-health entity. Eventually, this will contribute to a better understanding of the issues at stake turning companies into places where the bottom line is healthy, making it a positive work environment and shaping the healthy organisation into a meaningful concept for management.

An important research hypothesis of this project is that consciousness plays a significant role. Different disciplines and research areas, such as workplace spirituality, exploration of deep inner wisdom, complexity and quantum interpretations of organisations, a systemic understanding of problematic issues, and mind-over-matter principles deal with the concept of consciousness. The research explores which concepts, consciousness, and others can be drivers for companies or organisations to be healthy places attracting employees and producing better corporate results. Consciousness is a concept that does not fit a deterministic, Newtonian research approach. The thesis, therefore, pays ample attention to its ontological dimension.

For this research, a high-health organisation correctly performs (as measured by acceptable profit levels; a stable or growing share value; a sustainable outlook) its core business, regardless of the sector or industry. Simultaneously, the business needs to be a place where people enjoy their work and feel that it adds value to society. While the concept of a high-performing company is readily understood in business management (expressed in indicators, such as shareholder value and credit ratings), the notion of a high-health organisation is not. One contribution of this thesis is to give a valuable and meaningful definition of a healthy organisation.

The growing acceptance of holism, constructivism, and emergence as fundamental to a new understanding of the company leads to reassessing conventional worldview (ontology). Mainstream economic and social research are still mostly deterministic, and according to Arthur (1990), mired in Marshallian economic thinking of the 19th century. This research, therefore, needs to explore an adapted worldview, allowing the study of the high-health organisation in the broad systemic interpretation. This worldview is discussed in some detail in the following chapters since this exploration also contributes to creating the platform needed for the empirical work.

The question then arises how a company can create an environment that allows personnel to be happy (i.e., they want to come to work; have no burn-out; feel valued; and there is a low turnover of personnel), effective (i.e., personnel successfully execute the tasks in which they are competent), and efficient (i.e., doing this at the best possible cost-reward combination) and how this could be 'measured', or communicated.

Awareness is growing that a healthy organisation is based on values, such as integrity, respect and honesty (Dolan et al., 2006). This project contributes to understanding how happiness matters and how it can contribute to the bottom line.

The primary areas of reference for this project are workplace spirituality (Giacalone and Jurkiewicz, 2003), consciousness (in various disciplines), and the lessons learned from Ayurveda (Persaud, 2000 and Chopra, 1990, 1994, 2003).

This thesis will explore these concepts to develop a conceptional framework:

- workplace spirituality
- sustainable values,
- the human experience of spirituality
- institutional spirituality
- healthy workplace policy
- quality of work-life
- spiritual well-being

The author defines the following concepts in this thesis:

Workplace spirituality is a framework of organisational values shown in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy (Giacalone and Jurkiewicz, 2003b).

Ayurveda is a 5000-year-old system of natural healing that has its origins in the Vedic culture of India. Tibetan medicine and traditional Chinese medicine are rooted in Ayurveda. Early Greek medicine also embraced many concepts originally described in the classical Ayurveda medical texts.

More than a mere system of treating illness, Ayurveda is a science of life (i.e., Ayur = life, Veda = science or knowledge). It offers a body of wisdom designed to help people stay vital while realising their full potential. Providing guidelines on ideal daily and seasonal routines, diet, behaviour and the proper use of one's senses, Ayurveda reminds one that health is the balanced and dynamic integration between the environment, body, mind, and spirit (Persaud, 2000).

A high-health organisation is an organisation that is performing correctly according to classical business management criteria (profit levels, share value if quoted, financial sustainability, etc.), and where people want to work (illustrated by corporate climate research, turn-around of staff, sick days, etc.).

This thesis aims to gain a better understanding of what a high-health organisation is. It builds on the definition of a healthy workplace by Paloutzian et al. (2003). They suggest that such an organisation's components are seamlessness between home and work; trust and commitment; teamwork and communication; and helping employees in time of need.

High coherence on an individual level is an optimal psychophysiological state: a dynamic, systemic view of the interrelations between psychological, cognitive, and emotional systems and neural communication networks in the human organism (Tiller et al., 1996).

High coherence on an organisational level is defined as a high state of systemic inner balance between the values of the organisation, the personal development levels of staff, the business processes, and the sustainability of the organisation, as seen through the individual's perceptions. Baets and Oldenboom (2009) developed this concept. Pinto Leis and Baets (2008) published a research tool which they developed and tested for validity.

Based on the existing literature, chapters two to four define the central concepts **Health** and **Consciousness concepts** further.

Summary

This introduction defined what is intuitively understood as a high-health organisation compared to what is commonly known as a high-performance organisation. While much research exists around high performance, little or no research is undertaken around high health. This thesis explores what it takes to be or to become, a high-health organisation and how organisations could create such a place or space. Indeed, a high-health organisation is not a place, a building, or an organisational structure; it is a state of mind, a purpose, a form of coherence. This exploration illustrates the meaningfulness of this concept for management.

Based on my experience, and the exploration during my career of the different disciplines mentioned above, I believe that the following elements need to be considered for creating and understanding of what leads to high health in organisations. It are these elements that will be explored in the literature and next in the field research, leading towards the map and the understanding of the territory of a healthy organisation in the conclusions.

A first and obvious element are the working conditions and the **working environment** in an organisation, both material and emotional. This aspect has been researched extensively but remains in organisations an issue that deserves attention. A second element is the **leadership approach** and style, and while that element also is well researched, that is often done from a rather traditional point of view (paradigm). If the leadership approach is in my opinion an important issue, it is leadership as understood within a more systemic and self-organising paradigm (worldview), the way I will develop it further.

A third element that can lead to high health in organisations is the power and practice of **self-exploration**, self-reflection, and more general the role of the self in the organisation.

This aspect is researched but can certainly do with more attention. It is related to the role of consciousness, on an individual as well as on an organisational level. **Consciousness** will play an important role in this thesis and in the development of the map of what a healthy organisation is. The central role that consciousness takes in this thesis, is certainly a potential contribution to a better understanding of the role of consciousness within this rather new context of healthy organisations.

Next, I believe that **meaningfulness** of a job, and even meaningfulness of an organisation, is an important driver for health in organisations. I refer here to the concept of the 'bullshit job' that has been researched over the last decade and seems to be an important reality in organisations. Meaningfulness seems to be an important motivator for people in the performance of their job. This relates to the importance of **values**, and the possibility to realise these values, within the context of the organisations. I refer to this further as values-based leadership, though it has both a personal and an organisational dimension.

As a last meaningful input for understanding high health in organisations, the lessons from indigenous healing practice, and broader from **ancient wisdom traditions**, sheds a completely different light on high health. This angle has been underrepresented in academic research until now. I have been able to study first hand the Vedic wisdom tradition (with Ayurveda as its health concept) which opens a really different perspective, that can usefully inform the exploration of high health in organisations.

The thesis is exploratorily aiming to contribute to the creation of theory. The expected outcome is a better understanding of what it means to be a high-health organisation and lay the groundwork for organisations to begin a reflection and introspection around this concept. The researcher conducted two field research projects to further explore and illustrate high-health organisation's dimensions.

This thesis's research is multi-disciplinary and systemic, rooted in three complementary research areas: workplace spirituality, Ayurveda, and systemic thinking.

Workplace spirituality is slowly being recognised in the management literature.

Ayurveda, the 5000-year-old wisdom tradition around systemic health, living systems, and purposefulness, gets attention in academic work within its Indian cultural roots.

Unfortunately, the Western research tradition is less familiar with it.

Finally, **systemic thinking** is a scientific discipline, not yet mainstream, gaining traction in management studies.

The concept of a high-health organisation is emerging at the intersection of these three research areas. Key concepts identified in the introduction, consciousness and health, will play an essential role in the entire thesis.

The structure of the rest of the thesis is as follows:

- **Chapter 2** develops the worldview (ontology) of this thesis, an ontology of non-materialism (Gershenson, 2013, based on the choices made and described in the introduction).
- **Chapter 3** has a literature review exploring the concept of consciousness.

- **Chapter 4** explores the insights gained from conventional wisdom to complement the literature on consciousness discussed in chapter 3. It explores the concept of health.
- **Chapter 5** develops the conceptual model of what a high-health organisation could be. It brings together the theoretical insights collected in the first four chapters to create the research platform for a real-life exploration in the following chapters.
- **Chapter 6** reports on a field research project in a major public hospital in Cape Town, undertaken to explore the validity of the dimensions of the conceptual understanding. The author used the Artificial Neural Networks method, which fits the study's ontology and epistemology (latterly, it remains a numeric method). It is a researcher independent method. Artificial Neural Networks analyse the data systemically.
- **Chapter 7** is a case study based on interviews with employees of a foundation. The researcher used an original semantic analysis tool to identify concepts (categories in Grounded Theory), researcher independent, out of the interviews. This allows for developing a map for a healthy organisation.
- **Chapter 8** substantiates the concepts shown in the previous chapter (the map) and shares insights gained from the interviews (qualitative research). It translates the map defined in chapter 7 into the territory.
- **Chapter 9** summarises the conclusions drawn and gives several routes for companies towards becoming a high-health organisation.

Hope

*Moments of silence in a Babylonian World of disagreement
 Emptiness in an overloaded mental mind
 Full of models, full of words without a meaning
 Reflecting barbarian expressions of separateness*

Moments of silence in a Global World of understanding

*Emptiness in a conscious mindful mind
Full of laughter, full of words with deeper meaning
Reflecting loving expression of connected hearts*

- Erna Oldenboom



CHAPTER 2: Towards an ontology of non-materialism

“If you want to build a ship, call people together and give them the desire for the endless sea”

Antoine de Saint-Exupery

The following publications used elements of this chapter: Baets W and Oldenboom E, *Values Based Leadership in Business Innovation*, Bookboon, 2013 and Baets W, Oldenboom E and Sewchurran K, “Towards the measurement of organisational consciousness”, in the *International Journal of Complexity in Leadership and Management*, 2015

Prevailing management research is based on an ontology of materialism and determinism, while workplace spirituality, Ayurveda, and systemics do not necessarily fit such an ontology. This chapter explores what an ontology of 'non-materialism' could be, based on complexity theory and, in particular, complex adaptive systems, to examine the concept of a high-health organisation within its adequate ontology.

Introduction

Contemporary science is rooted in the claim that reality is material, physical, and measurable. In this interpretation, there is hardly any other reality than material reality. Some call it Newtonian determinism and oppose it to a worldview that is rooted in complexity theory (Boulton, 2012) or quantum mechanics (Gershenson, 2013). Once interaction becomes crucial in the situation to study, reductionism becomes limited in several aspects, according to Gershenson. He states that interactions imply non-reductionism, non-materialism, and non-predictability. One should look for alternatives, such as holism, contextuality, and meaningfulness. However, consciousness is a by-product of physical activity of the brain; it is not material itself. The current research considers matter unconscious.

Ellis (2004) identifies four worlds that are ontologically real: matter and forces; consciousness, physical and biological possibilities; mathematical reality. The research attempts to obtain, according to him, an accurate correspondence between the different worlds, based on concepts of the consciousness world. The biggest challenge for materialism is the existence of consciousness (Sheldrake, 2013). The biggest scientific delusion for science is that it already knows all the answers.

According to Boulton (2012), complexity theory is well suited to include, more explicitly, the subjective features of human existence, like intention, values, the imaginal, and the

numinous. This makes a complex worldview or paradigm interesting to investigate consciousness in its spiritual dimension.

Many scientists ignore that materialism is an assumption and only one of several possible ontological views. The materialist philosophy often denies the existence of any spiritual reality or non-material goals.

However, consciousness exists. Almost everyone assumes that one has, at least to a certain degree, a free will that makes one responsible for one's actions. The current educational and legal systems are constructed on that belief. Most will consider themselves conscious beings, with some degree of free choice.

Galen Strawson (2006) argues that materialism, if it wants to be consistent with itself, should include what he calls "panpsychism": the idea that even atoms and molecules have a primitive mentality or experience. Some aspects of mentality or experience are present in the simplest physical systems, other than manufactured objects (e.g., planes, houses) that do not have their own goals or purpose and organised by humans. Human systems and self-organising systems of a complex nature (i.e., non-linear, dynamic, interconnected, interacting) experience emergence spontaneously.

Further, Alfred Whitehead (1861-1947), one of the first scientist to do so, recognised quantum mechanics' radical implications for understanding systems. Classical theory considers material as essentially spatial, that exists at specific points in time. The wave theory of matter replaces this concept with one where time is an essential part of matter (and no longer outside matter). Space and time are intimately interconnected, blurring the

distinction between them. The fundamental units of nature, including photons and electrons, are temporal and spatial. There is no “nature at an instant” (Griffin, 1998).

Christian de Quincey (2008) describes it as follows:

“Think of reality as made up of countless gazillions of ‘bubble moments,’ where each bubble is both physical and mental – a bubble or quantum of sentient energy. Each bubble exists for a moment and then pops! And the resulting ‘spray’ is the objective ‘stuff’ that composes the physical pole of the next momentary bubble. Time is our experience of the on-going succession of these momentary bubbles of being (or bubbles of becoming) popping in and out of the present moment of now. We feel this succession of moments as the flow of the present slipping into the past, always replenished by new moments of ‘now’ from an apparently inexhaustible source we objectify as the future. The future does not exist except as potentials or possibilities in the present moment – in experience – which is always conditioned by the objective pressure of the past (the physical world). Subjectivity (consciousness, awareness) is what-it-feels-like to experience these possibilities, and choosing from them to create the next new moment of experience.”

Researchers (Zohar, 1990, 1993, 2004, 2016; Ellis, 2004; Kaufman, 2019; Baets, 2006), indeed, have suggested that a worldview based on quantum mechanics could be equally valuable for exploring the non-material world and for understanding organisations, comparable to a view rooted in complexity. However, the author agrees with the argument of Boulton (2012) that complexity theory is much more useful for the social and natural world than quantum mechanics. Nevertheless, while one’s *weltanschauung* will be rooted in complexity, one sees the use of integrating some ideas of the quantum reality.

A Newtonian deterministic world does not seem to hold if drilling down to the level of emotions, feelings, and less rational decision-making. The concept of causal determinism needs to be reviewed for this study, using concepts such as a-causality (Kaufman, 2019; De Meijgaard, 2002), distributed causality (Holland, 1992), or multiple simultaneous relationships on different levels (Ellis, 2004).

Complexity theory

Current management theory and practice face the challenge that linear and deterministic ways of thinking about managerial problems may create more problems than they solve.

Strategy studies, for instance, display a growing interest in learning and organisational flexibility, and IT gives importance to distributed cognition and adaptive systems.

Management theorists are keenly observing developments surrounding complexity and chaos theory in science; management researchers are attempting to apply emerging theories to managerial problems.

The idea that many simple, non-linear deterministic systems can behave in an unpredictable and chaotic manner is not new. The great French mathematician Henri Poincaré first introduced this idea. Other early pioneering work in chaotic dynamics is found in the mathematical literature by scientists, such as Birkhoff, Levenson and Kolmogorov. More recently, Prigogine and Kauffman received Noble prizes for their work in this research field.

One of the difficulties for management theory and practice engaging with complexity theory is that complexity theory is often scientific in its view, with mathematical underpinning (Prigogine, for instance). However, complexity has evolved as a broad network of concepts and theories, ranging from the mathematical to the philosophical.

In his insightful overview, Castellani (2018) groups these concepts in five main streams (attributing colours in his diagram):

- systems science (blue)
- dynamical systems theory (purple)
- complex systems theory (yellow)
- cybernetics (grey)
- artificial intelligence (orange)

Concurrently, he illustrates how the different specific theories and concepts (and researchers) are interconnected.

Our understanding and use of complexity theory sit in the 'complex systems theory,' and particularly around Complex Adaptive Systems.

Complexity as an emergent organisational paradigm in the knowledge-based economy is not primarily looking for deterministic equations or solutions. An ontology based on complexity allows integration of more subjective features, values, and the spiritual dimension.

Different researchers have used different terminology referring to the ontology of complexity. Some (Gershenson, 2013) use worldview (i.e., weltanschauung) instead of ontology. While Mäki (2001) still calls it an ontology, he refers to Shumpeter (1954), who refers to it as a 'vision', Collingwood (1940), who calls it the 'absolute presuppositions,' Bradburg (2003), who uses both ontology and 'new concept of understanding'. The author will use worldview and ontology throughout this research.

In the meantime, further developments have taken place in biology (i.e., the concept of Sheldrake's morphogenetic fields) and mind-body medicine that all seem to point to a

federating idea of a role of the non-material. This chapter attempts to identify what an ontology or worldview of non-materialism could be, fully knowing that the non-material needs the material to express itself.

In the literature, different streams make an attempt to define such an ontology: one around complexity science (Gershenson, 2013; Bradbury, 2003; Ellis, 2004; Arthur, 2015; Stacey, 1993; Boulton et al., 2015), and one around quantum mechanics (Kaufman, 2019; Zohar, 1990, 1993, 2016; Peat, 2015). While there are others, these two seem to prevail as a basis for an ontology of non-determinism.

More research challenges the classical Newtonian deterministic way of understanding from a complexity point of view than from a quantum perspective. Boulton (2012) suggests that complexity theory is much more helpful for the social and natural sciences than quantum mechanics, but she warns that there is a danger to use complexity too much for reification (data analysis) on the one hand or (often too loosely) as a metaphor. For her, complexity is most useful as a worldview since the complex concepts can be too ambiguous and even misleading: they could distract from the authentic experience.

According to Boulton, one can expand complexity thinking to include more than the 'real' and easily recognisable aspects of the world, such as emotions, meanings, intentions, and the numinous. Given the intention to explore the concept of healthy organisations, anticipating a real dimension for consciousness and spirituality, a complexity worldview seems appropriate.

The philosophy of complex systems (the elements of the worldview)

As suggested earlier, complexity science is a broad set of theories (see Castellani, 2018), which have certain characteristics in common, but that can differ simultaneously. While most classic complexity theory, is deterministic and equation based in mathematics and physics, and focusses on the material world, the author's interest is directed towards Complex Adaptive Systems (CAS). The worldview adopted by this research is based on the characteristics of CAS. After a brief positioning of CAS, the researcher will identify the characteristics of a worldview based on CAS.

John Holland (1992) describes and addresses CAS as a new era in computation. He observes that equation-based methods working very well for the airplane design, have a limited scope for economics, ecology, and human-based organisations. Social systems adapt continuously; he describes these as moving targets. The interaction of 'agents' creates those systems, and each action of an agent simultaneously forces the system to evolve (Pendleton and Brown, 2018). Furthermore, it is difficult to distinguish 'self' from 'the other.' Holland calls these systems Complex Adaptive Systems (1992). Holland refers to the AIDS pandemic as an example of such a system, and similarly, the Corona pandemic is an equally impactful example. CAS have a complex and adaptive part.

Bradbury (2003) refers to CAS as a fully connected world, a new kind of science (referring to Wolfram's New Kind of Science, 2002, which he considers an old science). According to him, most science is experimentally based, believing that there is underlying simplicity in the way the universe works. 'Deep complexity' (Bradbury) accepts the contingent complexity of the world. It teaches a new concept of understanding, different from a logical positivist view. CAS show a cooperative, symbiotic endeavour.

A worldview that includes interactions describes the world more accurately and can help to solve many open scientific, philosophical and social problems, caused by implications of reductionism (Gershenson, 2013).

As CAS have complex and adaptive parts, the author summarises a complex view's characteristics as follows. The complex world is more naturalistic and organic as an idea (Boulton et al., 2015).

The elements that constitute a complex view are:

- Interrelationship
- co-evolution
- dynamic flow
- values
- unintended consequences
- multiple perspectives
- learning
- the emergence of the unexpected
- collapse
- the ways varied factors interact

Complexity is about 'local,' mindset, and principles. When referring to the world as complex, it means (Boulton et al., 2015):

- Systemic (synergistically)
- Path dependent (i.e., history matters)
- Sensitive to context (one size does not fit all)
- Emergent, uncertain, but not random (not chaotic, not predictable)

- Episodic (patterns of relationships and structures can seem stable over longer periods, although micro-changes may continue subliminally; radical change can happen, and new patterns can self-organise)

The evolutionary complexity, advocated by Boulton et al., fits with Complex Adaptive Systems. The worldview of complexity challenges the mechanistic view of the world. While complexity comes out of mathematics, the map (the model) is not the territory. For those authors, complexity provides a frame, within which to interrogate what is seen and experienced, and explore the resilience of situations. Boulton (2012) frames complexity as a post-modern science (in the domain of social sciences), and not, using it for reification; on the other hand using it too loosely as a metaphor.

Post-modern implies pluralistic. Lyotard (1979) concluded, that the continuously differentiable function (i.e., as exemplified by equations in calculus) is losing its pre-eminence as a paradigm of knowledge and prediction. A post-modern approach to science is theorising its evolution as discontinuous, catastrophic. It is changing the meaning of the word knowledge itself. It produces the unknown rather than the known. It concerns itself with the undecidable, the limits of precise control, conflicts characterised by incomplete information. A post-modern approach to science can reflect this complex nature of the world and not try to pretend it is otherwise in the name of science (Boulton, 2012).

These elements for a complex worldview are already strongly oriented towards CAS. CAS literature would add:

- cooperative and symbiotic (Bradbury, 2003)
- goal-seeking or intention, feedback loops and purposefulness (Ellis, 2004)

- involve a substantial number of parts, a kaleidoscopic array of simultaneous interactions (massive parallelism), evolution, aggregate behaviour, and anticipation experimentation rather than analysis (Holland, 1992)
- self-organising and self-aware, creative in using 'genetic mistakes' (Zohar, 2016)

Some scholars made interesting links to both quantum theory and consciousness.

For Danah Zohar (2016), complex adaptive systems are the bridge between quantum physics and consciousness, which invites one to explore quantum physics and consciousness further.

In her book *Quantum Leadership*, she argues that the subatomic realm creates a new model of human consciousness. Is there a subatomic wellspring from which creativity, empathy with others, feelings of unity with the inanimate world originate? For her, relationships are what matters, even at a subatomic level.

Lewin pleads for a central role of consciousness in complexity (Lewin, 1999).

Ellis (2004) claims four worlds are ontologically real in considering true complexity: matter and forces, consciousness, physical and biological possibilities, and mathematical reality. For him, it is consciousness that facilitates the three other worlds. He understands consciousness as a world of rationality, of human goals and explicit social constructions. The human goals (he links to the quantum world to operate these), intentions, emotions and sensations, seem to drive complex systems. According to Kaufman (2019), quantum mechanics may be related to the mind-body problem (see chapter 4). His paper lays ontological quantum foundations for the mind acting a-causally on matter in the mind-brain problem. Quantum coherence would fundamentally relate to consciousness. Margaret Wheatly (2006) argues that the relationships, meaningful in a complexity worldview, have meaning on a deeper subatomic level.

The philosophy of quantum mechanics: Challenges and Opportunities

Researchers have suggested that quantum mechanics might give interesting anchors contributing to an ontology or a worldview of non-materialism. The following sections explore this further. However, the use of quantum mechanics for this purpose, as most researchers suggest, is metaphorical. Quantum interpretations have been used in health and particularly Ayurveda (Chopra, 2003, 2010), the arts (Caro and Murphy 2002); leadership theory (Zohar, 2016); organisational learning (Baets, 2006), and innovation (Baets, 2017).

The foundational concepts in the complexity realm emerge from neurobiology, cognitive sciences, physics, and organisational theory. New developments in knowledge management such as connectionist approaches (complex adaptive systems) for the visualisation of emergence give promising results (Baets, 2005). It appears that the networked economy is ruled by interaction and emergence consistent with certain findings in quantum research, instead of causal determinism. Could the complexity worldview, as described in earlier sections be extended with some observations from a quantum interpretation?

The complexity ontology in general, shed new light on the existence of deterministic causality. Prigogine (1996) was surprised that despite two fundamental revolutions in physics in the last century, relativity theory and quantum mechanics, physics remained deterministic and Newtonian. Time-reversibility, implicit in deterministic science, contradicts the physical world (Prigogine, 1996).

In both the special and the general theory of relativity, the notion of deterministic causality (i.e., a cause precedes its effect) remains intact in the relativistic formulations of electrodynamics, mechanics and gravitation. In quantum theory, the usual meaning of causal connection between one event and another is questioned.

The discontinuity versus continuity dichotomy is contingently rooted in philosophical commitments and in the physical phenomena studied. By the late 19th century, there were already significant, even if underwhelming, philosophical precedents for the concept of indeterminism (including the possibility of inherent chance) in nature. These opposed the straightforward determinism often associated with classical physics. Søren Kierkegaard believed that objective uncertainty could force one to leap into the unknown so that decisions cannot always, “even in principle,” be based on a continuous chain of logic. For example, one of Hoffding’s tenets was that, in life, decisive events continue through sudden “jerks” of discontinuities, an idea incorporated into Bohr’s view of atomic phenomena. (Cushing, 1998)

There was a split in philosophical outlook along generational lines: on one side was the older, classical, world view of scholars such as Einstein, Schrödinger, and de Broglie; on the other was a radically different, *indeterministic* conception of physical processes engendered by a younger generation including Heisenberg, Pauli, Jordan and a new member of the group, Dirac from Cambridge University (Polkinghorne, 1990); Bohr and Born being the exceptions. According to the standard or Copenhagen interpretation of quantum mechanics and the Schrödinger equation, there is no longer event-by-event causality. The theory predicts probabilities, not specific events.

Beyond deterministic causality

This interpretation leads to one of the most profound issues in the interpretation of quantum mechanics – that of causality, in the sense of a specific, identifiable cause for each effect. As Dirac (1958) notes, causality applies only to an undisturbed system. One cannot observe a system without producing a severe disturbance. Hence, observers cannot expect to find any

causal connection between the results of their observations. In a complex adaptive system, each agent's action, is by its action interacting with the entire network (system), and can impact the outcome.

A causal interpretation of quantum mechanics is impossible; however, no proof of this presently exists.

The standard, or Copenhagen, view of quantum mechanics is characterised as requiring complementarity (i.e., wave-particle duality), inherent indeterminism at the most fundamental level of quantum phenomena and the impossibility of an event-by-event causal representation in a continuous space-time background. Thus, on the Copenhagen interpretation of quantum mechanics, physical processes are, at the most fundamental level, inherently indeterministic and non-local. The ontology of classical physics is dead.

The heart of the problem is the entanglement (or non-separability) of quantum states that give rise to the measurement problem. This entanglement makes it impossible to assign independent properties to an arbitrary isolated physical system once it has interacted with another system in the past, even though these two systems are no longer interacting. The non-separability characteristic of quantum systems may indicate the *holistic* character of such systems. Some claim the need for a new concept of causality, but it is not clear what that would be. Earlier, authors have suggested alternatives, such as a-causality, multiple causalities, or network causalities.

Eventually, a Bell-type theorem is proven and taken as convincing evidence that non-locality is present in quantum phenomena. Quantum mechanics has undeniably introduced the existence of non-deterministic forms of causality, non-locality, and entanglement, concepts

that thus far have been applied in business, economic or social sciences sporadically.

Furthermore, quantum mechanics has made the point that one can only understand systems holistically, as already suggested by a complex worldview.

Is there a role for consciousness?

Some researchers have suggested that an ontology of complexity gives a role to the concepts of spiritual connection and consciousness. On what level can one find consciousness? Is there something like a collective consciousness, referring to Jung's collective unconsciousness idea (for example, in a company, in a society, or about innovation?) Is consciousness distributed, like Sheldrake seems to suggest? Does everyone have an essential element of incorporated consciousness with a possibility of connecting with others at the level of consciousness (Tsoukas, 2017)?

These questions translate directly to companies: do consciousness, engagement, and emotions make a difference?

Does a company have a "soul," a consciousness?

Is there a link between this "consciousness" and the success of a company?

Is there a link between vision, emotions, and consciousness?

More concretely, who determines the client's preference for a company?

What lets potential clients make a distinction between two companies, which offer similar services; for example, two big banks such as BNP and ING, or two consultant companies such as PwC and Accenture?

What lesson can help define the role of consciousness in a healthy organisation?

At the end of his scientific career, Wolfgang Pauli (as described in de Meijgaard, 2002) asked himself how one can know if human cultures can live with a clear distinction between knowledge and belief (an idea of Max Planck). For this reason, according to Pauli, societies

are in difficulty if new knowledge arrives, which questions the classical spiritual values. The complete separation between the two can only be a short-term solution and one of facility. Pauli had predicted that there would be a moment soon when all the images and metaphors of traditional religions will lose their strength of conviction for the average citizen. In that situation, conventional ethical values explode and result in a period of hitherto unknown barbarism. He was intrigued by what he called “background physics”: the spontaneous appearance of qualitative concepts and images concerning the physical in fantasies and dreams. He admitted to having these dreams too. Their character was dependent on the dreamer. Background physics has an archetypal origin leading (always, according to him) to natural science, which will work equally well with matter as with consciousness. He was also sufficiently realistic to say that if a researcher in physics has observed a sub-system, the observations are dependent on the observer as on the instruments.

According to Pauli, the physical concept of “complementarity” physics (de Meijgaard, 2002) illustrated a profound analogy with the conscience and unconscious concepts. Two extreme cases, which can never be attained in practice, are “someone with a perfect conscience” (eastern philosophy suggests that this can be attained uniquely in death, also called Nirvana) and a “bigger spirit”, which will never be influenced by a subjective consciousness. This “bigger spirit” is what eastern philosophy calls the “consciousness,” and western psychology calls “collective unconsciousness.” Consciousness plays a prominent role in classical wisdom traditions, which is the reason for discussing this further in chapter 4. Pauli accepted that physical values, as much as archetypes, change in the eyes of the observer. Observation is the result of human consciousness.

Pauli authored a book with Jung (1955) which resulted from an exchange of ideas and possibilities. Jung talks about defined archetypes as primordial structural elements of the

human psyche. Pauli introduced the notion of the “collective unconsciousness.” They were both intrigued by the possibility that humans were moving towards joining the psyche and the physical.

Synchronicity or Meaningful Coincidence

The introduction of the notion of “synchronicity” in Jung and Pauli’s co-authored work is not only engaging but recurs in other authors’ work and disciplines. Synchronicity (being united-in-time), according to Pauli, appears in all the sciences and the techniques in which simultaneity plays a role. What must be considered here is that this is not about a coherence (from cause to effect) but about a (meaningful) coincidence (being together in time). This coincidence can be considered useful even if the simultaneity’s deep cause cannot be explained.

Synchronicity (according to Meijgaard) is considered as the basis of perplexing phenomena, and often called non-scientific. However, this link is not considered further in this context. It is to Pauli’s credit that he showed the necessity to create space for the concept of meaningful coincidence in scientific thinking. Jung speaks about this concept as the “a-causal” link. Sheldrake explored these ideas with his theory of morph(ogenet)ic fields.

These observations imply that the phenomenon of “entanglement” (non-locality) includes a remote activity, not simply epistemological but ontological.

Values, interconnectedness, spiritual connection, society’s contribution, and companies’ social impact seem to be on a similar quantum level: a sub-atomic level with the accompanying energies.

Sheldrake and “Implicit Order”

Sheldrake (1995), a well-known Cambridge biologist, is now an affiliated Research Fellow at the Noetic Society. Although his theory is controversial, he offers evidence with his experiments.

In a book which Sheldrake co-wrote with Bohm (1982), they broached the subject of “implicit order.” Implicit order is ground below time, a tonality, projecting each movement in explicit order (what is known). There is something in implicit order, for everything visible, which is at the origin of the projection. If an event is repeated often, behind that, there is a constantly built component. A fixed link is born. Via this process, the forms of the past can continue to live in the present. This is what Sheldrake calls morphogenetic fields, created by morphogenetic resonance. If something climbs into “totality,” it could be that similar things will attach themselves or resonate. As neither time nor space exists in this totality, things happening at a particular place could also happen or influence elsewhere.

Sheldrake’s idea of morphogenetic fields complements Varela’s (1979) later ideas. They engaged with how resonance could be responsible as the organising principle in networks. Sheldrake’s research corroborates Varela’s suggestion. These characteristics identified from morphogenetic fields complement the suggestions of the complexity paradigm.

Others (Caro and Murphy, 2002) have applied the quantum concept to art and aesthetics. Although this is not the subject of this chapter, it is interesting to see how art can apply the same principles of non-locality and quantum structure. The cradle of this quantum movement in arts resides in Spain. Caro and Murphy’s book includes chapters on quantum art, literature, anthropology, and politics. Towards the end of the book, the authors suggest

that the quantum principle makes more profound sense, when they integrate it with the understanding of societal phenomena.

Dalla Chiara and Giuntini (1999) tried to apply quantum logic to the concept of truth and interpretation in art. They first dedicated themselves to the subject of poetic force and asked if truth in poetry is less “true” than observed truth. Where quantum theory and orthodox quantum logic deal uniquely with problems of absolute clarity, leaving no place for different interpretations, problems linked to language are vague. Neither humans nor language has absolute, concrete notions.

What is it to “be honourable?”

What is “important?”

Quantum logic does not only work with well-defined unambiguous concepts. With these problems, semantic uncertainties only result if the problem is not completely defined in detail. The authors plead for a vague quantum theory (even to be compared with fuzzy logic). They refer to a piece of music. A piece of music consists of a score and a mass of different combinations between the same score and different musicians’ interpretations. Therefore, it is a combination of senses (emotions) and symbols; although each combination is possible, it is not necessarily good.

East-West interactions

Holistic concepts have become increasingly popular in medicine. One general area is Ayurveda (the ancient Indian Vedic medical science) and, more particularly, somebody like

Chopra (1990), who, with research and experiments, does increase research into quantum concepts of healing. These experiments also help to provide basics for the approach advocated by this thesis.

Other researchers have alluded towards the value of eastern wisdom traditions as a complement to a complex ontology. Zohar (2016) states there exists a Western model that is based on the Newtonian self and organisation and an Eastern model based on the network-self and organisation. The Eastern model is comparable to the African Ubuntu philosophy of, 'I am, since I belong,' or 'I am, because we are.'

According to Zohar, the quantum model of the world is an attempt to bridge East and West. Boulton (2012) relates the Buddhist notion of emptiness with some aspects of the complexity worldview. Societies are fundamentally ephemeral, hollow, and subject to change; they are neither fixed, nor real. She further refers to the Vedic Upanishads; how they present a similar sense of temporary patterning emerging.

Ayurveda examines holistic human beings differently than Western medical science. Ayurveda looks for a natural balance in a human being. Another distinction is that Ayurveda is a preventive medicine so that the best doctor does not have any patients. Not surprisingly, Ayurveda focuses on energy flow. The human body has its regeneration system its defence mechanisms, and the art must then be to reinforce all that. The heart, for instance, is an important regulator of energy flow. An imbalance causes certain illnesses, such as stomach problems or migraines. The message is to calibrate the balance. As the body is a complex network with several cells working symbiotically, it is necessary to disturb this network as little as possible. For many reasons, the World Health Organisation (WHO) has named Ayurveda a viable medical approach for developing populations.

Healthy living and good nutrition are now also credos in the West. Nevertheless, the “why” of this advice is different. Ayurveda considers the human body as a self-organising system composed many simple elements, which independently are unintelligent, but together form a formidable, distributed intelligence. Conversely, one can consider a company as a network of “simple” elements that each “know” what they should know to manage to form correct networks with others. The knowledge of a system is in the community, not in a local element.

The interesting thing is that these theories re-confirm the concepts proposed earlier. Chopra’s theories about non-locality and entanglement and their systemic view on health illustrate the arguments already developed here from a different perspective.

This invites for a further investigation into Ayurveda as a wisdom tradition (not only a medical approach) since it helps define the concept of meaningful health. It contributes to the understanding of the concept of consciousness. It resonates with the systemic focus of the complexity ontology.

The key concepts of a new ontology

This chapter explored complexity (and complex adaptive systems) as a basis for a new worldview or ontology that allows investigating the non-material aspects of the healthy organisation in a meaningful way. This section summarised some fundamental concepts. Fields other than the economy, management, or social sciences often develop these concepts, gaining traction in understanding management topics, such as leadership, innovation, creativity.

1. Complex systems are based on non-linearity, dynamic behaviour, interconnectedness, and interaction. The worldview that supports Complex Adaptive

Systems (CAS) seems an attractive setting to study social systems. CAS are based on the interaction of agents, individuals, groups, which co-evolve within a complex setting.

2. Complex Adaptive Systems (CAS) create emergence, but they are not random. CAS continuously adapt, and they show a form of co-evolution. This characteristic of emergence, with its ever-changing appearance, has epistemological consequences, as discussed further.
3. Complex adaptive systems seem to be based on a-causal relationships or simultaneous multiple causalities. They exist, but they are not deterministic.
4. Complex systems are inherently systemic, a characteristic supported by findings in quantum mechanics. Hence, studying a healthy organisation from a complexity worldview, means to choosing for a systemic or holistic approach.
5. Complexity as a worldview opens a gate towards the role of consciousness and the spiritual dimension of realities. It aligns with Eastern wisdom traditions and how it contributes to the understanding of social systems. Both consciousness as a concept and Eastern wisdom traditions (via the Vedic tradition and its health component Ayurveda) will be explored further.
6. Complex systems are sensitive to context, demanding pluralistic investigation and understanding. A complex worldview is post-modern, based on a 'try and see it' approach (not unlike design thinking). A post-modern approach to science can reflect

the complex nature of the world (Boulton, 2012). One should not pretend it is otherwise, just in the name of science.

Summary

An ontology of materialism underpins prevailing management research. However, there is a growing body of evidence in leadership, emotional intelligence, innovation, creativity, and other non-material ontologies. Coincidentally, workplace spirituality, Ayurveda, and systemics do not necessarily fit such an ontology as argued in this chapter. An adequate ontology (and epistemology) is necessary to explore the concept of a high-health organisation, since they are based on a more systemic understanding of concepts out of the above-mentioned disciplines. This chapter explored an ontology of non-materialism based on complexity theory and some additional interesting concepts out of quantum mechanics, but within companies and organisations.

This thesis investigates what happens beyond the material and how it contributes to creating a high-health organisation. This thesis searches for a systemic understanding of the high-health organisation within the worldview of complexity and systemics. The author used research methods to explore entanglement instead of deterministic causality.

The consequences of this ontological choice for the research methods are multiple and innovative. If the research method is to go beyond deterministic causality, it needs to visualise entanglement, network, emergence, and interaction. It can only be based on more systemic analysis. Chapters 6, 7, and 8, report on two field research projects. The research methods of Artificial Neural Networks and Semantic Analysis in conjunction with qualitative research are explained and used for the analysis.

The research chapters explain the methods as they are deeply interwoven with the project and are easier to understand within the research project context. However, while some of those methods have a mathematical basis, they can model interactions and emergence (Ellis 2004).

This chapter shows the concept of consciousness to be central and crucial to the ontology adequate for this research. Therefore, chapter 3 explores the literature on consciousness (key for a high-health organisation).



CHAPTER 3: Literature review

Consciousness, coherence, workplace spirituality and organisational consciousness

Elements of this chapter have been used in the following publications: Baets W and Oldenboom E, *Values Based Leadership in Business Innovation*, Bookboon, 2013 and in Baets W, Oldenboom E and Sewchurran K, "Towards the measurement of organisational consciousness", in the *International Journal of Complexity in Leadership and Management*, 2015

**I have lived on the lip of insanity,
wanting to know reasons,**

**knocking on a door.
It opens.
I've been knocking from the inside.**

Rumi

Chapter 2 explored an ontology of non-materialism, in preparation to study of the concept of a high-health organisation. Consciousness is an essential element in such an ontology. This chapter explores what the beneficial consciousness could be in a healthy organisation. Therefore, a literature review on consciousness is appropriate. A further review on related concepts of coherence, workplace spirituality, and organisational consciousness, will position this research within current and ongoing research. The next chapter looks at the lessons from wisdom traditions, such as the Vedic tradition, which deals with the spiritual dimension. Ayurveda (health perspective of the Vedic tradition) will define a meaningful concept of health and a healthy organisation.

Definitions of Consciousness

Given the role consciousness plays in this project, it is important to explore the different scientific views. In general, consciousness is central to this project's understanding of management, particularly in the role that consciousness plays in the healthy organisation (see Baets, 2008, for a more contextual overview).

In her interview series of neuroscientists and philosophers, Susan Blackmore (2005) identifies two main schools of thought around consciousness. The one school argues that the idea that the brain is a coder and decoder (neuronal actions). Hence, the challenge in a study on consciousness is to understand how the brain deals with issues, such as emotions, colours, and senses. Neuro-scientists consider the problem of consciousness as residing in the physical world. While interesting for certain scientific research projects, it is not a view that resonates with this research.

The second school of thought attempts to understand the first-person perspective. It explores how things feel, and they accept that one's "internal movie" has colour, music, and feelings. According to these scholars, consciousness cannot be reduced to a fixed space-time environment. Scientists cannot study via standard third-person research tools. Below is a summary of scholarly discussion on this school of thought. This short discussion of concepts aims to gain insight into consciousness, beneficial for this research project.

Bernard Baars (1988 and 1997) accepts that being conscious involves activating a winning combination of neurons (as opposed to being unconscious). He refers to the theatre metaphor developed in the Vedantic scriptures and Plato's ideas: consciousness is in the bright spotlight and the thalamus is the machinery. This view on science denies emotions.

Francis Crick (1994) claims that it is difficult understanding how qualia, the internal and subjective component of sense perceptions, which explains the redness of red, for instance, are generated by the brain. Behaviourist, **Dennett** (see below) suggests to do away with qualia all together. For Dennett, it is all about behaviour. For Crick, being conscious or non-conscious has everything to do with brain activity. Consciousness and awareness go hand-in-hand.

Daniel Dennett (1987, 1991, 1996, 2003) is one of the best-known opponents of the brain activity school, however, he pays attention to behaviour. Subjective experience is hard to understand; it is a point of view, a reflective ability. People have powerful seductive intuitions, which are faulty. From a third person perspective, one approaches consciousness from the outside, not from the inside. According to Dennett one is placed into a physical world devoid of mysteries. Dualism, according to him, is hopeless. Dennett is an absolute materialist: one cannot trust common sense. The point is to categorise the phenomenology of consciousness and explain it. But he agrees that first-person research is useful in the stage of discovery, not in the context of justification.

Patricia Churchland (1986, 2002) and Paul Churchland (1984, 1996) believe humans are not progressing in understanding consciousness, as they do not know how information is coded in the brain. Consciousness is all about how the brain does the coding. The brain builds a model and there is a difference between the inner and outer world (hence, dualism).

Although, the Churchlands's ideas also open doors to the second school. According to these scientists, there is more than wave theory in sound. The heat of a coffee cup is comparable to mean molecular kinetic energy, but the two are not just correlated. Neural correlation, defined as the set of neuronal events and mechanisms sufficient for a specific conscious percept is also known as interconnectedness. Sensations are energies and this 'energy' interpretation of consciousness opens doors for a non (or less)-deterministic model of understanding.

Koch (1999, 2003) refers to illusion: sometimes ones sees and other times one does not. This possibility to see differently is what he calls consciousness. It is an experience; it is not just

the view, but the accompanied feeling. It is not the retina that makes the difference, but an associated, subjective feeling. However, he argues the only way forward are to correct the neural correlates.

Searle (1992, 1997, 2004) takes an interesting middle ground. Consciousness only exists as experienced or enjoyed. Hence, it has a first-person ontology. Searle suggests that the brain mechanism creates a system of rational agency, but that it should act under the presupposition of freedom of experience.

Ned Block (1997) defines consciousness as the Technicolor phenomenology describing “what it is like.” He defines phenomenological consciousness, and diversely access consciousness. The latter form is suppressed, and consists of the unconscious, images, and vivid states. According to Block, phenomenology is not completely part of a person, similarly as observations do not connect amongst themselves or are not part of a person.

According to Chalmers (in Lanza, 2009), however, the ‘easy’ problem of consciousness is to explore:

- the ability to discriminate, categorise, and react to environmental stimuli
- the integration of information by a cognitive system
- the reportability of mental states
- the ability of a system to access its own internal states
- the focus of attention
- the deliberate control of behaviour
- the difference between wakefulness and sleep

The easy problem is about control and which part of the brain does what: it is about finding mechanisms. Understanding this problem, does not explain consciousness or give insight into how one transforms seeing into experiencing: what is the feeling of the colour red, why does working with one person may make one feel more motivated than with another, how does the architecture of a building make one feel happy, energetic, or depressed?

Biocentrism (Lanza, 2009) highlights the fundamental problems accepting an external reality and defines seven principles linking the observer and the role of consciousness in the experience.

What one perceives as reality is a process that involves consciousness. An external reality, if it existed, would have to exist in space. However, according to Lanza, this is meaningless, because space and time are not absolute realities but rather tools of the human and animal mind. One's external and internal perceptions are inextricably intertwined. These perceptions are different sides of the same coin and cannot be separated. The behaviour of subatomic particles and objects are inextricably linked to the presence of an observer. Without the presence of a conscious observer, they exist in an undetermined state of probability waves.

David Chalmers (2004, 2009) is widely known for his attempts to understand consciousness from a first-person perspective. How do things feel? Consciousness for him is subjective data. The 'hard' problem, according to Chalmers, is understanding subjective experience. The processes in the brain are not the feeling itself. Descartes, with *cogito ergo sum*, defined consciousness: the mind (this overwhelming energy and power) creates consciousness. Chalmers refutes a causal connection between brain processes and conscious experience. Consciousness cannot be reduced to a fixed time-space concept) but is a fundamental feature of the world.

For Chalmers, consciousness is something non-physical interacting with the physical world. It gives life meaning and the interesting locus of value.

Stuart Hameroff (Hameroff et al, 1996, 1998, 1999) supports the Chalmers' idea.

Consciousness is fundamental to the universal part of reality, like mass, or charge. It is just there. According to him, if qualia exist, they will exist at the lowest level of existence.

Ramachandran (1998, 2004) considers qualia as equal to consciousness. Qualia deal with the experience of the redness of red. But qualia need a self, that knows that it knows and that it is needed to know. Qualia are linked to the spinal cord experience, but simultaneously supersede the simple feeling of pain. The self can hold a meta-awareness.

Roger Penrose (2002) argues that the human mind does non-algorithmic things. These have another logic (i.e., a particular collapse of the wave function). It is a type of quantum computing in the brain. He attributes this quantum computing to microtubules (a protein structure). For Penrose, consciousness is quantum processing. For example, a person chose what they order in a restaurant as a collapse of a wave function (of those dishes one likes). Quantum coherence and entanglement may be essential features of life. Consciousness dances on the edge between the quantum world and the classical world. The more one is connected with the subconscious world of enlightenment, the happier one can be. The universe at the Planck scale is non-local, it exists holographically, indefinitely.

LaBerge (1985, 1990) sees consciousness as having a fractal nature. For him, lucid dreaming is consciousness, since dreams are experiences. Physical reality is similar to a hypothesis that allows one to communicate. In an awakened state, only 25 per cent of viewers see things,

such as the change of an actor in a movie, or the out of context monkey walking through the middle of a basketball game (as per Simon and Chabris' famous 1999 selective intelligence test). Any approach to consciousness must entail questions of self-transformation; a person needs to understand the experiences.

Metzinger (2003) goes a step further. Consciousness for him is opposed to all other states; physical, biological, and chemical. The latter are known from the outside (third-person view). The first-person view is based on experience, but he suggests that the most adequate way to research this would be via correlates. That is what this thesis seeks to develop.

Understanding consciousness needs training to see experience, without the self. The self can be misleading. One should strive for introspection without relating, without making theories, which goes against the tradition of the Western neurosciences. Metzinger questions whether indigenous wisdom, a more soul-related wisdom, would be wrong. For him, demystification of society can lead to de-solidarisation of society, and what can classical science offer in comparison? Should one not be more interested in conscious culture, conscious ethics, and a conscious organisation? The next chapter explores this dimension further.

O'Regan (2011), an influential experimental psychologist, states that people should surrender the idea that consciousness is a single thing that emerges from brain processes. Humans' continuous perception of the world is an illusion; if there is nothing there one wonders what there is (e.g., the light inside the fridge that one cannot see when the door is closed). Nerve firing could not be the cause of visual experience. Experience is not simply in the brain; it is something the brain can do. Experience is looking at something new, it is movement, it is action, at least, for the more perceptual forms of feeling (for feeling happy it might be a different story). Redness is how you move the eye; there is nothing really red. For O'Regan, it is about a brain capacity and focus, not about a brain function. A person gathers bits of

information from the physical world and make a rich representation, which becomes one's experience. It is all part of an activity, not a simple transfer. Minor changes are often not observed. There is no real seeing, but only interrogation, which creates the image. The "I" is merely a social construct. This view on consciousness moves towards a workable understanding of consciousness in organisations and opens doors to measure or represent consciousness. This view equally works towards a more conscious organisation.

Varela (1992) claims there is a methodological issue with science, that relates to the scientific tradition. Buddhism, for instance, allows precise reporting on feelings. Hence, science should divert to understand consciousness. Consciousness feels personal, is singular, given our embodiment and that is a neurophenomenological issue. Furthermore, people's consciousness develops in relation to the consciousness of others. Velmans (2000, 2003) builds on the concept of embodiment. Consciousness does not exist in the brain, it is embodied through different elements and connected to the outside world via the senses. For reductionist scientists, consciousness must be a state of the brain, it is a fundamentally dualistic concept, but this still does not resemble a simple experience.

In summary, this school of thought gives insight in what consciousness is, which perfectly fits the purpose of this research project. One can draw several similarities. They suggest that consciousness is a new kind of dimension, a first-person sensation that cannot be understood with classical third-person research or a traditional Newtonian paradigm. Third-person research is based on reductionism, measurement, and an inside-outside understanding of reality and rationality. Third-person research typically takes place in a three-dimensional Newtonian reality. However, in the chosen worldview (i.e., complexity) a separate set of assumptions are made.

The 'self' (Ramachandra) plays a significant role. It is consciousness that translates seeing into experience (Chalmers), that translates the external into meaningful experience (Lanza). Consciousness is a non-physical thing that interacts with the physical world and gives meaning and value to life (Chalmers).

The physical reality is comparable to a hypothesis that allows communication (LaBerge). Consciousness is an energy (Churchland) that translates the external, physical world into a meaningful field of belonging, of being, of enjoying (Chalmers). That field is a subconscious world of enlightenment (Penrose) and that is what contributes to happiness. Hence, consciousness, as described here, is an essential building block of a healthy and happy organisation. This understanding of consciousness, in an organisational context, is the outcome of a learning process of interacting agents (employees). The author will argue that further in the section 'Organisational consciousness.'

Coherence in a systemic (organisational) health concept

There is interesting scientific research known on consciousness and conscious states of mind that links consciousness with coherence (on a brain and body level).

Lehrer et al. (2003), reported on a UCLA study of Buddhist monks meditating on generating compassionate love. This study suggested an increased coherence. Another study on Zen monks found that experienced monks tended to have coherent heart rhythms, while novices did not.

Lutz et al. (2004) reported on a study of long-term Buddhist practitioners. They found that while the practitioners generated a state of "unconditional loving-kindness and compassion," they observed increases in gamma-band oscillation and long-distance phase synchrony. The authors suggest that this increased gamma-band oscillation reflects a change in the quality of

moment-to-moment awareness. The characteristic patterns of baseline activity of this group were found to be different from a control group.¹

Coherence on a body level seems to be a reasonable aspect of health and well-being. Furthermore, coherence is mentioned in earlier sections as an element of consciousness. It is also discussed in theories of systems thinking and quality-of-network interaction (e.g. artificial life research). Coherence is seen as an optimal psychophysiological state: a dynamic, systems view of the interrelations between psychological, cognitive, and emotional systems and neural communication networks in the human organism (Tiller et al 1996). In this definition, it might be an underlying state, supporting this study's definition of consciousness.

The feelings experienced as “negative” are indicative of body states in which “life processes struggle for balance and can even be chaotically out of control” (Damasio, 2003). By contrast, the feelings experienced as “positive” actually reflect body states in which “the regulation of life processes becomes efficient, or even optimal, free-flowing and easy” (Damasio, 2003). Research (Fredrickson, 2002; Isen, 1999) has shown that positive emotions and attitudes, beyond the fact that they make one feel pleasant, have a number of objective, interrelated benefits for physiological, psychological, and social functioning and health. Coherence is a specific quality that emerges from the relations among the parts of a system or from the relations among multiple systems. This thesis focusses on the latter.

According to McCraty and Tomasino (2006), the most common definition of coherence is “the quality of being logically integrated, consistent and intelligible”, as in a coherent argument. When referring to a person's thoughts (or speech) as coherent, the parts seem to

¹ More research on consciousness, coherence and body impact can be found at <http://www.mindandlife.org/>, and http://www.mum.edu/tm_research/welcome.html.

match. This person is not uttering meaningless nonsense or presenting ideas that don't make sense as a whole (Ho, 1998). Hence, coherence, refers to wholeness and a global order; out of the interaction of elements a whole emerges. Coherence includes the idea of local freedom and global cohesion (Ho, 1998).

The HeartMath Institute has developed a theoretical framework and tool to visualise coherence inside the human brain and body system. Psychophysiology, as described by Tiller et al. (1996), is central to these systems' development. Psychophysiology is concerned with the interrelations among the physiological, cognitive, and emotional systems, and human behaviour. Evidently, every thought, attitude, and emotion has a physiological consequence. Consciousness, defined as energy, resulting out of a learning process, resonates with this psychophysiological state mentioned by Tiller et al. In more specific terms, HeartMath examines the natural fluctuations in heart rate, known as heart rate variability (HRV). HRV is a product of the dynamic interplay of many of the body's systems. Short-term (beat-to-beat) changes in heart rate are generated and amplified by the interaction between the heart and the brain.

Research on adults has documented a wide array of effects of positive emotions on cognitive processing, behaviour, and health and well-being. Positive emotions have been found to broaden the scope of perception, cognition, and behaviour (Fredrickson, 2001, 2005; Isen, 1999), thus enhancing faculties such as creativity (Isen, 1998) and intuition (Bolte et al, 2003). Moreover, the experience of frequent positive emotions has been shown to predict resilience and psychological growth (Fredrickson et al, 2003) while an impressive body of research has documented clear links between positive emotions, health status, and longevity (Blakeslee and Grossarth-Maticek, 1996; Danner et al, 2001; Medalie and Goldbourt, 1976; Moskowitz, 2003; Ostir et al, 2000; Ostir et al, 2001; Seeman and Syme, 1987).

By contrast, research has shown that negative emotions such as frustration, anger, anxiety, and worry lead to heart rhythm patterns that appear incoherent as they are highly variable and erratic (McCraty et al, 1995; Tiller et al, 1996).

When certain positive emotional states such as appreciation, compassion, or love are intentionally maintained, coherent heart rhythm patterns can be sustained for longer periods, which also leads to increased synchronisation and entrainment between multiple bodily systems. The HeartMath Institute calls this psychophysiological coherence or entrainment (Tiller et al., 1996). Childre and Martin (1999) have developed a method for quantifying heart-rhythm coherence. This 'state of entrainment' is a metaphor for how various parts and functions of an organisation in a positive, meaningful interaction, can contribute to creating a healthy organisation.

In summary, psychophysiological coherence is a distinctive mode of function driven by sustained, modulated positive emotions. At the psychological level, scholars use the term coherence to denote the high degree of order, harmony, and stability in mental and emotional processes that is experienced during this mode.

A series of tools and techniques, collectively known as the HeartMath System, supply a systematic process that enables people to study and self-regulate emotional experience and reliably visualise the psychophysiological coherence mode (Childre and Martin, 1999; Childre and Rozman, 2002, 2005; McCraty, 2003; McCraty and Childre, 2004; McCraty and Tomasio, 2006).

Coherence-building interventions have also been found to yield favourable outcomes in organisational, educational, and mental health settings (Arguelles et al, 2003; Barrios-Choplin et al, 1999; McCraty et al, 2001; McCraty et al, 1999; McCraty and Childre, 2004; McCraty and Tomasio, 2004).

This understanding of coherence, as a high-degree psychophysiological state of order, harmony, and stability in mental and emotional processes, positive impact cognition, emotional well-being, perception, creativity, and intuition, which contributes towards a high-health organisation. Furthermore, it underpins the role of consciousness as described before.

Workplace spirituality

An obvious area of importance in business-management literature regarding well-being and happiness, is the discipline of workplace spirituality. In the academic business community, the literature around workplace spirituality comes close to defining a concept of consciousness. Weick's concept of mindfulness is widely accepted. Weick (Weick and Putnam, 2006) defines mindfulness as a moment-to-moment, non-reactive, non-judgemental awareness.

Workplace spirituality is a relatively new interest area in business management and leaders are still grappling with the difficulty of studying it in a more objective way. There are claims that scientific investigation into workplace spirituality would be impossible, even go against its nature. However, authors like Ashmos and Duchon (2000) have provided evidence to the contrary.

The key weaknesses hampering the emergence of a scientific study of workplace spirituality (according to Giacalone and Jurkiewicz, 2003b) are a lack of an accepted conceptual definition, inadequate measurement tools, limited theoretical development, and legal constraints. While the thesis aims to contribute to a better understanding of the concept of the high-health organisation, it also contributes to advancing insights for the cluster of workplace spirituality.

There seem to be two dimensions of workplace spirituality in literature (Haslberger, 2011). Giacalone and Jurkiewicz (2003) define workplace spirituality as a framework of organisational values, evidenced in the culture that promote employees' experience of transcendence through the work process, which facilitates their sense of being connected to others providing feelings of completeness and joy. Pfeffer (2003) refers to workplace spirituality as giving people meaning and purpose in their jobs.

He specifies:

- interesting work that allows learning
- meaningful work that provides purpose
- a sense of connection and positive social relations
- the ability to live an integrated life with non-conflicting roles

Fry (2003) suggests two main dimensions to workplace spirituality: a sense of transcendence (i.e., calling or being called) and a need for social connection or membership. This boils to purpose, meaning, contribution, belonging, and a sense of coherence between the elements. Purpose (related to consciousness) and belonging (related to coherence) are two key concepts that contribute to the multi-disciplinary approach of a healthy organisation as developed in this thesis.

The spiritual organisation (Pavlovick and Corner, 2009) is difficult to describe as it deals with a realm beyond the manifested, material world. Some empirical research exists around a feeling of connectedness (Sheep, 2006; Driscoll and McKee, 2007), excellent HR policies, sound values, and positive outcomes (Milliman et al, 1999; Benefiel, 2005). Some authors understand connectedness as internal to the company, but some see connectedness as a much wider connection with humankind and nature. Pavlovick and Corner argue that connectedness as experienced by the spiritual organisation might be encapsulated by a systemic concept of the organisation, which carefully considers social, ethical, and environmental impacts (Boons, 2002; Seuring, 2004). This thesis' choice of the research approach and tools accommodates this argument.

Case and Gosling (2010) pay attention to the spiritual organisation for performative purposes. They contest the prevailing concept of the human as a resource to be deployed within a nexus of economic profit-making activities, as too limiting. They argue against the limitations of measuring employee spirituality-related issues with reductive, instrumental matrices. Consistent with Foucault's (1990) thinking, they argue that understanding workplace spirituality is not value neutral and should not serve to perpetuate an unquestioned discourse of capitalist power and control.

Krahnke et al. (2003) claim that companies need conclusive evidence of the connection between workplace spirituality and bottom-line performance. Fry (2003, 2005, 2008) has developed models where he positions the spiritual well-being of leader and follower (i.e., calling, membership, vision and values, empowerment, organisational commitment) in a positive relationship to overall company performance. These models hint at a high-health organisation. Spiritual leadership causes increased joy, peace, serenity, and job satisfaction (Fry, 2003). Spiritual leadership causes value congruence across all levels of the organisation,

and higher levels of organisational commitment and productivity (Fry, 2003). Duchon and Plowman (2005), observe that work units characterised by high degrees of workplace spirituality, are ones where workers are aligned with the climate, and show greater performance outcomes. This research took place in a health care network in the United States.

Case and Gosling (2010) suggest, referring to Etzioni's categorisation of complex organisations (Etzioni, 1971), that studying spiritual or conscious organisations would best be based on an understanding of complex organisations and be done within a systemic approach. This view confirms the author's choices in the earlier chapters. It supports the use of Cassandra² as a valid research tool.

Geh and Tan (2009) highlights some of the research implications. First there is the absence of an accepted definition of spirituality. Many scholars will presume a relationship between spirituality and religion, though this is only one assumption. Geh and Tan supports the definition of Mitroff and Denton (1999): spirituality is the basic feeling of being connected with one's complete self, others, and the entire universe.

There is a growing number of studies that researches the link between different religions and organisations (e.g. Joyce, 2018 with a Vedic focus; Habisch and Bachman, 2016 with an Christian focus; Chen and Chen, 2018, with a Buddhist focus).

Being a "partnering" organisation, both in top-down and bottom-up connections, facilitate a spiritual (conscious) organisation (Ashforth and Pratt, 2003). Membership, community, and

² The Cassandra research tool has been developed and is documented in Baets and Oldenboom (2009 and 2013). It has been designed as a systemic research tool, particularly to study integrally organisations. The tool has successfully been used in several research projects (PhDs, and publications). It will be explained in detail in further chapters.

interconnectedness become vital elements. Ideally, conceptualisation should take place on two levels: the organisational level, looking at coherence at work, and the individual level, looking at spiritual well-being (internal coherence) (Geh and Tan, 2009).

Interesting and useful research is done on the neuroscience of the spiritual experience in organisations (Smith, 2008). Spiritual experiences in the workplace are relevant to organisational transformation in general. Spiritual experiences may be precipitated by ritualised behaviour that encourages the brain conditions associated with simultaneous sympathetic and parasympathetic nervous-systems operations (Atran, 2002). The HeartMath tool, described earlier, is based on this concept of internal coherence.

Smith maps neuroscience research on organisational spirituality and identifies the following factors as important:

- context
- connectedness (and its neural correlates)
- unity and connection
- insight
- brain wave synchronicity

In neuroscience, a spiritual experience is characterised by a perceived absence of time, space, and body (Heaton et al, 2004; Travis and Pearson, 2000). Some researchers correlate spiritual experience with specific brain activity (Persinger, 2001, Newberg and Lee, 2005). Others contest these classical scientific approaches as these deny the genuine internal experience of absence of time, space, and body (Austin, 1998; Newberg, d'Aquili et al, 2001). Smith speculates that spiritual and work experiences may share common neurological

agency. This discussion of neuroscience is relevant in consciousness research, which could justify to devote more attention to consciousness research.

However, for the purpose of this research, consciousness, coherence, and spirituality are building blocks for understanding the healthy organisation, and not a study subject in itself.

Spiritual organisations, defined in this research as connected companies (connection of people with their inner-self and their fellow humans) could gain from the concept of consciousness; its definition in consciousness research and in this thesis.

The current state of workplace spirituality research suggests that a concept such as defined in this thesis as a high-health organisation would be a useful link between workplace spirituality and business performance. However, the high-health organisation suggests a number of dimensions that are currently not dealt with in workplace spirituality but instead in consciousness and coherence research. Current research in workplace spirituality does not go beyond suggesting these dimensions. This project tries to integrate them. In addition to the contribution of consciousness and coherence to the understanding of what a high-health organisation is, the study of workplace spirituality suggests the following meaningful dimensions to be added:

- Non-judgemental awareness
- Organisational values, purpose, meaning, and contribution
- Experience of the transcendental
- Connection to the others, belonging, and a certain coherence
- Systemic nature of well-being;
- Empowerment of employees, humans.

Organisational consciousness

The concepts, such as consciousness, coherence, belonging, systemics, refer to the organisational level. This organisational level needs to be addressed in a systemic way, certainly in understanding, but also in the research approach. Some authors have compared organisations to neural networks (Khalifa, 1994; Caverni et al., 1991; Ehrlich et al 1993; Maturana and Varela, 1984). Maturana and Varela observed that in biological colonies, the colony reacts as a group, similar to a neural network (or brain). When a group is confronted with a problem, different members of the group will be consulted concurrently and subsequently consult other members. There is a fair amount of cross consulting. Just as the brain has a learning ability, biological colonies (companies) also show learning behaviour. Consciousness is the outcome of a learning process of interacting agents (employees). Connectionist systems (i.e., neural networks) are based on the assumptions that one builds knowledge and eventually consciousness dynamically.

Understanding an organisation as an interacting living network of individuals, from which qualities, such as consciousness, coherence, and belonging emerge, creates the necessary framework for studying emergent processes in companies using artificial neural networks (Carpenter and Grossberg, 1991; Baets, 1998; Bishop, 2000; Bradbury, 2003; Ellis 2004).

A wider systemic thinking approach to the qualities of neural networks can be understood as follows. Complex living systems, such as human beings, are composed of numerous interconnected, dynamic networks of biological structures and processes. The recent application of systemic thinking in the life sciences encouraged the understanding that the function of the human organism as an integrated whole is determined by the multi-level interactions of all the elements of the psychophysiological system. The elements influence one another in a networked way, rather than through hierarchical or cause-and-effect relationships. Abundant evidence (Bolte et al., 2003; Moskovitz, 2003; McCraty et al. 1995;

Arguilles et al., 2003) indicates that proper coordination and alignment (i.e., coherent organisation) among the different networks of any biological activity is critical for the emergence of higher-order functions.

The first research project examined in this thesis aims to study an organisation (i.e., a large general-purpose hospital) to find organisational states of coherence (as drivers of the corporate consciousness) or states of non-coherence. The Cassandra tool analysis the outcomes of the staff surveys using artificial neural networks. The study then identifies non-parametrically, where the strongest coherence or consciousness seems to reside. The analysis translates these results to what is present in the organisation that contributes to being or becoming a more healthy organisation, and what needs attention.

The second research project, in a foundation supporting students in leadership development, used live interviews. This project was also based on the Cassandra tool and the issues raised in this literature review, and is considered as a highly desired place to work.

This chapter highlighted the potential contribution of more established scientific disciplines, towards the understanding of what a high-health organisation is. There is also much to learn from wisdom traditions, concerning consciousness. For instance, the Vedic tradition strongly focusses on the role of consciousness in respect to health and happiness (Ayurveda). These worldviews do not focus on the illness and treatment (allopathic medicine) but on prevention - how conscious states of mind prevent people from becoming sick.

The author's educational background in Ayurveda suggests that Ayurveda (similar to other wisdom traditions), due to their understanding of consciousness, should be considered when

creating healthy organisations (above and beyond healthy people). It could also help define a healthy organisation.

The next chapter on the Vedic wisdom tradition and Ayurveda describes the specific role consciousness plays in Ayurveda and, more generally, the organisational health concept.

Summary

Chapter 3 presented a literature review on the concept of consciousness, coherence, and workplace spirituality. Fundamentally, the choice to study consciousness involves a choice for a first-person instead of a third-person stance (classical research). This point of view has consequences for this project's research methods, as the first-person stance has to be integrated, while using repeatable and verifiable scientific methods. It is encouraging to see that a top (classical) research institute such as the Indian Institute of Science in Bangalore, has a consciousness programme, that is solely based on first-person stance research and teaching³. While this choice might be cultural, it is equally ontological, as argued in chapter 2.

As argued before, there are fundamentally two schools of thought in academic research, around consciousness. For this thesis, and within the ontological choices made, the school of thought considering consciousness as a first-person state of being, is the one that fits perfectly. This school gives insight in what consciousness is: something non-physical interacting with the physical world. It gives live meaning and the interesting locus of values (Chalmer). According to Penrose, consciousness dances at the edge between the quantum world and the classical world. Metzinger gives it an additional dimension, which is further developed here: he suggests the importance of indigenous wisdom, soul-related wisdom.

³ <https://niasconsciousnesscentre.org/>

For the purpose of this thesis, consciousness is seen as soul-related wisdom, that is an important driver for meaning, values, well-being. This understanding is in line with the Vedic tradition, that forms an important input (next chapter) for this thesis, but also with more classical philosophical tradition like Heidegger's concept of 'Dasein', the wisdom of 'being'. This considers consciousness as a new kind of dimension, a first-person sensation that cannot be understood with classical third-person research or a traditional Newtonian paradigm. Third-person research is based on reductionism, measurement, and an inside-outside understanding of reality and rationality. However, in the chosen worldview (i.e., complexity), the concept of non-material being is central.

Consciousness is a first-person concept that seems to reside at the edge of the quantum world and the real, observable world. This chapter discusses concepts of consciousness, psychophysiological coherence (harmony), and workplace spirituality issues (i.e., awareness, organisational values, belonging, empowerment, and transcendence). Finally, it looks at organisational consciousness, highlighting the role of the interaction of individuals in the corporate network. The research will explore a first-person approach within a framework of repeatability, observation, and rigorous analysis.

Consciousness, happiness, and well-being, as discussed in this chapter, are central concepts to the classical wisdom traditions. It adds value to the insights of these wisdom traditions into this project, specifically its health focus (Ayurveda). Chapter 4 will explore the literature around consciousness (i.e., health and mind-over-matter principles), specifically the (Ayur)Vedic tradition.



CHAPTER 4: Insights from the wisdom traditions

“It is no measure of health to be well adjusted to a profoundly sick society”

Jiddu Krishnamurti

Chapter 3 studied the literature on consciousness and related concepts of coherence, workplace spirituality, and organisational consciousness. Apparently, consciousness made its entry into contemporary management literature recently, but existed for centuries in the Vedic wisdom tradition. This chapter explores the literature of the Vedic tradition to enrich the understanding of consciousness and to explore systemic and consciousness-based concepts of health in this wisdom tradition.

In chapter 5, the author will propose a conceptual model, a definition, combining the lessons learned into a platform to study high-health organisation.

A personal journey

As an eternal student of health and consciousness I have come across many different wisdom traditions. Growing up with a mother who had a vision impairment, I had some interesting experiences. My mother was born almost blind; her condition worsened progressively. I remember standing on the table to show her my new outfit, which otherwise she could not see.

My mother received surgery and when we visited her in a hospital, she uttered these legendary words: “You all seemed more beautiful when I was still blind.”

I started laughing intensely. None of us felt offended since we instinctively knew we created a more interesting and beautiful world in her imagination, than the one she could now see.

A few years after my mother’s surgery, her sight had deteriorated and at our insistence, she reluctantly visited a doctor. This doctor could not explain her sight deterioration as all the tests were negative. While in consultation, we realised that my mother handled her blindness much better than her ability to see. I realised that she imagined a more beautiful world because of my descriptions. I explained the forest in the most magnificent poetic ways

and the colours of roses in my stories were fantastic. We can “refuse” to see and call ourselves “blind.”

My mother also suffered from arthritis and allopathic medicine did not work. At least once a month we would visit an orthopaedic surgeon named Kruimel in Garderen, a tiny village in the Netherlands. This doctor did pro bono work for the residents. We had to wait for hours since patients came from all over the country to see him. My mother was convinced that his natural remedies helped her.

I still recall that I had to find young and fresh stinging nettles as ingredients for a vegetable soup she cooked. She ‘knew’ it would keep her healthy. We learned the anti-inflammatory power of garlic, the calming power of lavender, the relaxing quality of camomile, and the use a cut onion in a hot, steamy bathroom to overcome a severe cold. We had lavender in our closets to keep out the insects destroying our clothes.

When we had a fever, my mother would open the window of our bedroom, even in winter, as she considered it therapeutic. She would open the window and enthusiastically say, “fresh air.” She never gave us medicine to reduce fever, since she viewed it as the body’s natural and healthy response to return to a balanced state. My mother would submerge socks in vinegar helping the body to release heat. She would often tell us, “inflammations like warmth and sweat, and that is why we have to restore balance through cold and salt.”

She made cranberry tea and cranberry lemonades for the prevention of bladder and urinary tract infections. Medical researchers disagree on cranberries’ effectiveness to prevent bladder infections. Nevertheless, we never had bladder infections. (A well-known Dutch, *De*

Volkskrant, published an article on January 16, 2016, about the preventive healing qualities of cranberries).

When I was breastfeeding my children, she bought me a small bottle of the best dark beer, to drink, explaining, “this is full of vitamin B, very healthy while breastfeeding, but do not drink it all at once.” My mother was a walking encyclopaedia for natural health remedies.

Neighbours brought their plants to my mother for “healing” as she had “green fingers.”

Often people called my mother blind, but I experienced it differently. Sometimes people with full sight refuse to experience and see opportunities and beauty, in contrast to how my mother viewed the world. My mother’s blindness changed my view of reality. I experienced some fully sighted people as more “blind” or unconscious than people, such as my mother, who are legally blind. It ignited my passion for mind-over-matter theories and experiences to discover the role of consciousness.

As a child I was interested in health. One of my earliest assignments at primary school was about the life of Dr Albert Schweitzer, a German and French theologian, organist, philosopher, and physician. I still remember my father’s surprised face when I showed him my completed assignment, using pictures of Albert Schweitzer that I cut out some of his books. I felt it was necessary to cut my father’s articles, assignments, and books into pieces for the re-creation of my assignment!

Years later I “discovered” Ayurveda, which means the Science of Life. I studied with David Simon in 1997 and Deepak Chopra in 2003 and 2010, both Western and Eastern trained physicians. I also trained with Roger Gabriel, one of the Chopra Centre’s teachers. The

Chopra Centre is well known for its integrative approach to total well-being through self-awareness, the practice of yoga, meditation, and Ayurveda.

The Chopra Centre bases its curriculum on the consciousness-based teachings of Vedic science, as translated by the founders, coupled with innovative research and modern western medicine. I completed several courses at the Chopra Centre, and I qualified as a “creating health teacher.” During most courses, my fellow students were medical doctors. We learned from our teachers as from each other.

After studying with Vaidya Robert Swami Persaud (2000, 2001, 2002), I became an Ayurvedic massage therapist. Vaidya is the Indian term for an Ayurvedic Medical Doctor. I learned pulse reading, different massage therapies, the therapeutic use of different oils and their healing properties for the body, mind, and soul. I also gained insight into the fundamental basic principles of existence:

- Purusha (Sanskrit puruṣa), is a complex concept whose meaning evolved in Vedic and Upanishadic times. Depending on the source and the historical timeline, it means the cosmic “man,” or self, consciousness, and universal principle.
- Prakruti, also Prakṛiti (Sanskrit prakṛiti), means nature. It is, according to Hinduism, the fundamental nature of intelligence by which the universe exists and functions. The Bhagavad Gita described it as the primal motive force. It is the essential constituent of the universe at the basis of all the activity of creation.

During and after my studies, I integrated my acquired knowledge in my working environment at ING, an international bank headquartered in The Netherlands. Subsequently, I lectured diverse groups of students on healthy organisation.

I introduced concepts of consciousness, non-violence and insights gained from Ayurveda. During my PhD programme at the University of Granada (Spain) in Peace and Conflict Resolution (Political and Social Sciences), I furthered my knowledge about non-violence. I studied the work of Marshall Rosenberg (2003), a pioneer in non-violent communication, or “a language of life.”

The history of Ayurveda

“In ancient India, the doctor wore his money bag on his belt. As he made his rounds through the village, he visited each home. If every member of the family was healthy, the head of the household placed a coin in the doctor’s bag. If, however, someone in the home had fallen ill, the doctor was held responsible for not providing the necessary knowledge to the patient. The doctor paid the cost of herbs, special foods, or therapeutic treatments. Thus, was born the first health maintenance organisation (HMO)” (Simon, 1997).

Ayurveda is a holistic system of medicine that is indigenous to, and widely practiced in, India and Sri Lanka. The word Ayurveda is a Sanskrit term meaning “science of life.” Ayu means life or daily living, and Veda is knowing. Scholars first recorded Ayurveda in the Vedas, the world’s oldest literature. This healing system has been practiced in daily life in India for more than 5000 years (Persaud, 2000; Heyn, 1990).

Ayurveda teaches that a human is a microcosm, a universe within itself. She or he is a child of the external environment’s cosmic forces, the macrocosm. Individual existence is indivisible from the total cosmic manifestation. Ayurveda views health and disease in holistic terms, considering the inherent relationship between individual and cosmic spirit, individual and cosmic consciousness, energy and matter.

According to the teachings of Ayurveda, every human being has four biological and spiritual instincts:

- religious
- financial
- pro-creative
- freedom.

Balanced good health is the foundation for the fulfilment of these instincts. Ayurveda helps the healthy person to remain healthy or restore health. It is a medical-metaphysical healing life-science, the mother of all healing arts. The practice of Ayurveda is “de”-signed (all classical symbols and approaches are removed) to promote human happiness, health, and creative growth (Persaud, 2000; Heyn, 1990).

Through studying the teachings of Ayurveda, anyone can acquire the practical knowledge of self-healing. By balancing all energies in the body properly, the processes of physical deterioration and disease can be reduced. This fundamental concept in Ayurvedic science is the individual’s ability to self-heal.

Traditional roots of Ayurveda

The God Brahma is seen as the creator of Ayurveda. Hinduism describes the concept of an absolute God, without attributes, as Brahman. The names of the threefold aspect of God as Creator, Preserver, and Destroyer are Brahma, Vishnu, and Shiva, respectively. There is literature that suggests that this correlates to Christianity and its holy trinity of the Father, the Son, and the Holy Spirit (Parthasarathy, 2004).

Like most gods, Brahma loved to share his knowledge, insights, and wisdom with others, but not everyone can understand as clearly as God, Brahma himself. Brahma shared his knowledge with Prajapati, who transferred all knowledge, wisdom, insights to the twin gods, the Ashvins. The Ashvins twins are the healers of gods. Charming, good looking, and radiant as the sun, the Ashvins were the heroes' helpers and healers. They had the power to change into each desirable form. They were both married to just one wife, Surya, the daughter of the Sun. The Ashvins brothers formed a strict unity and never performed individually (Persaud, 2000).

The Ashvins brothers may represent a state of existence beyond dualistic thinking and belief patterns. Although the brothers had different names (Nasatya, meaning indivisible and Dasra, meaning miraculous), they never worked as individuals. They symbolise sunrise and sunset, appearing in the sky before the dawn in a golden chariot, bringing treasures and averting misfortune and sickness.

The Ashvins are the doctors of Gods and are Devas (heavenly, divine, anything of excellence) of Ayurvedic medicine (Persaud, 2000).

The Ashvins brothers shared their knowledge with Indra, "the thousand eyes" and the God of War. The literature refers to Indra as a god who searched for adventure, love affairs, and seduction. Often Indra scared humans and even gods to death. Indra had a philosophical aspect as he created the Ayurveda. At a specific historical moment in Ayurveda, Indra initiated Bharadvaja into the secret, sacred knowledge and wisdom. Bharadvaja shared and distributed all he had learned from Indra with other medical doctors. Indra also shared and initiated two chosen ones, Kasyapa and Dhanvantari, to be the salvation and benediction of human kind (Persaud, 2000).

In the Vedic tradition, knowledge, wisdom, and insights are a direct emanation from the gods, called the omnipresent consciousness. In this consciousness, there is no difference between in and out, top or bottom, above or beneath. In consciousness, all “is” (Sri Nisargadatta Maharaj, 1973).

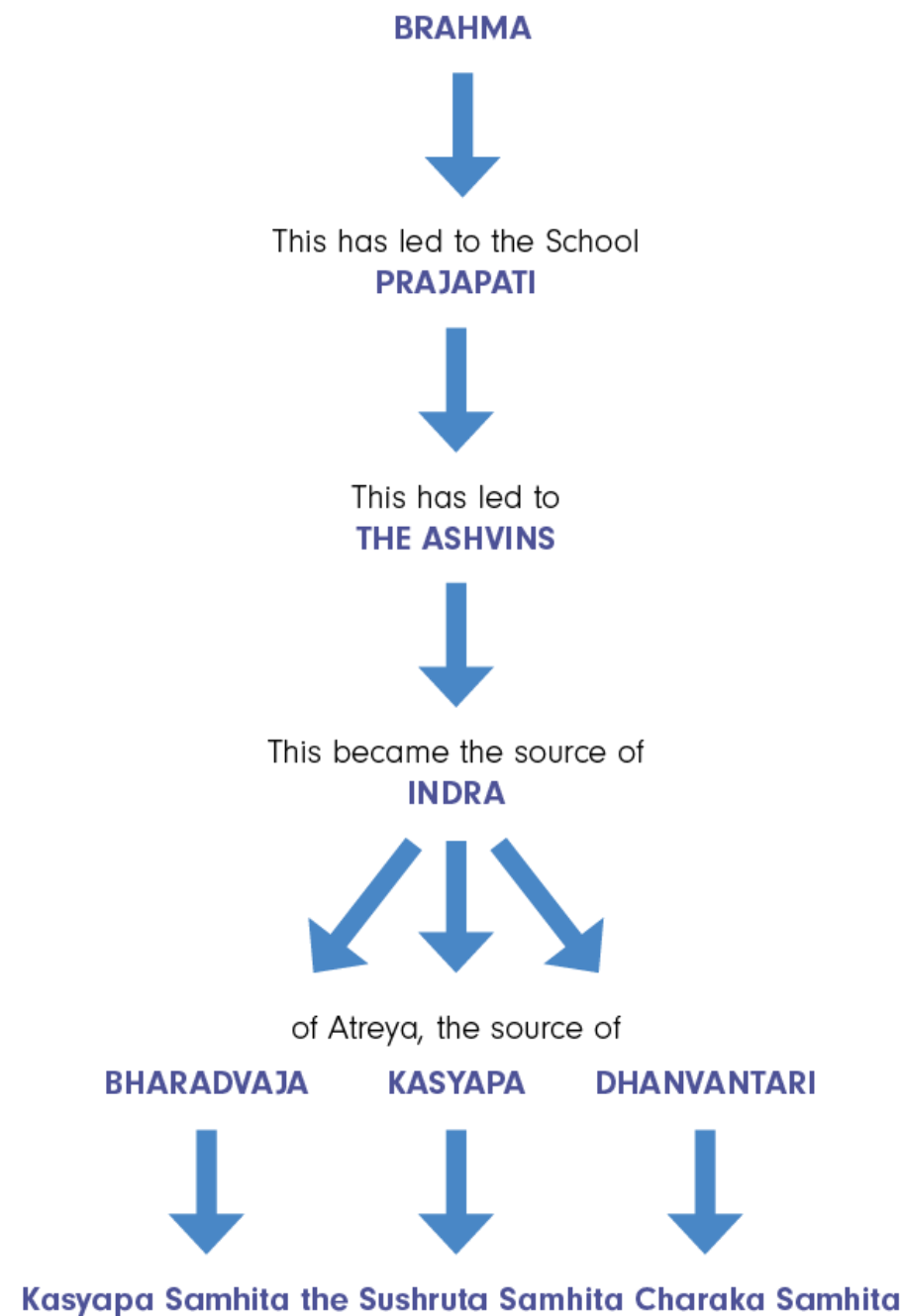


Figure 2: The roots of the Vedic tradition (Persaud, 2000)

Ayurveda encompasses science, religion, and philosophy. The term religion denotes beliefs and disciplines conducive toward states, which open the doors of perception to all aspects of life. Ayurveda considers the whole of life's journey as sacred. The word philosophy refers to love of truth. In Ayurveda, truth is being, pure existence, the source of all life. Ayurveda is a science of truth expressed in life. All Ayurvedic literature is based on the Samkhya philosophy of creation. (The roots of the term Samkhya are two Sanskrit words: sat, meaning truth, and khyā, meaning to know.) The literature invites the reader to cultivate an open mind and heart toward the philosophy of Samkhya because of its intimate connection with Ayurveda.

The ancient, realised beings, rishis, or seers of truth, discovered truth through religious practices and disciplines. They manifested truth in their daily lives, through intensive meditation. Ayurveda is the science of daily living and this system of knowledge evolved from the rishis' practical, philosophical, and religious illumination, which was rooted in their understanding of the creation. They perceived how cosmic energy manifests in all living and non-living things through the close relationship between humans and the universe. They also realised that the source of all existence is Cosmic Consciousness, which manifests as male and female energy Shiva and Shakti" (Lad, 1985).

The Rishi Kapila, who realised the Samkhya philosophy of creation, discovered twenty-four principles or elements of the universe; Prakriti, or creativity, is the most basic (Persaud, 2000; Parthasarathy, 2004; Sah et al, 2002).

Purusha is masculine energy and Prakriti is feminine energy. Purusha is formless, colourless, beyond attributes and takes no active part in the universe's manifestation. This energy is choiceless, it is passive awareness.

Prakruti has form, colour, and attributes: it is awareness with choice. It is Divine Will, the One who desires to become many. The universe is the child born out of the womb of Prakruti, the Divine Mother.

Prakruti creates all forms in the universe, while Purusha is the witness to this creation. It is primordial physical energy holding the three attributes, or gunas, found in all nature, the evolving cosmos.

The three gunas are satvas (essence), rajas (movement), and tamas (inertia). These three are the foundation for all existence. They are contained in balance in Prakruti. When this balance is disturbed, there is an interaction of the gunas, which engenders the evolution of the universe.

The first manifestation from Prakruti is cosmic intellect. From Mahad, Ego (Ahamkar) is formed. Ego manifests itself into the five senses (Tanmatras) and the five motor organs, with the help of Satva, creating the organic universe. The same Ego further manifests into the five basic elements (Bhutas) with the help of Tamas, to create the inorganic universe.

Rajas is the active, vital life force in the body, which moves both the organic and inorganic universes to Satvas and Tamas. Hence, Satvas and Tamas are inactive, potential energies, which need the active, kinetic force of Rajas. Satvas is the creative potential (Brahma). Rajas is a kinetic protective force (Vishnu) and Tamas is a potential destructive force (Mahesha). Creation (Brahma), Protection (Vishnu), and Destruction (Mahesha) are the three manifestations of the first cosmic, soundless sound, aum (pronounced "oohm"), which is constantly operating in the universe.

Figure 3 illustrates this manifestation of the universe (Lad, 2005).

SECRETS OF THE PULSE

Sāṅkhya – The flow of consciousness

Prakṛti is the absoluteness of absolute nature, the matrix of manifested universe when desire disrupts or evolves.

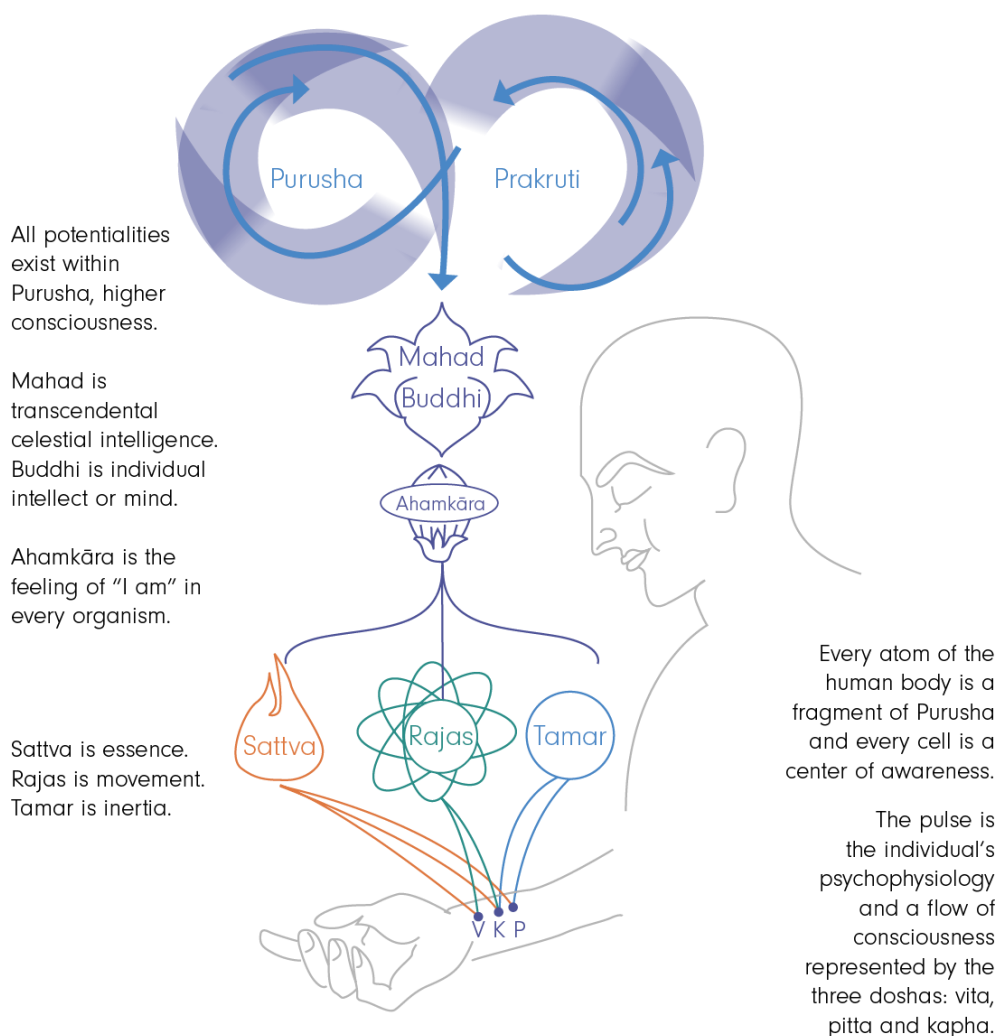


Figure 3: Samkhya Philosophy of Creation (Lad and Frawley, 1994)

Purusha is unmanifested, formless, and passive. It is beyond attributes, cause and effect, and space and time. Purusha is pure existence. Prakruti is the creative force of action, the source of form, manifestation, attributes, and nature. Mahad is the cosmic intelligence or Buddhi. Ahamkar is ego, the sense of “I am.” Satva is stability, pure aspect, awakening, essence and light. Rajas is dynamic movement. Tamas is static. It is potential energy, inertia, darkness, ignorance, and matter (Parthasarathy, 2004).

MAP OF CREATION

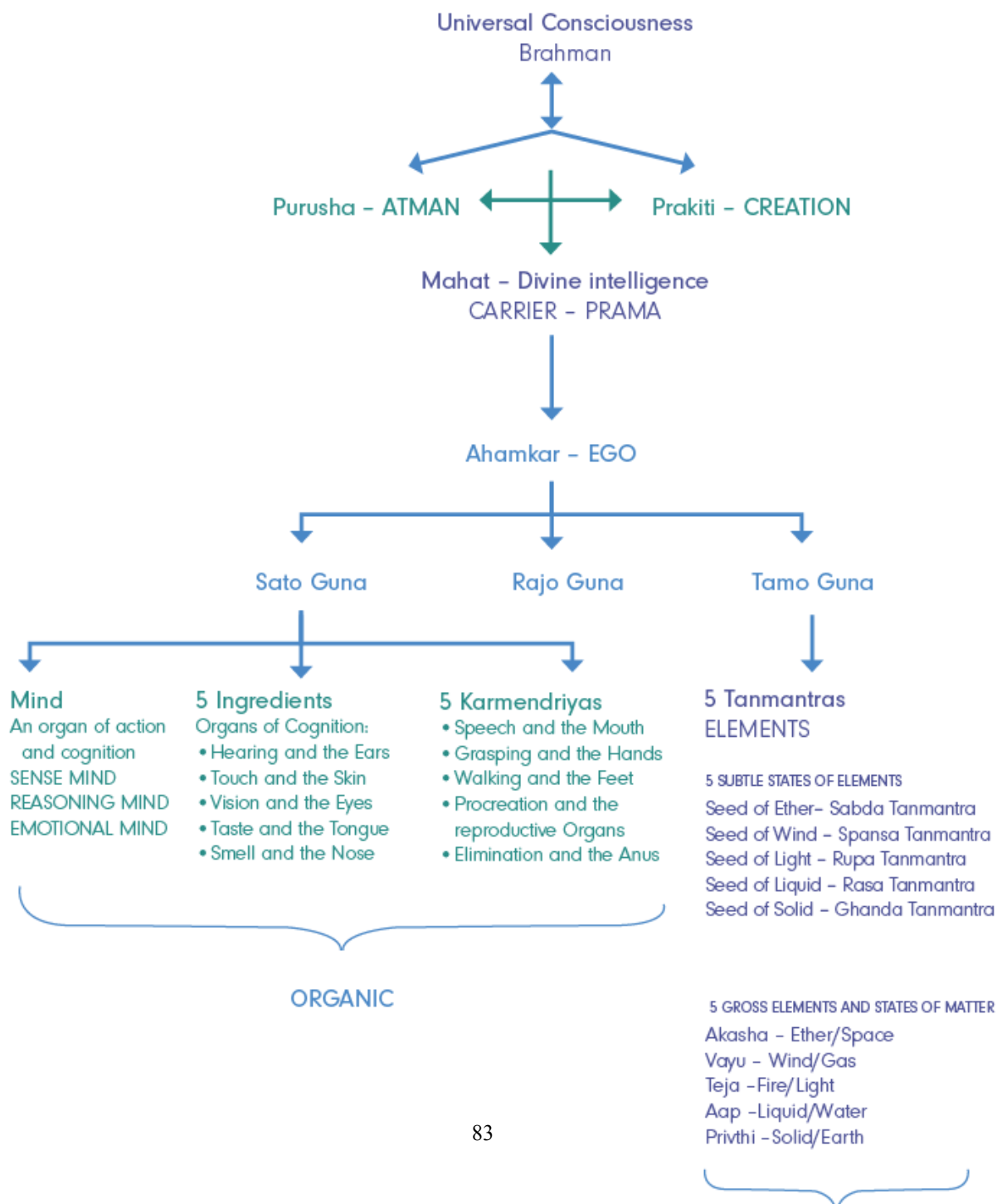


Figure 4: The Map of Creation (Lad, 1985)

The first life science

Ayurveda has been discredited as an alternative “new age” health approach, but it is an ancient system, which Lad (1997) suggests may be as old as humankind.

Ancient Greece and China’s medical approaches have, by contrast, received more attention from Western historians. Historically, rivalry or competition between different health approaches did not exist. Due to the extensive trade routes of the ancient world, exchanges between physicians were easy (Simon, 1997). Ayurvedic texts had been translated into Greek by the time of Hippocrates, who would have been familiar with the work of Indian physicians. The expansion of medical knowledge that occurred during the Han dynasty in China (circa 200 BC) must also have been influenced by the earlier developments in India (Simon, 1997). Presently, medicine and research are often competitive, which does not guarantee the best understanding of disease or creating health.

Simon (1997) uses the expression, “if the only tool you own is a hammer, everything looks like a nail” to describe the modern health care process. For medical doctors, the hammer is a prescription path, for chiropractors a spinal adjustment, for acupuncturists a needle, and for homeopaths a miasmatic tincture. Simon’s concept of holistic healthcare ensuring the availability of the correct tool for the task, and the ability to use that tool correctly.

At times, the most powerful tool is not external, but the healing power of the patient's body, mind, and spirit.

Contemporary health science sees the human body as a physical machine that has inexplicably learned to manufacture thoughts, emotions, feelings, poetry, and instincts. Things such as, falling in love, music, and desires are seen as by-products of molecules, as are sickness and health. A purely mechanistic approach does not prevent illness (Simon, 1997). It has been estimated that over 1.5 million people develop hospital-acquired infections each year in the United States, and many thousands die from antibiotic-resistant bacteria. A 180 000 people die each year of iatrogenic injury, the equivalent of three jumbo-jet crashes every two days (Reinartz et al, 1979).

Mind-body medicines emphasise the crucial influence of consciousness on each and every one of the body's processes. If they are effortless and spontaneous, there is health. Conversely, origins of disease can be found in a disruption of the spontaneity and effortlessness with which life functions occur (Simon, 1997).

The recognition of consciousness or spirit as a dominant factor in the aetiology of an illness is the fundamental distinction between the healing traditions of the East and allopathic medicine (Simon, 1997).

The World Health Organisation has defined health as not merely the absence of disease, but as a state of physical, mental, and emotional well-being (WHO, 1988), which is encouraging.

A metaphysical understanding of the human being, including non-visible dimensions, such as energy, is crucial to the essence of Ayurveda (Aurobindo, 2013). This has potential for understanding healthy organisations. Scientific traditions and approaches have their pyramid

of abstraction levels, often combined with levels of deeper understanding, moving from the visible and measurable to the invisible that is harder to measure. The following table gives three examples: a classical Western scientific approach, a Noetic approach, and the Vedic tradition.

Classical science	Noetic Science Nature and potential of consciousness	Ayurveda Indian "science of life"
1. Mathematics	1. Fractal physics	1. Matter form
2. Physics	2. Energy physics	2. Ether and astral body
3. Chemistry	3. Vibrational chemistry	3. Energy level
4. Biology	4. Noetic biology	4. Desire
5. Psychology	5. Energy psychology (Perceptions – energy fields)	5. Capacity to think (conceptualisation)
		6. Intuition, intelligence
		7. Consciousness

Figure 5: Levels of abstraction of three traditions (Baets, 2009)

Using the seven vehicles to understand the healthy organisation

One will have to pay attention to the seven “vehicles” described in Ayurveda to understand the working, well-being, happiness, and energy of any individual or organisation. These levels of knowing and being move from the physical reality, eventually into consciousness (Persaud, 2000). In the latter levels, the evidence becomes un-measurable. Health and a healthy organisation require balance and coherence inside each and between levels.

The first level is the **physical body** or **matter form** and does not need any further explanation here.

The second level is the **lingra-sarira** or the **ether** and **astral body**. Within that body there are various levels, moving from the more rudimentary (the chemical ether) to the more subtle

(the light ether). It is claimed that this ether can be observed. Techniques exist to help see, or take a picture of the ether level.

The third level is **pranarupa**, the **energy level**. Prana stands for life energy and rupa for form. Prana sits as an “egg” around a person and is a universal food for that person. Energy is crucial for any individual, and any organisation, to live. Energy is crucial for growth potential and for regeneration. While energy of low quality, created by gossip, violent action, racism, and distraction might still contribute to the physical body, it does not develop this energy level. It destroys it or prevents it from operating optimally. People exchange Prana (energy). This energy can also transfer between people, animals, and nature. Physical contact increases the sharing of prana.

The fourth level is **kamarupa**, the **level of desire**. The kamarupa is another “egg” or field around a person and is the residence of desire, longing, and explosive aggression. This is a strong field and manages the drive to live. Ayurveda does not have access to this level via the sattvas, the rajas, and the tamas to allow for treatment and healing on this level.

These levels can also apply on an organisational level. Individuals take care of their body and mind, care which often lacks in organisations. The concept of the high-health organisation pays attention to these different layers and attempts to utilise these levels to improve the overall health of the mind-body of the organisation.

The fifth level is **manas** and is the capacity to **think, conceptualise, and create**. Manas is the level on which consciousness can lead to full understanding and visioning (the capacity to work at an abstract level). Manas is the coachman who rides the coach (the body). It manages one’s urges. It is the “I.” It is the mechanism between kamarupa (level of desire) and buddhi (level of intuition, intelligence).

The sixth level **buddhi** is **intuition** and **intelligence**. Intuition is the capacity for deep knowing (noetic knowing). Enlightenment, as a state of being, is situated on this level. In Ayurvedic treatment, one should get rid of rajas and tamas to get to the buddhi level.

Finally, the **seventh level** is **atman (consciousness)**. Consciousness is understood as the wider consciousness, of which humankind is a part. Every human is the emanation of atman.

This metaphysical model shows clear parallels with the discussion of consciousness in earlier chapters. Hagelin (2011), in his course Foundations of Physics and Consciousness, draws clear parallels between quantum mechanics and the concept of consciousness described in Ayurveda. More on that interpretation can be found in Baets and Oldenboom (2013).

Health can be improved by changing the “material” that is brought into bodies and minds, and by strengthening the ability to digest that material. “By being fully present in all aspects of our lives, we can metabolise the gifts of nature into a sublime essence, a nectar that will bring us well-being and joy” (Simon, 1997).

The science of Ayurveda concerns itself with the relationship between internal (the individual) and external (the world) conditions, and their effect on the production and loss of equilibrium. Ayurveda embraces the whole person, body, mind, and soul, in relationship to the mysterious workings of the Cosmos. Ayurveda treats the disordered life-principles, which cause disharmony and result in disease. Treatment is based on the workings of nature (not unlike biomimicry). Disharmony of a person’s physical world directly reflects the loss of harmony in the person. (Lad, 1980).

Vedanta in (managerial) action

Illness is the loss of memory of wholeness and health is the restoration of this memory (Simon, 1997). Cancer cells are elements of the body-mind system that have lost their memory of wholeness, distorting and fragmenting the patterns of intelligence that maintain healthy boundaries in the physiology. As much as this is true for human health, this is true for unhealthy organisations.

Organisations could reflect on questions, such as:

Do you exploit your people?

Do you run down your environment?

Are you connected with your community?

Do you respect nature?

Health, being healthy, and healing are concepts that are part of a wider non-material reality. Healing, or becoming a healthy organisation, is not an undertaking of a set of actions but of being in a state of mind where time and space are not necessarily fixed. Superseding this time-space limitation is essential for being a healthy organisation, as the following classic Vedic story illustrates (Simon, 1997).

“A wise man had two things in life that he treasured – his son and his pony. One day, his son had left the gate to the corral open, and the pony escaped. His neighbours, hearing that he has lost his prized possession, came to offer their condolences, to which he responded, ‘we’ll see.’ The next day the pony returned, and following it right into his corral, were three beautiful white horses. When the neighbours heard of his fortuitous turn of events, they paid him another visit to congratulate him on his good fortune. Again, he responded, ‘we’ll see.’ The following day, his son decided to try and ride one of the new horses, but on his first

attempt was thrown to the ground, breaking his leg. Again, rather than judging the event, the wise man considered the situation with patience and acceptance. Sure enough, the next day the army came to town and rounded up every able-bodied young man to fight a battle. Because of his injury, the son was left behind.”

Ayurveda is rooted in the Vedanta and in the Vedic tradition. Health, wisdom, and personal development are dealt with in abundance. However, organisations apply far less Vendantic thinking to their business. Many lessons from Ayurveda do relate to business, considering companies as potentially healthy (or unhealthy) organisations.

Thampuran (1989) uses the metaphor of the company as a military action. In wartime, everyone becomes aware and conscious of an integrating ideal demanding many private, social, and domestic changes. The concept of an integrating ideal seems to be accepted in the Vedic tradition as the driver for any behaviour. This opens the possibility of finding similar (healthy) change in the individual character, attitude, and behaviour to create an integrating ideal in society; in a company setting, to identify an integrating ideal that is strong enough to impact behaviour.

Questioning issues in Indian society, specifically low inclusive growth (different from overall growth), Chinmayananda (1989a) suggests the solution is in the mental sphere, not in any possible biological or mechanical causes. He believes the essential driver is the mind, the inner personality. This argument supports to the definition of consciousness in the more classical sciences.

Chinmayananda refers to the Bhagavad Gita to compare the manager’s situation with one of the key players in the Bhagavad Gita, Arjuna. In the beginning, Arjuna has a micro-vision, questioning why one should exert oneself or why one should sweat for someone else. Still,

finding solutions needs courage, and that only comes from a strong mind. The individual's mind is ignited by a larger vision, when they grasp the expected contribution. What is needed is a macro-vision, a long-term vision, a vision that includes others, society, and eventually the whole universe.

According to Chinmayananda, what is needed is the understanding that the entire world is one harmonious tapestry and that all individuals are interrelated, with each one having certain responsibilities and duties to society. He compares the functioning of a company to the functioning of the body. The body has many different parts, each having different functions, but they all work together. One needs to see the whole universe as one mighty expression of the divine existence.

According to Vedantic tradition, Western thinking has yet to produce a true integrative principle for management (Thandaveswara, 1989). An integrative principle is a goal that integrates all the different aspects of business into one common social and economic goal. That integration, coherence, and balance are the guiding principle of the Vedic tradition in respect to being a relevant, happy and supportive organisation. Thandaveswara refers to the classical Western managerial thinking progression from profit-making to customer service, employee welfare, being a good neighbour and being a good citizen. However, these expansions have come as responses to the enterprise's survival needs, as acts of business craftsmanship, rather than as perceptions of a deeper obligation to humanity at large. That profound obligation is what is found consistently in the literature as necessary to become a happy, purposeful organisation - where people like to work and are happy in what they do.

According to Hayne and Massey (Thandaveswara, 1989), two tendencies have hindered progress in the organisation. One is the adherence to dogmas based on assumptions and

casual observations. The other is the inclination of the critics of these dogmas to disregard all other existing hypotheses (and the ontology of the material world).

Business needs to be validated as a socially useful enterprise by redefining business goals and theory to include society's responsibilities as a whole. If business provides what society considers to be wealth and well-being, it gains the a-socially validated organ's status.

Nevertheless, should a company deliver what is socially desired, or what is socially desirable? Is the latter not the more sustainable driver of a company?

The Vedantic tradition is critical of human fulfilment, general happiness, and the sense of sharing cherished values, which is seen as a socialist project that detracts from the real work required on the self. Instead, Vedic thinking suggests that internal, inherent and persistent personality are vital, creating self-unfolding impulses whose fulfilment becomes the basis for motivation. The Vedantic view does not accept Maslow's hierarchical model of needs.

Crucial in Vedic thinking around organisation is that the most harmful consequence of the Western model of material motivation is the dichotomy of life. Managers and workers view their profession merely as a means of livelihood, and they look for fulfilment outside their profession. They do not see their profession itself as the ultimate fulfilment. A cynical way of life develops in which success, however achieved, is the rule of life at work, and the moral code is the rule at home.

To keep any organisation dynamic, healthy, and productive (interestingly, Thandaveswara uses the term 'healthy'), the manager must have certain special personality traits and capacities. A manager should be the source of creative ideas and be conscious of the desires, aspirations, needs, and problems of the community. A sense of cosmic harmony is needed,

sacrificing individual desires favouring communal benefits and preferring long-term benefits over short-term gains. The ancient Vedic scriptures see business as an instrument of wealth *for welfare* to attain socially desirable goals, rather than considering business as an instrument of wealth *and welfare* functioning for socially desired goals; this leads to continuous conflict, internally and externally.

The Vedic tradition describes the following increasing types of fulfilment:

- working for personal gain (working for personal profit, called a labourer);
- working for an ideal (bringing about change in society; success of the society)
- working with joy (people of achievement
- striving for general culture and beauty, dignity, and morality) (Chinmayananda, 1989b).

People of achievement work in the world, not for profit, but for the feeling that they are doing the right thing. A person of achievement wants secret joy in themselves, the sense of fulfilment that they did the best they could. Integrity and responsible living are the two virtues necessary for this state of mind.

One must have a goal in life - a mission, an inspiring ideal - to live and ignite maximum happiness, to work out the best. Moreover, hitching on that ideal, one must work in the world. The glory of action is not dependent on the environment, nor on where or how one works, but on the motive behind the work. Pirsig's *Zen and the Art of Motorcycle Maintenance* describes this view when the main character in the book describes how one sees the quality of work on the craftsmen's faces. The workers are their work; they do not perform it. Indeed, they enact their role, referring to the concept of enacted cognition of Varela (1992). Chinmayananda describes this as follows: "Now observe the beautiful

sculptures in temples and churches. The sculptor here did not just sculpt a shape, but he imparted to it the great love and reverence for the theme that he was depicting. Such art pieces become immortal.”

Analysing the essence of Ayurveda and the Vedic concepts of business management reveal similar constituent elements as those mentioned in the literature around consciousness and a comparable ontology to the one described in the ontology of non-materialism. Traditional approaches to consciousness and the Vedic understanding of the wisdom of life have the following common elements:

- To understand any system, one needs to attempt to understand and interpret it holistically.
- Non-duality is the basis of healthy systems; non-duality is the transcendence of the dichotomy between internal and external, above and below, good and bad. In the Vedic tradition, it is not transcendence but rather a state of general “being” that is the basis.
- Coherence, balance, and harmony are vital concepts for health and happiness.
- Systems do not need external control. They are self-organised, self-reproducing, and they strive for survival (comparable to Varela’s autopoiesis).
- Eventually, it is spiritual interconnectedness (coherence on all levels that seems to be the engine of well-being).

These elements from the study of Ayurveda and the Vedic view on business will feed into the two field projects. These key concepts corroborate the classical scientific views on consciousness and supply insight into understanding what consciousness is and how it plays a role in creating healthy organisations.

Summary

This chapter explored insights gained from the wisdom traditions, particularly from the Vedic tradition, in support of the conceptual model of this thesis. Those traditions are comfortable with mind-over-matter principles (the role of mind) that translates into mind-body medicine. In this approach, consciousness plays a crucial role. Health is defined as “effortlessness.” The material motivation for this approach reveals a dichotomy of life, where the profession’s reward gives fulfilment, rather than the profession itself (and its status).

The literature suggests that healthy organisational leaders have the following qualities:

- they are a source of creative ideas
- they are conscious of the needs and desires of their communities
- they have a sense of cosmic harmony
- they prefer a long-term view to a short-term view
- they seek wealth for welfare (and not wealth *per se*)

Holism, non-duality (in the state of being), and spiritual interconnectedness are strong elements in healthy states.

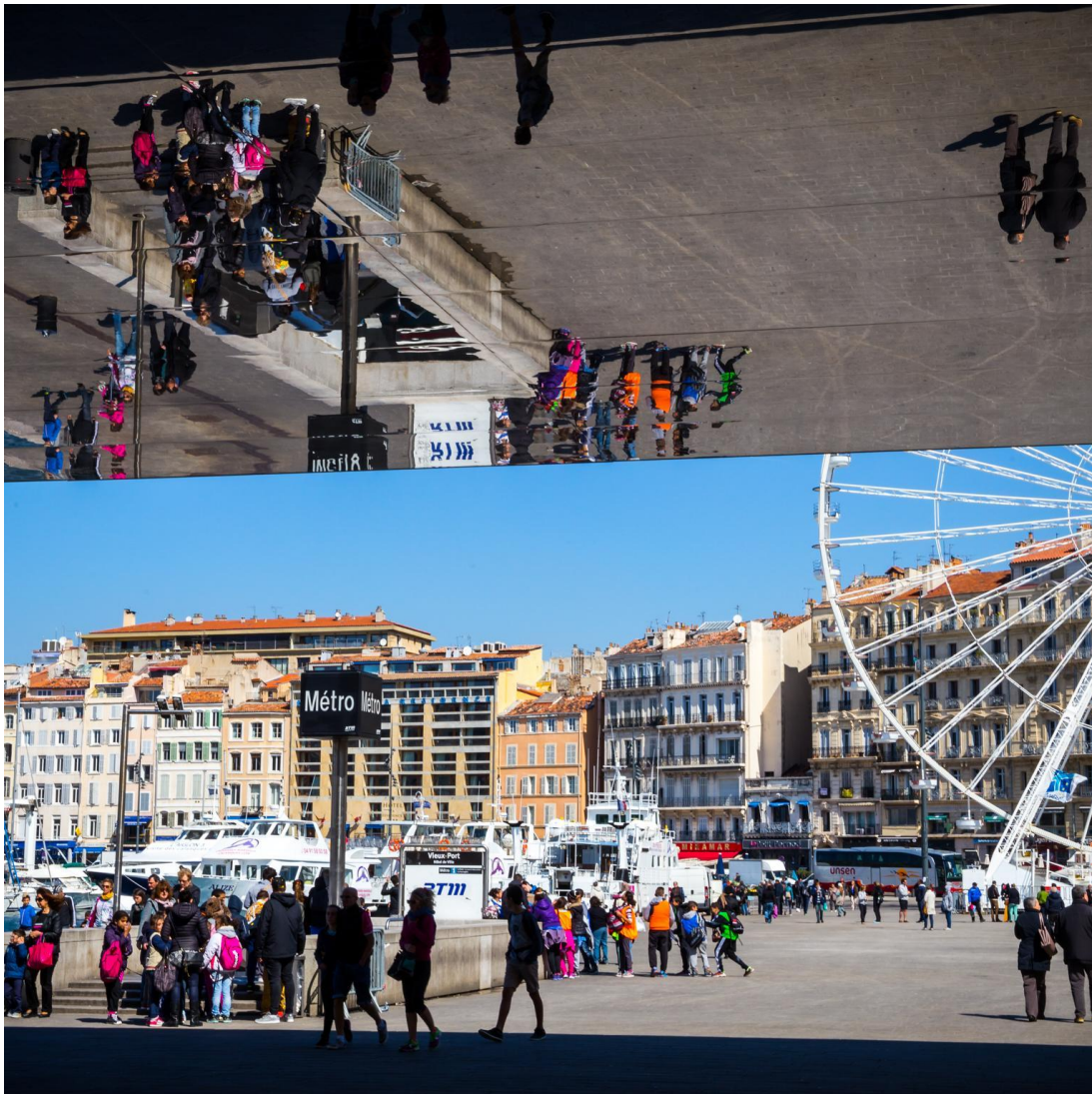
A high health organisation, based on the concepts of Ayurveda and the Vedic wisdom tradition, pays attention to the following:

- Systems (bodies, organisations) are holistic
- Non-duality, which is not replaced by transcendence, but superseded by a state of general “being”
- Coherence, balance, harmony, internally and within the cosmic reality
- Systems are self-organised, self-reproducing and strive for survival
- Spiritual interconnectedness (on all levels)

- Cosmic consciousness is the source of all existence

Good health is obtained when there is a balance between the following biological and spiritual instincts: religious, financial, pro-creative, and a longing for freedom. A healthy state is reached when the impact of consciousness on the body (parts), and by extension on the organisation's parts, is effortless and spontaneous. Health has an evident metaphysical character: the seven "vehicles" of life need to balance: matter, ether, energy, desire, conceptualisation, intuition, consciousness.

Chapter 5 will build on these insights for what is necessary to cultivate a high health organisation and defines a conceptual model, based on the literature (this and earlier chapters), that aims to contribute to the understanding of the practice of what a high-health organisation can be, and how it can be reached. The construction of such a conceptual model is still theoretical. The two field projects (on which chapters 6, 7 and 8 report) gather evidence on these concepts' applications and implications in real organisations.



CHAPTER 5: The healthy organisation, towards the development of a conceptual model

“You can’t expect your business to be a 21st-century success story if you persist in using 19th-century techniques to run it. A fundamental re-think is needed. In the age of Web 2.0 and wikinomics, managers must modernise or die”

Gary Hamel

Chapters 3 and 4 explored the literature around the high health organisation and its building blocks: consciousness, coherence, mind-body, systemics, and the lessons (on health) from the Vedic wisdom tradition. This chapter explores the crisis of consciousness observable in so many organisations today, and explores some of the causes of this crisis. It constructs a platform or ‘conceptual model’, that can be used as the basis for the empirical research projects. It brings together the building blocks that are necessary for the construction of a high health organisation. Chapters 6, 7 and 8 explore this ‘conceptual model’ with different approaches in different organisations.

A crisis in consciousness on an organisational level

There is limited work published about consciousness in organisations and its impact on organisational success. For organisations that would like to work on a more conscious organisation (leading up to a healthier organisation), a limited number of available approaches are well documented. The Spiral Dynamics Model is one of those exceptions. It is a tool that helps organisation to transform towards what it calls the higher levels of organisational consciousness. Since the model is in use in organisations (and enjoys popularity), a brief discussion of the model is relevant.

Another tool that is increasingly used in coaching practice is the Ken Wilber Integral Model (Wilber, 1997), based on the theories of Sri Aurobindo (2013), that is amongst others advocated for in the construct of quantum leadership (Zohar, 2016).

In the author's work experience, she worked with both the Spiral Dynamics model and different versions of the Ken Wilber Model and the integration of the two (see figure 6). Both approaches attempt to extend the issues of importance raised in previous chapters within an organisational context. They are, to some degree, a more systemic interpretation of some of the concepts explored before.

Don Beck and Chris Cowan (2005) created The Spiral Dynamics model.

Figure 6 illustrates the combination of the two models (Spiral Dynamics and Wilber's Integral Model). This thesis will first explore the Spiral Dynamics model and then explain the Ken Wilber model, the basis of this research approach.

Spiral Dynamics explains eight levels of increasing complexity in organisational development, from the lowest level (survival) to the highest holistic realisation level. Each level is referred to as a colour:

Beige = Survival

The first and lowest level of consciousness is beige. This level focuses on survival.

Purple = Protection or Security

The level of the tribe demonstrating close social coherence in which the individual is connected to the group and is willing to sacrifice him or herself for the group.

Red = Power

The level of the feudal rich with a hierarchical power structure. Individuals are part of a machinery and can be manipulated by those in power.

Blue = Order

The level of the conventional society. Right and wrong are fixed. conventions and traditions inform truth. Fowler (1995) describes the notion of conventional as things are as they are since they are.

Orange = Success

The level of the individualistic, capitalistic society. Truth can be found by logical reasoning and empirical research, which will automatically lead to the correct conclusion. It is an individualistic level - the individual experiences and reflects on him or herself as an individual autonomous island.

Green = Community

The level of relativism. World views can be different, and everyone can have their truth. Wilber speaks about “the mean green meme”: an archetypical world “changer”, the one that has the best intention for everybody but does not make decisions and avoids conflicts.

Yellow = Synergy

On this level, systems thinking replaces relativism: The understanding that everything is interconnected and that individuals play an active role in creating their reality.

Turquoise = Holistic

The highest level is holistic. The world is seen and experienced as an interactive, highly interconnected system.

This research refers to the high-health organisation as an organisation that functions on the highest holistic level or aspires to operate on that level.

WAVES OF EVOLUTIONARY DEVELOPMENT

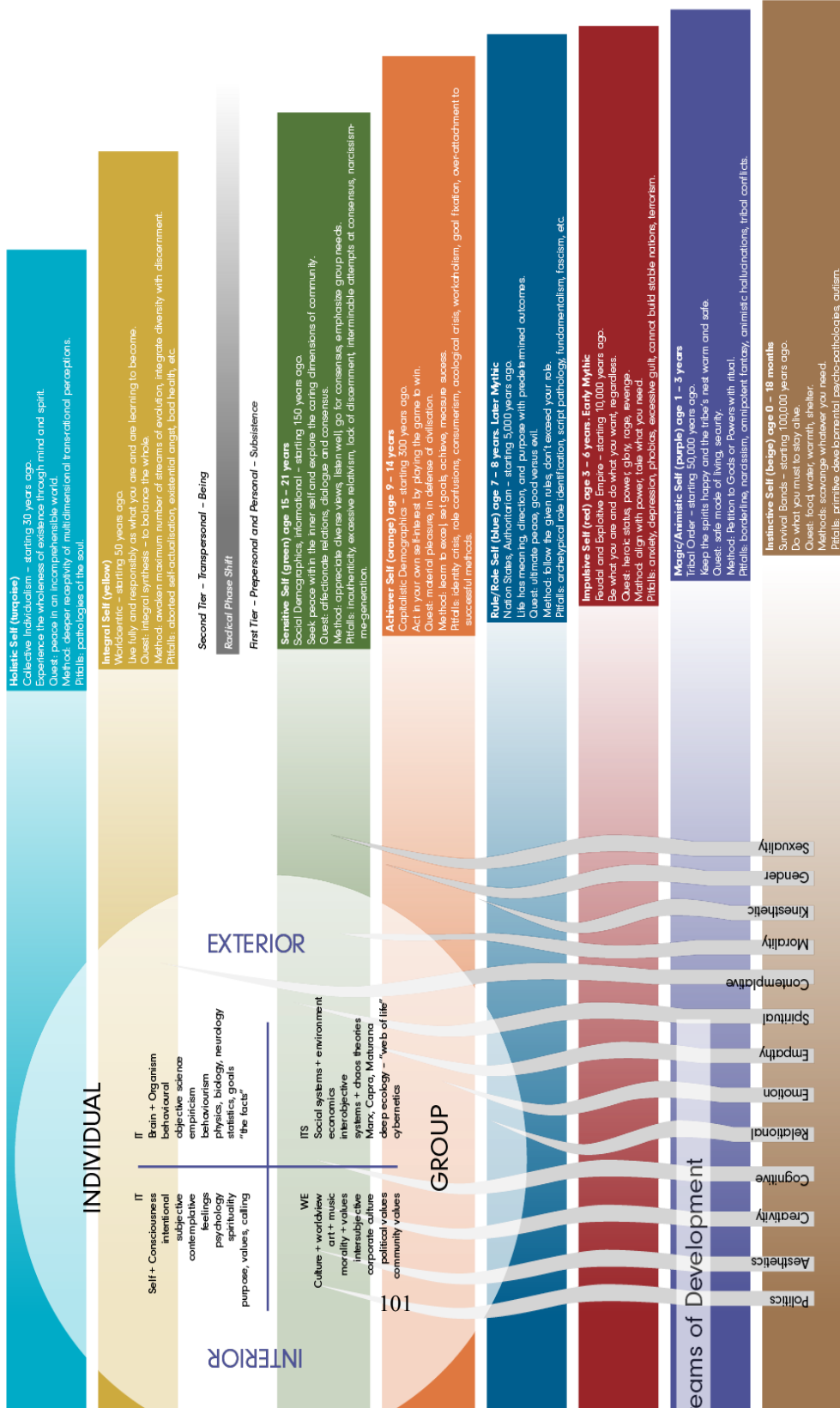


Figure 6: Spiral Dynamics Model (Don Beck and Chris Cowan, 2005) combined with Ken Wilber's model of holism

The Spiral Dynamics model describes a possible evolutionary path for organisations, from the more basic levels (survival, conventional power models up to the current economic organisation) towards the higher levels of development, community building, synergy, and systems thinking and eventually a holistic organisation (including the spiritual dimension). This approach is aligned with and contains many of the explored elements in the literature, of importance for this study. The author explored which practical observations Spiral Dynamics gave her while in corporate practice could be helpful in this study?

Based on the author's diverse corporate experience, living in several countries and working at different organisations, through personal observation and first-person research, she suggests that most organisations function at the orange level (or below).

Organisations are highly competitive and are based on principles such as: “Ieder voor zich en God voor ons allen” which translates as: “Everyone for oneself and God for all of us.” Such world views in Enron, the financial crisis of 2008, the Dutch supermarket chain Ahold, and Volkswagen in Germany lead to devastating consequences.

The dilemma on the research approach and the conceptual model

This thesis has broadened the view on health to give more context to elements identified in the literature review. Coincidentally, one can only explore the high-health organisation's

concept within an equally broad (holistic) concept of the organisation. While conceptually attractive to consider both health and organisation as broad as possible, it creates a dilemma. The dilemma relates to the 'conceptual model' since one cannot study and relate everything. This research wants to use a research approach aligned with the chosen, holistic worldview, while being an independent researcher. This brings us to the following research tools and approaches.

The Ken Wilber integral model is a valuable tool for analysing and coaching organisations (Zohar, 2016). However, it has been developed as a research tool for visualising more holistically the broad spectrum of meaningful and impactful business. It integrates many of the dimensions discussed in the literature review. It is rich, considering many items, but at the same time, it can be analysed meaningfully using self-organised research methods. The corporate interpretation of Wilber's model draws on the work of Baets and Oldenboom (2013), who have built, improved, and tested an adapted tool.

The tool, a set of relevant questions, is based on Ken Wilber's understanding of holism that has been operationalised. This tool builds on Ken Wilber's (2000) concept of holism and a number of PhD studies used it. The significance of Wilber's portrayal of the "big picture" and its importance for consciousness studies (Lancaster, 2004) is particularly relevant here.

Wilber's theory has received criticism, but those criticisms have not led to any meaningful alternatives this project's purpose. The main criticism from several authors (Ferrer, 2002; Helminiak, 1998, Krippner, 2000; Lancaster, 2001; Parsons, 1999) is that without "adequate" justification, Wilber privileges certain spiritual states over others. Some criticise Wilber's all-inclusiveness as being achieved only at the cost of distorting some of the religious

traditions (Schlamm, 2001). Some argue that his theories perpetuate an outdated masculine orientation to development and spirituality (Heron, 1998; Wright, 1998).

Wilber's ideas are unusual; they can be connected with philosophers like Aristotle and Plotinus and with Neoplatonism from a Western perspective, but are equally firmly rooted in some Eastern scholars' theories (like Sri Aurobindo, just to name one).

Wilber visualises different dimensions of the image of the holistic world, summarised in Figure 7. The model is developed around two dichotomies: external-internal and individual-networked (collective). The top two quadrants refer to the individual level. The bottom two quadrants refer to the collective level. The quadrants on the left describe the inner world (or internalisation of processes, things), while the quadrants on the right examine the external or mechanical world. A holistic image is obtained, according to Wilber, if all the quadrants receive sufficient attention. All the quadrants are important and together contribute to a holistic understanding of any observation or research. He labels these quadrants as "I," "We," "It," and "Its."

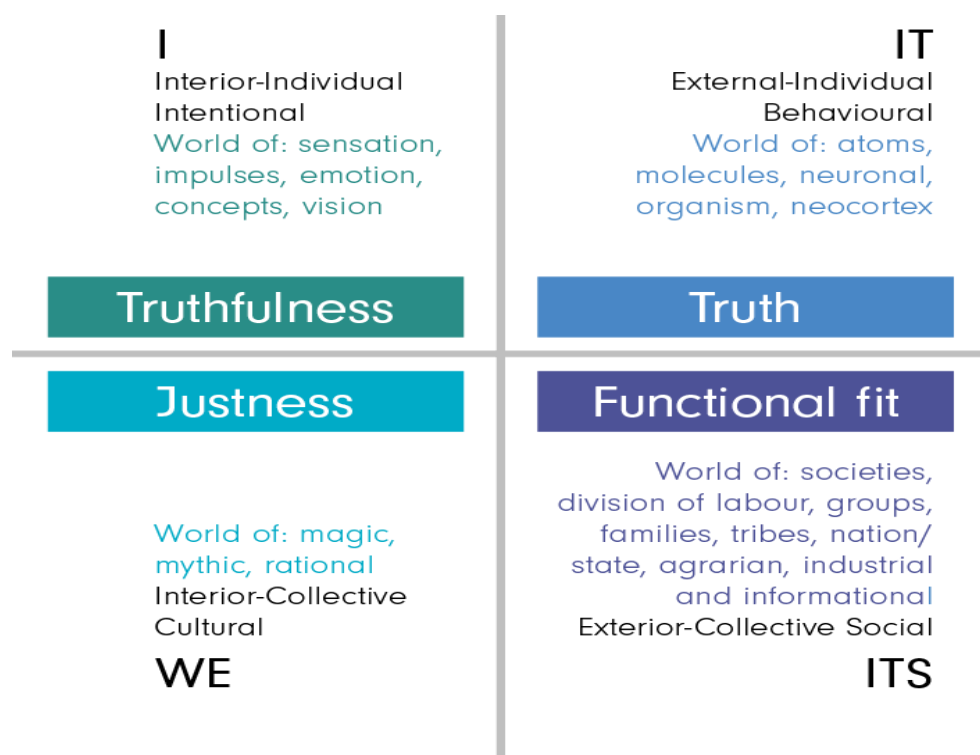


Figure 7: Wilber's Four Quadrants

In the top right quadrant are external phenomena. For example, examining brain function in this approach would reduce it to concrete parts such as atoms in classical reductionism. This partial vision of understanding the functioning of a specific atom does not allow for an understanding of the whole or consciousness's functioning.

A global approach sits in the lower right quadrant; however, this is one of holism's four dimensions. This approach includes systemic approaches (still mainly mechanical), such as ecological concepts and sustainable development.

Understanding the brain production requires attention on the left side of the diagram. The human brain causes emotions, feelings, and concepts are used in daily life.

No matter how detailed the right side's understanding, this still does not clarify a person's thoughts or emotions. The classical approaches are insufficient to reach the dimensions on the left. Communication (narratives) is the primary means to understand how people feel and what emotions they experience.

The lower left quadrant describes a collective dimension. One could label it "culture," which relates to norms and values. A holistic understanding must include these internal, individual, and collective dimensions.

Classical science fundamentally searches for the objective “truth” (identified top right). However, global approaches of the systemic in science (for example, the notion of the body as an interlinked system) are presented as the functional whole (identified bottom right). Notwithstanding, the true notion of a human being with emotions, paradoxically named “flesh and blood,” is not fully represented in the top or bottom right quadrant. These quadrants alone do not give an exact understanding of truth and fairness or cultural norms. Scholars should pay attention to all quadrants to provide complete understanding, which is usually more than the dominant-thinking Western culture allows.

This research project seeks to take a holistic approach to research into what it means to be a high-health organisation and understanding the related phenomena. It gathers diverse data, broadly and holistically (Likert scale survey data and interviews). Moreover, it uses approaches attempting to make sense out of the data with a researcher-independent method.

Wilber’s four quadrants demonstrate a natural evolution from physics, biology, psychology, and theology towards mysticism. Translated into the fundamentals, this goes from matter, life, thinking, and the soul towards the spirit. Wilber provides a detailed and essential explanation. Holism consists of an ensemble of “I,” “We,” “It,” and “Its.” Certain metaphors of holism reflects this definition as, “art meets science and spirituality.” The “I,” “We,” and “It” could be expressed as saying that the hands, head, and heart lead to holism.

Consciousness in organisations can be found the four quadrants’ intersection, on a higher level of integration (transcending dualism), which is the main reason for using this systemic tool for organisational analysis. “Consciousness is not located merely in the physical brain, nor the physical organism, nor the ecological system, nor the cultural context, nor does it

emerge from any of those domains. Rather, it is anchored in, and distributed across, all of those domains with all of their available levels” (Wilber, 1997).

This thesis uses a corporate adaptation of this model, labelled Cassandra, developed by Baets and Oldenboom (2009, 2013). Cassandra is used to structuring the data collection in this research (survey data). A holistic concept of the organisation underpins Casandra, developed and described by Baets and Oldenboom (2009, 2013). Construct validation was undertaken and is reported in Pinto Leis and Baets (2008).

The conceptual model

This research aims to contribute to a better understanding of what a high-health organisation is. The exploration of consciousness and coherence, in previous chapters, will be used to reach that better understanding and enrich the concept. The project will make it easier for companies to work towards the practical implementation of a high-health organisation concept. The conceptual model is visualised in figure 8 below:

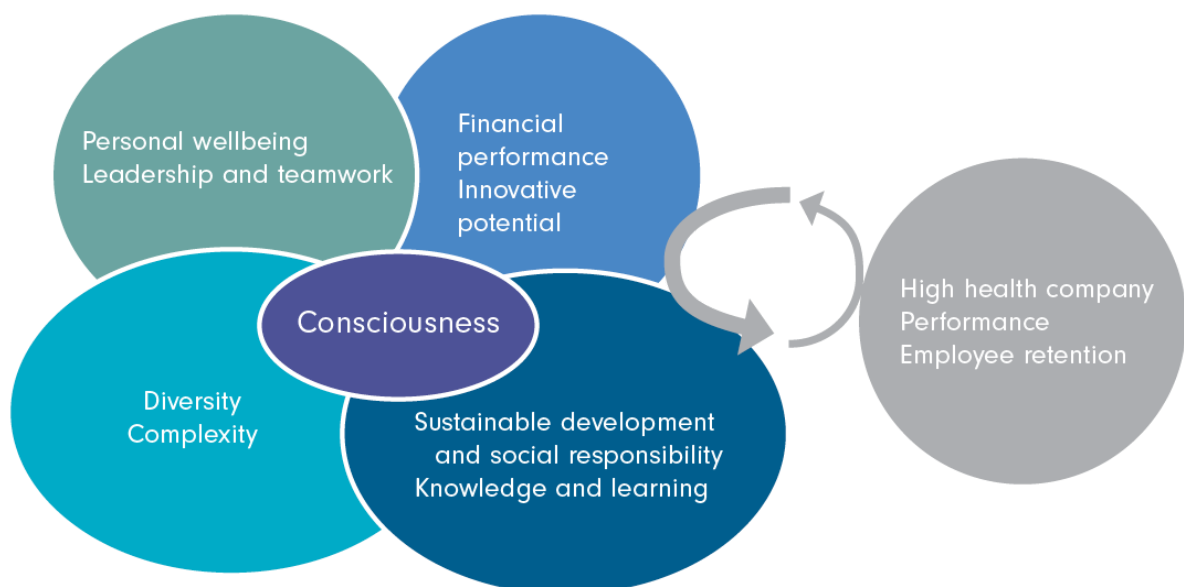


Figure 8: The conceptual model

It aims to integrate consciousness, coherence (balance), understanding of health in a wisdom tradition with the classical dimension of organisations and management.

The purpose of the research is to provide illustration and possible direction for transformation, within a worldview of complexity, on consciousness as the intersection between leadership, personal well-being, diversity, complexity, innovation, sustainability, and learning. This is intimately interrelated with the concept of a healthy organisation, developed in the previous chapters. The research will shed light on how constituent elements are intertwined with consciousness and how they impact being or becoming a healthy organisation. This study suggests the following definition, or 'conceptual model' of a healthy organisation.

A **healthy organisation** is an organisation driven by creativity, innovation, and entrepreneurship (empowerment). It is dependent on a clear and shared vision, values, communication, and collaboration (community building). All this is embedded in a regular organisation or company, dealing with its economic purpose, in daily practice. The quality of workspace and place and its conditions are possible constraining factors, such as stress, the leaders' narcissism, and the office environment. It aims to elevate and magnify the (often inherent) qualities and energies, such as consciousness, coherence (balance), belonging, transcendence, non-duality, and spiritual interconnectedness.

The empirical research consists of field research in two organisations - one considered a less attractive employer in the health care sector and the other as a desired employer in the education support area. The field research aims to observe and explore whether there are consistent patterns that can be identified in respect to being a healthy organisation (as

defined here) and that can lead to meaningful advice for organisations willing to go for a transformation. Identification of these concepts in real organisations allows for conclusions towards the meaningfulness of the concept of a healthy organisation.

As consciousness is related, in this research, to a high level of integration, connectedness, belonging, meaning, and self-realisation, it impacts a wide range of corporate issues.

Amongst others, the project explores the relationship between coherence and consciousness respectively:

- Diversity
- Complexity
- Personal well-being
- Leadership and teamwork
- Financial performance
- Innovative potential
- Sustainable development and social responsibility
- Knowledge and learning

The contribution of the thesis to management science is anticipated to be on three levels.

1. Firstly, it will suggest ways to improve corporate leadership to create a more healthy (conscious) organisation and give insight into the success factors that make for a more healthy organisation.
2. The research will also contribute to understanding the most important constituent factors of a high health organisation allowing management to prioritise areas of development.
3. Finally, this thesis will contribute to research experience in using systemic research tools for management research. It will contribute evidence-based research in holistic concepts such as consciousness and coherence and experimentation with holistic research methods.

Given the nature of the subject, as we have thus far discussed, this project is based on what Lancaster (2004) refers to as a complex reality, and therefore needs a complex ontology. The epistemology must be based on that same ontology.

Data collection and analytical methods

The dilemma is that ideally, the author would like to study all dimensions of a healthy organisation (as described above), and indeed holistically, but this is practically impossible. On the other hand, there is a preference not to reduce the concept of high health, since ontologically, any reduction is a mistake. To get as close as possible to the desired approach, this study endeavours to use research methods that allow working with many dimensions, ideally analyse those dimensions holistically (integrated), together and self-organised (with as little as possible researcher impact).

The study looked at two organisations. The first was a large public hospital in South Africa. Approximately 50 health practitioners were surveyed using the Cassandra questions. The Likert scale data, collected with Cassandra, are analysed using Artificial Neural Networks (ANNs), in line with the chosen ontology and epistemology. The next chapter reports on this research.

How neural networks operate

Some authors have compared organisations to neural networks (Khalifa, 1994; Caverni et al., 1991; Ehrlich et al. 1993; Maturana and Varela, 1984). Maturana and Varela have observed that the colony reacts as a group in biological colonies - similar to how a neural network (or brain) reacts. When a group is confronted with a problem, different group members are consulted in parallel, who will consult other members. There is a lot of cross consulting. Just

as the brain has a learning capacity, biological colonies (companies) also show learning behaviour. Consciousness is the outcome of a learning process of interacting agents (employees). Connectionist systems (like artificial neural networks) are based on the assumptions that knowledge and eventually, consciousness is built dynamically. Understanding an organisation as an interacting living network of individuals, out of which certain qualities (like consciousness) emerge, creates the necessary framework for studying emergent processes in companies (like consciousness or coherence) using artificial neural networks (Baets, 1998).

ANNs attempt to model the architecture of biological neural systems. Biological neural networks are made of millions of simple, tightly interconnected processing elements called neurons. The interconnections are made by the outgoing branches (axons), which form several connections (synapses) with the other neurons. When a neuron receives several stimuli and the sum of the received stimuli exceeds a specific threshold value, it fires and transmits the stimulus to adjacent neurons. Each neuron is an elementary processor. In this densely interconnected network, the human brain can perform as it does. Density and interconnectedness (how well it links up with the other neurons) is an essential concept for working with neural networks. In real-life cases, ANNs have proved successful in “assimilated thinking” (reasoning by horizontal assimilation and extracting insights from learned cases) (Lodewijk and Deng, 1993; Fletcher and Goss, 1993; Baets, 1993, Venugopal and Baets, 1994).

Since the 1970s and 1980s, multi-layer networks have developed, and today these are quite successful. In the late 1980s, the subject of neural networks became very popular. Many international conferences and hundreds of papers indicate the level of activity in this field. Burr (1987) worked in recognition of hand-written characters. Sejnowski and Rosenberg

(1987) made progress in speech recognition. Cottrell et al. (1987) were active in image compression, and Werbos (1974), Parker (1982), and Rummelhart et al. (1986) contributed extensively to the concept of backpropagation learning, which is the central heuristic in neural network applications (which in turn are the basis for machine learning algorithms).

ANNs have proven to be a successful research method in situations where:

- Relationships are non-linear, dynamic and often very complex.
- The observations deal with perceptions and are by definition less clear-cut than quantitative data.
- The observations are of highly contingent.
- Observations are highly interconnected.

ANNs are an established research method, particularly in the visualisation of emergent processes in network structures (like organisations). They are capable of visualising networks of interconnected issues in a holistic conceptual model. This project used NeuroXL, particularly, ClassifierXL for the ANN training.

Next, the narratives

The second organisation used for a field study is a foundation that deals with leadership support training of promising, young students in South Africa, including providing them with bursaries (chapter 7 and 8). For this study, it was deemed preferable to engage on a one-to-one basis, to facilitate a higher quality of data collection and enrich the interaction with the interviewees. It provided the narratives, the stories, that are so important to create depth in the analysis. The researcher conducted a series of live interviews with staff, around the outcomes of the first case, and the issues raised in the literature. The project researched via another route to identify how the components of a high-health organisation live amongst employees and how it might translate in the managers' minds and words. The interviews were transcribed and analysed with a bespoke, semantic analytical tool for this purpose (by the University of Cape Town Department of Computer Science) and referred back to the

categories identified in the literature review and the first case. In a researcher independent way, this semantic analysis identified the concepts that are leading for the qualitative interpretation of the interviews (chapter 8).

Summary

Based on the literature reviewed in chapters 2, 3 and 4, chapter 5, it offers a 'conceptual' model of the high health organisation. The conceptual model is enriched by the context given at the beginning of this chapter, and based mainly on the author's experience. It leads to this definition of what a healthy organisation is, which constitutes the platform for the field research.

A **healthy organisation** is an organisation that is driven by creativity, innovation, and entrepreneurship (empowerment). It is dependent on a clear and shared vision, values, communication, and collaboration (community building). All this is embedded in a regular organisation or company, dealing with its economic purpose, in daily practice. Quality of workspace and place and its conditions are possible constraining factors, such as stress, the narcissism of leaders and office environment. It aims to elevate and magnify the (often inherent) qualities and energies of consciousness, coherence (balance), belonging, transcendence, non-duality, and spiritual interconnectedness.

Given the earlier chapters and the ontological choice, it is clear that epistemology must be one of a holistic nature. Based on Ken Wilber's integral model, a research tool is used to create a survey (for the first case), in line with the definition suggested for the High Health organisation. The survey data are analysed using artificial neural networks (chapter 6). For the second case, a more qualitative approach is chosen, based on interviews, and where the

concepts are analysed, researcher independent, by a semantic analysis (chapter 7). A qualitative analysis links those concepts to the interviews, giving supporting anecdotal evidence (chapter 8).

The field research allows to observe and explore whether there are consistent patterns that can be identified to being a healthy organisation (as defined here) and that can lead to meaningful advice for organisations willing to undergo a transformation (chapter 9).



CHAPTER 6: The first exploratory case

“Never fear shadows, they simply mean there’s a light somewhere nearby”

Ruth Renkee

The data gathering of this research project has been undertaken in cooperation with Kameel Naidu. He used the same dataset for his MBA thesis, concentrating on the inter-departmental differences in the hospital, with the purpose of offering advice to the hospital.

This chapter reports on a field research project in a particular organisation (a large public hospital in Cape Town) based on the Cassandra questionnaire described earlier. The purpose of the research is to explore the different dimensions of what was defined in the previous chapter as a healthy organisation within a broader holistic concept (including the material and non-material side of the business). The researcher used Artificial Neural Networks (ANNs) for the analysis to create a more holistic (systemic) picture of the dimensions of a healthy organisation in a real-life setting.

The shift to first-person perspective

I am aware that my mind-set and language are changing as this thesis unfolds. Engaged first-person based literature and empirical research enable one to be more in touch with one's learning, authenticity, perceptions, curiosity, emotions, belief patterns, and thinking. Once one moves into observing, calculating, testing, and verifying empirical data, the research struggles with the interpretation of knowledge and wisdom-gathering. I do not want to call it more objective, but a change from an open experimental mindset to more driven by numbers, figures and statistics. A person makes their interpretations whilst leaving out what cannot be measures. Does it matter? It is a question of choice, if one knows that reality is much broader than what can be measured with the instruments available.

Superficially, one can identify organisations that perform well, but when comparing these to poor or dysfunctional performers, it is a challenge to elucidate ultimate cause and effect accurately. Organisations function in similar environments, around the world, utilise similar resources and engage in similar activities and management practices, yet produce different results.

On a managerial level, it is difficult to explain precisely what is required to create a functional or healthy organisation. As a result, many aspiring, motivated, well-meaning managers manage their organisation with the best of intentions, and sometimes with the best education and experience, only to fail dismally for obscure reasons, and in the process destroy enormous amounts of value.

Increasingly, management theory pays attention to non-material aspects of leadership and management. It explores consciousness and systemic harmony as drivers for successful management (as discussed in previous chapters). In this research project is, the central question in the research project is - what is the role of non-material elements like consciousness, or balance and coherence, in defining a healthy organisations?

In particular, what can be learn from a real-life case study (a major hospital) when discussing consciousness, systemic harmony, and being a healthy organisation. The choice for an organisation in health care is not a coincidence. As argued in the previous chapter, the health care sector is confronted with important health challenges, which is particularly interesting to study.

This exploratory case is an attempt to visualise the theoretically discussed concepts. As argued in chapter 5 on consciousness, harmony, coherence, vision, values, balance and collaboration, are in theory, all contributing qualities to a conscious and healthy organisation. They are important alongside more material elements, such as finance, office organisation, leadership and processes. However, a healthy organisation emerges from a holistic (systemic) integration of non-material and material elements. The search for that systemic emergence invites the use of Artificial Neural Networks as an analytical tool. Can one observe that integration in a real-life case? What lessons can be learned about the operationalisation of

the healthy organisation's concept? Is the concept of a healthy organisation a meaningful one?

The hospital under study is a large public hospital in the Western Cape province of South Africa. Annual admissions in 2011 (last available data at the time of the study) were 50 805, and bed occupancy was 89.9% (which is high but justifiable given the need in South Africa). By comparison, occupancy in the US is around 75%. The number of operations performed annually was 31 125 and the number of deliveries 7 139. The average length of patient stay was 5.9 days.

This study explores the different dimension of a healthy organisation in this particular case. It compares the results of this study with an employee survey (appendix 2) and attempts to link and explore the organisation's functioning and performance to the degree which conventional indicators, made available and used by management, allow. Any correlation or corroboration between these two approaches are then explored and discussed. This study aims is to develop a deeper understanding of organisational health, within the ontology described earlier. It is an exploratory study.

For readability, this chapter is a high-level analysis of the data contained in appendix 5. The appendix also contains the analytics and outcome diagrams.

Approach

The research hypothesis is that non-material qualities of an organisation (such as values, vision, collaboration, harmony, and consciousness) and material qualities (such as good finance, servant leadership, and transparent processes), in a holistic interaction, support organisations towards becoming more healthy as an organisation. The selected research tool

is a survey that covers most of those elements. Analysing the results with neural networks allows searching for the systemic integration of all of them.

This research project is deductive and has a quantitative slant, as it is looking for visualisation (with some form of validation) of a theory. Wilber's (2000) model of holistic management is consistent with a systemic view of the organisation (as argued in chapter 5, which develops the conceptual model). Through this holistic interpretation of an organisation, the research can visualise health as it was explored in theory.

Design

The tool was developed explicitly to operationalise the integration of material and non-material aspects of an organisation that matter for becoming healthier. The Cassandra tool is a questionnaire of 68 questions, with responses rated on a Likert type scale that pertain to each of the quadrants of Wilber's holistic model. Therefore, it is a holistic tool, which is appropriate to the investigation of the level of health within the organisation. It engages a multi-disciplinary (or multi-angle) study of an organisation by surveying employees and analysing the results with the aim to visualise and validate the research hypothesis.

Cassandra is based on Wilber's holistic model and adapted to the managerial context to serve as a diagnostic for sustainable performance (Baets and Oldenboom, 2009), which is an important aspect of the healthy organisation. For this research, it can be used to visualise healthiness and consciousness, which contribute to sustainable performance.

The Cassandra questionnaire is organised around four main themes (referring to Wilber model's quadrants), comprised of multiple items, that aim to probe the organisation on the basis of values, personal development, mechanistic performance and systemic performance.

The values quadrant is subdivided into a diversity section, in which the questions are based on the work of De Anca and Vazquez (2009) and Kofman (2006), and a complexity section, in which the questions are based on the work of Baets (2006).

The personal development quadrant is subdivided into a personal well-being section, based on the work of Chopra (1994), and a leadership and teamwork section, based on the work of Nierenberg (1999).

The mechanistic performance quadrant has a financial performance section based on the work of Stone (2003) and an innovative potential section based on the work of consulting company, Advanced Practical Thinking Inc. (2001).

Finally, the systemic performance quadrant is subdivided into a sustainable development and social responsibility section, based on the work of Stacey (2000), and a knowledge and learning section, based on the work of Baets and Van der Linden (2000).

The personal and corporate version of Cassandra has been construct-validated (Pinto Leis and Baets, 2008). In this study, a corporate version of the questionnaire has been used, which is a phrasing of the questions in a way to make sense for organisations. The questions have been modified (compared with earlier versions) to improve the clarity and relevance of the concepts in this particular context and be better understood by the sample population (physicians and paramedics).

Full details of the Cassandra tool's construction can be found in Baets and Oldenboom (2009, 2013). Appendix 1 contains the questions.

The study was conducted in a major hospital (appendix 2). The sample population was the hospital staff, which constitutes its operations. In total, the study consisted of 51 participants, which included respondents from various departments. These included the five overall clinical divisions (medicine, surgery, obstetrics and gynaecology, anaesthetics, and radiation oncology), and the departments of radiology, physiotherapy, audiology, speech therapy and the pharmacy. All except four participants (only performing administrative responsibilities) were actively involved in patient activities at the facility. Questionnaires were distributed, directed mainly at clinical departments. Appendix 2 contains detail on the demography of the dataset.

Data analysis

To investigate the level of systemic harmony and to determine whether coherence exists, the observed data from the sample, was analysed using Artificial Neural Networks (ANNs). ANNs allow investigating the emerging structures out of the survey data without any researcher interference or impact. The complete raw dataset is in appendix 5.

ANNs is a computational methodology that can perform multi-factorial analysis and data interpretation (Dayhoff and DeLeo, 2001). Biological systems and organisations have been compared to neural networks of interconnectedness, information transfer and learning capacity (Maturana and Varela, 1984; Khalfa, 1994; Carveni et al., 1991; Ehrlich et al., 1993). As a methodology, artificial neural networking is well established, with solid theoretical support and has been shown to be effective (Dayhoff and DeLeo, 2001; Ellis, 2004). Patterns and relationships in data are detected through learning and experience (Agatonovic-Kustrin and Beresford, 2000) in much the same way as seen in biological systems. Therefore, ANNs is an appropriate method of data analysis when dealing with socio-economic organisations. In

addition, this methodology is well suited to situations where data is indiscreet, highly interconnected and related in a dynamic, non-linear manner, as in this study's circumstances. ANNs make it possible to visualise structure in a holistic conceptual model (Baets, 1998). Data captured from the questionnaires were transferred to an electronic spreadsheet (appendix 5) and analysed using this method to develop an understanding of the level of systemic integration, balance, and coherence within the organisation.

The researcher analysed the Excel sheet using ANNs with NeuroXL Clusterizer software. While ANNs have many different applications, it is primarily a powerful pattern recogniser. Hence, this study used it to identify two distinct patterns. Firstly, it showed pockets or groups of like-minded people, and secondly, clusters within those groups that indicate coherence on certain items.

Finding clusters of like-minded people assumes that co-operation, agency, and interaction create harmony, common understanding, support, and eventually happiness. If all respondents felt the same about the 68 questions (that are a materialisation of the concepts of holism and consciousness), it could be assumed that this would lead to a more harmonious, healthy organisation. If, on the contrary, each person had a different view on all issues related to consciousness and sustainable performance in the company, it could be assumed that this would lead to a much less healthy organisation. A higher number of clusters would point to more potential for unhealthiness; fewer clusters would point to more healthiness potential.

In practice, the research looked for the ideal number of clusters (groups of like-minded people) that would produce the best coherence inside each cluster. This means that within each cluster, the participants shared roughly the same opinions. The number of clusters

gives a topology of the company. More groups show a wider spread of opinion. Fewer groups indicate overall better coherence or a more harmonious situation than expected with a greater number of groups. It is a first indication of the potential healthiness of a company.

Secondly, ANNs show patterns of how the individual questions cluster. The first stage showed clusters around the participants. The second stage showed clusters around specific questions, and which of those questions showed strong or weak systemic proximity. The outcome of this analysis illustrates which questions caused either coherence (having the same ideas) or non-coherence (having divergent or opposing ideas). This showed where coherence resides and which issues show strong coherence. The author compared these findings to the outcomes of the staff survey to see if those areas were recognised by staff as pleasant, positive, productive, and whether they led to satisfaction.

This second type of analysis suggested two things. Firstly, it highlighted areas that need attention when working towards a healthier organisation. Secondly, it provided an experimental illustration of the role of coherence in emerging towards a healthy organisation. That visualisation suggests an important lever for working towards a healthy organisation, improving its integration and harmony on all levels (individual, division, business unit and overall corporate level). As discussed in the section on workplace spirituality in chapter 3, there are known and tested approaches to improve internal coherence and coherence on a group level (see the section on organisational consciousness in chapter 3).

Results: Cassandra and Artificial Neural Networks

Appendix 4 shows the analysis results with the neural networks used in this case in a series of diagrams with commentary. As these results lead to the analysis of the exploratory case, the researcher briefly commented on these. The use of the word coherence in this chapter is not related to the scientific concept of coherence in (quantum) systems, or even coherence between human body parts (used in the medical sciences). It is used in its common literary understanding of logical consistence, as a quality of forging a unified whole, or alignment.

This study used ANNs as an exploratory tool, fitting the ontology of non-materialism and epistemology. In the diagrams, the Y-axis represents the (average) value, the X-axis the questions.

The first experiment consisted of trying out the most ideal number of clusters that we could identify in the dataset. Figures 1 to 3 in appendix 4 show that the research got clusters of significant weighting whether clustered in two, three or four clusters. The clustering in two clusters showed good coherence on all questions before C7 (C refers to the Complexity axis) and good coherence past K7. In between, the de-coherence was important in this dataset.

There was no significant difference for the diagrams with three or four clusters, pointing to overall coherence (independent of the number of clusters) on the questions indicated, and the same for the de-coherent questions. The latter (the non-coherent set of issues) could suggest areas for improvement. If clustered in more than four clusters, important de-coherence shows up on questions D9-D11.

Overall, this suggested that in certain parts of the questionnaire, there was good coherence (gathering the diversity in a rather limited number of clusters), which saw good

performance and satisfaction (from the staff survey), whereas in the middle part of the questionnaire, there was much more non-coherence.

The study was focusing on the middle part suggesting de-coherence. Analysing this subset with two clusters (figure 4 in appendix 4) gave two significant clusters (the “overall” line indeed seemed to be a clear “average” line), where the average values for the questions in each respective cluster were different. Figure 4 exhibits that.

The analysis and figure suggest a greater degree of de-coherence in the responses received to these questions. Within this segment some questions again showed more coherence than others. Figure 4 in Appendix 4 illustrates that some interesting questions were L2, L7 and S1 (red arrows), and also for P6, F2, I4 and S4 (orange arrows).

On the same subset, the research continued, , to analyse in three clusters (and again found they had significant weightings: 39.22%, 29.41%, and 31.37%).

Figure 5 (in appendix 4) shows the greatest coherence in the responses to questions L2 and L7 (red arrows). For I4 and S1, there was greater coherence between clusters 1 and 2, while in S4 and P6, there were greater coherence between clusters 2 and 3 (orange arrows).

Question F2, however, showed more observable de-coherence than in the case of two clusters (figure 4, appendix 4).

The researcher continued analysing four to seven clusters (figures 6 to 9, appendix 4) and found, as expected, that on some questions, more de-coherence appeared. The figures in Appendix 4 show these analyses, each time indicating interesting questions (issues) with the colour arrows.

With four clusters (weighted as 31.37%, 27.45%, 15.69% and 25.49%), as shown in figure 6, the greatest coherence was associated with questions L2 and L7 (red arrows). Question S1 suggested coherence (except for cluster 4), and the same seemed true for S4 (except for cluster 1). P6 then suggests more de-coherence than in earlier analysis (with a little exception in cluster 1), while L9 (arguably) suggested slightly more coherence (orange arrows). Figure 7 shows the analysis with five clusters (weighted at 29.41%, 13.73%, 25.53%, 17.65% and 15.69%): greatest coherence in L2 and S1; less coherence in L7 (red arrows). Questions S4 and P6 suggest issues of coherence (with an exception in cluster 1) (orange arrows). We also observed that after I7, greater coherence seemed to show between clusters 2, 3 and 4.

Next, the researcher observed that with six clusters (weighted at 23.53%, 13.73% and the remaining four clusters each weighted at 15.69%), as shown in figure 8, coherence was apparent in L2 and arguably in S1 (red arrows), while I7 show arguably some more coherence (except in clusters 1 and 6). The analysis in seven clusters (all weighted between 9.80% and 19.61%), as seen in Figure 9, suggested clear coherence in L2, and fair coherence in question S1 (red arrows).

The author continued to analyse more than seven clusters, however, the cluster weights became insignificant, which is not surprising with a sample size of 51. Increasing the number of clusters further brings the analysis closer to representing the diversity in the values, rather than attempting to look for structure.

The aim was to find more detail in the areas that showed the highest de-coherence. An analysis with four or five clusters appears to be the most helpful in revealing which issues

might still show coherence. The greatest coherence in this segment of de-coherence was situated around L2, reasonable coherence around L7 and S1, and some coherence around P6 and S4 (except for cluster 1). Given that these observations came consistently out of the different analyses with different numbers of clusters, it is fair to say that the rest of this data-subset seems to hold de-coherence, independent of the number of clusters used.

Coherence and non-coherence on question level

ANN analysis identified specific questions in the questionnaire that exhibited a shared understanding (harmony, coherence), and in those questions were no coherence.

Overall, there were 26 coherent issues (38%), 38 show non-coherence (56%) and the rest (6%) were inconclusive.

Quadrant One: Values	
Diversity	
Question D1:	Coherent
Question D2:	Coherent
Question D3:	Coherent
Question D4:	Coherent

Quadrant Three: Mechanistic Performance	
Financial Performance	
Question F1:	De-coherent
Question F2:	De-coherent
Question F3:	De-coherent
Question F4:	De-coherent

Table 1: Overall classification (based on the level of coherence seen in responses)

The coherent questions were mainly found in the values quadrant, the complexity and diversity axes, and the knowledge and learning axis in the holistic performance quadrant. Given the institute's nature (a hospital with university affiliation), coherence on knowledge and learning is what one would expect, but this high level of coherence seems above expectation. The staff survey results corroborated this observation, which would suggest that coherence on this axis is responsible for success, commitment, performance, and pride. It would refer to a healthy part of the organisation.

In the values quadrant, only the communication questions (D9-D11) scored low, which will be discussed with the non-coherent issues.

Almost 56% of the issues showed non-coherence. The quadrants that suffered most were quadrant 2 (personal well-being and teamwork axes), quadrant 3 (financial performance and innovative potential axes) and quadrant 4 (sustainable development and social responsibility axes.) These results corroborate the employee survey results where employee dissatisfaction and poor internal communication were essential issues.

The results on the financial axis, and the innovative potential axis, might have suffered from the fact that the respondents were professionals who had little or nothing to do with financial management or even with innovation (they were exclusively in the operational area of the hospital). The offer cannot draw any conclusions from these axes. They are important in the overall picture of any company, there were non-conclusive results in this dataset.

None of the questions in the sustainable development and social responsibility axis was clearly associated with coherent responses, which would suggest an area of concern regarding a healthy organisation. It raises questions such as - do medical staff feel socially

responsible, are they interested in the sustainability (and the sustainable performance) of their operations, do they feel a sense of personal satisfaction at work, or do they see themselves as operating as technicians? The employee survey did not give any information on these issues. These questions need further exploration (undertaken in the second research project) since it was difficult to obtain them via this analysis. Therefore, the author selected a more qualitative approach (interviews) for the second research project to delve deeper into these issues.

The purpose of this research was not to suggest an improvement for this hospital. Instead, this project was used to identify the axes and issues of importance when talking about a healthy organisation and see whether there is a relationship between those issues - the level of coherence in the employees' perception and the areas where the company shows signs of health.

An observation at this stage is that coherence, logical consistency or working on a consistent whole, seems to be an important mechanism to suggest being a healthy organisation (or a healthy aspect of an organisation). In contrast, non-coherence seems to suggest issues that need attention to become healthy. Working on the improvement of coherence, as described here, seems to be an impactful focus in the process of becoming a healthier organisation.

The logic behind the Wilber model and the Cassandra tool might suggest that the collective-external quadrant, the outcome quadrant in the concept of the values-based company (Baets and Oldenboom, 2013), might indeed point towards corporate consciousness, as observed and measured by systemic integration or wholeness.

The research saw that coherence seems to relate to a positive evaluation in the employee survey and that overall, this organisation is not a healthy one. In addition, the issues, which

need the most attention in improving the health of the organisation are those in the personal development quadrant and in the axis of sustainable development and social responsibility.

Observations and conclusions on the exploratory case

There are two interesting dimensions in this case. First, since there is an employee satisfaction study, the results of this (ANN) analysis can be compared with that study to see what healthy and less healthy aspects of the organisation are, as perceived by the employees. It allows referring dimensions of organisational health to their contribution of being a healthy organisation in the employees' perception.

The second dimension is the analysis itself (the quality of holistic emergence of structures, and the illustration how ANNs can visualise a systemic understanding, based on the data and researcher independent), and the observations on which of the variables seem to be more or less (or not at all) aligned or coherent. That allows identifying some key dimensions of understanding what healthy organisations are all about.

The conclusions of this case study are threefold:

1. Firstly, this research case study highlights a set of issues important issues for creating a healthy organisation and some that seem less important. These inform the questions for the following case study, which will consist of in-depth interviews.
2. Secondly, this case appears to support the hypothesis that coherence (alignment, logical consistency), and the degree of coherence, is an interesting contributor to consciousness in an organisation, leading to becoming a more healthy organisation. That opens possibilities, both for formulating relevant questions and approaches for making companies healthier.

3. Finally, the use of ANNs, while an interesting method to validate holistic concepts, and give interesting insight into the systemic coherence of issues, might not be the ultimate tool to research concepts like organisational consciousness and health. As already argued in the literature review and the chapter on the ontological choice, narratives, the employees' stories, are equally important. Further research is needed (chapters 7 and 8), using in-depth interviews.

Analysing the dataset using ANNs revealed patterns in the dataset. The responses received pertaining to specific axes of the questionnaire appear to be more coherent, while those on the other axes appear less de-coherent. This distinction is quite discreet (with little grey area).

From available conventional management data (performance measurement data and the staff survey), it is apparent that although the organisation appears to deliver good results in operational efficiency, it operates in a demanding environment with stretched resources, and shows significant staff turnover and leave utilisation. There are some critical areas of dissatisfaction amongst the staff: internal communication, staff cohesion, and feeling undervalued by the organisation.

In areas where the staff survey indicated good performance and happy staff, the research corroborates and confirms that these are important contributors to being a healthy organisation (indicated by high degrees of coherence between the relevant issues). Equally, where non-coherence appears in this research, unhealthy circumstances are indicated in the staff survey. Non-coherent questions suggest areas of importance for a healthy organisation, but in this particular case, high degrees of non-coherence in those questions suggest a need to pay more attention to those areas (to make it a healthier organisation). Some areas or

issues seem to be less relevant for the concept of a healthy organisation, and can be ignored for defining approaches to emerge towards a healthier organisation.

The values quadrant (with the axes of complexity and diversity) is a clear area of importance for a healthy organisation. Coherence in this area makes for good performance and happy staff. The same is true for the knowledge and learning axis, suggesting sharing, belonging, family feeling, and coherence. Highly diverse skill-sets, multi-disciplinarity, collaboration, and teamwork all seem necessary for creating a healthy organisation. In this organisation, high levels of coherence, which were almost exclusively confined to diversity, complexity, knowledge, and sharing, correlate with good functionality and performance.

Some of the questionnaire areas, which exhibited mainly non-coherence, such as the personal well-being and leadership and teamwork axes, can be seen to correlate with some perceived evidence (staff survey) suggesting poor functioning and performance in those areas. The personnel statistics and the staff satisfaction survey results suggest that internal communication, staff cohesion and personal satisfaction may be areas of weakness within this organisation. Non-coherence, leading to poor performance and personal dissatisfaction, suggests that these would be important areas that need attention for becoming a healthy organisation.

There were also some specific areas of the questionnaire that showed further non-coherence. Those could not be corroborated with any extrinsic evidence of poor functionality and performance in those areas. Therefore, conclusions could not be drawn in those areas about their role in contributing to a healthy organisation. In fact, all the mechanistic quadrant questions were found to be associated with non-coherence, but the data provided by management on operational efficiency, suggests good performance and

functionality in this area. This discrepancy might suggest that those quadrants are not very important in contributing to a healthy organisation. While the analysed data (from the staff survey and performance measurement) was incomplete and challenging to interpret due to the lack of proper comparables, it has to be considered that these axes might also not play an important role. It could be that while management theory suggests the importance of financial well-being and the crucial role of innovation in companies, they may not significantly impact staff performance and levels of happiness. At this stage, the author will not include financial performance and innovative potential for further research.

The last area of the questionnaire associated with non-coherence was the sustainable development and social responsibility axis. No conventional management data regarding this area were provided or analysed, making it difficult to conclude. Sustainability and social responsibility are some of the more difficult areas to quantify, and these issues have historically been neglected by management in this hospital. Therefore, the project was unable to correlate any indicators of functionality or performance with the non-coherence seen in this area, but the vast literature on the role of purpose, values and contribution in management theory suggests that it should not be discarded.

From the literature review, values, purpose, contribution (all confirmed in this research project), sustainable performance, sustainability, and social responsibility are important conditions for being a healthy organisation.

The outcome of the analysis done on this questionnaire (yes or no analysed with ANNs) is much richer than what is found in traditional management performance data and classical staff survey approaches, as reported on in Baets and Oldenboom (2009), using the Renault

case as an illustration. Using the Cassandra tool for evaluating companies can give more insight into issues that matter (both for the stock price and for employee well-being).

A second important lesson from this case study relates to the concept of systemic coherence itself. From the results of this analysis, it is possible to correlate the level of coherence (alignment) with functionality and performance. Coherence in certain specific, discreet areas is arguably more likely to be associated with generally good functionality and performance, whilst considering the organisation's nature and the of the employees' specific activities. In some areas associated with non-coherence, objective evidence suggests generally poor functionality and performance. As argued in chapter 3 on consciousness, this seems to suggest that the level of coherence might be a valuable pointer to the level of consciousness in the organisation. This opens doors to be able, at a later stage, to work around coherence in organisations and even coherence inside individuals to improve consciousness levels, which will improve the organisation's health. Therefore, the study results would suggest a relationship between the consciousness of the workforce and the functionality and performance of the organisation.

This research provides some evidence that consciousness may indeed play a fundamentally significant role in organisations, and the results are consistent with the theory that consciousness is a fundamental and innate quality of the universe (Hagellin, 1986; Chalmers 2004; Chalmers, 2009), rather than a secondary phenomenon arising from physical or biochemical processes (Dennet, 1987, 1991, 1996, 2003; LaBerge, 2006). Consciousness may be a primary causal factor in the interactions between individuals, which influences functionality and performance, which consequently determines the health of the organisation. The results suggest that observable performance outcomes may be concomitant with the organisation's consciousness level, assuming systemic coherence as a

good pointer. This seems to provide some support for the research hypothesis stated earlier: (organisational) consciousness is an important driver for an organisation's health by influencing functionality and performance.

While systemic coherence is a pivotal issue for becoming a healthy organisation, it can be considered a necessary condition, but not a sufficient one. Indeed, one can have fully coherent organisations (such as Nazi Germany, Enron, some banks, VW wanting to defraud society) that fail as a healthy organisation. Further investigation is needed into what those sufficient conditions are.

On the broadest scale, the research implies that a high level of organisational consciousness may indeed be pivotal in building healthy organisations that produce sustainable, long-term value. It would then follow that understanding and influencing the organisation's consciousness should constitute a major part of managerial efforts. It emphasises the need for values-based leadership in managing organisations and society in general and suggests that there may be tangible value in bringing this element to the forefront of conventional management practices. Incorporating these ideas into management practices and taking a holistic view towards management can effectively work towards building healthy organisations, contributing to creating a more sustainable society for generations to come.

The results might suggest that valuable information about an organisation can be gained by exploring the consciousness of the workforce, which may help predict potential future performance. The link between consciousness and functionality, suggested by this research case, also suggests that an investigation of organisational consciousness may identify areas of concern for management. These may involve both areas of functionality and specific segments of the workforce. It is then possible to structure appropriate interventions, and

address issues, which may have otherwise gone unnoticed until the corresponding effects on performance are later measured by conventional indicators (often too late). Intervention efforts can be targeted to the proper workforce segments, which would serve to utilise resources more efficiently. The author anticipates this thesis to offer more specific information on these possible interventions.

Summary

This field research project took place in a large hospital, not known as a high-health organisation (based on employee satisfaction surveys). The study used the Cassandra tool to research the multiple dimensions (non-material and material) of corporate performance and health. The researcher analysed the results using Artificial Neural Networks (ANNs) to search for a more systemic integration (coherence) of the different variables (issues). This approach was also chosen, since it limits researcher bias, which is important with concepts that are difficult to define. Appendices 1 to 5 contain the research details and outputs.

A first key observation is that in this dataset, systemic coherence, alignment, or logical consistency appears to be a reasonable pointer towards corporate consciousness, and in second order, as an indicator for the degree of the healthiness of an organisation. This thesis is exploratory, and it will need further work, particularly for validation. ANNs seem to be a practical holistic tool but may not necessarily give the right level of detail. A different approach is needed to gather more natural language-related insights (narratives, stories). The interviews, semantic analysis, and qualitative analysis in chapters 7 and 8 seek to provide that.

Other observations from the case study reveal that poor communication, low staff coherence and under-valued staff do not contribute to creating a high-health organisation. The

existence of clear lived values is crucial for a high-health organisation, and so is a strong knowledge and learning-driven culture. The research suggested that the organisation's financial health did not impact its ability to be a high-health organisation (though it could have been typical for this organisation).

Several important concepts were named, which warrant further research, and the interviews in the next chapter provide deeper insight. It is important to understand how these concepts are lived and experienced in the organisation. The concepts are:

- Collective intelligence and teamwork, collaboration
- Systemic coherence
- Values-based leadership
- Intrinsic motivation
- Integrity
- Free flow of energy
- Excellence
- Values as the driver of a healthy organisation
- Transparent communication as the binding factor of a healthy organisation
- Vision as the lighthouse of the healthy organisation
- Purpose and contribution

These concepts were the basis for the second case study's questions used, reported on in chapters 7 and 8 (listed in appendix 6).

Chapter 7 describes the case of a foundation that deals with personal transformation support. Based on the issues raised in this chapter, the interviews in the case allowed for a more in-depth exploration of the lived experience of some of the constituent elements of a high-health organisation. Chapter 7 will concentrate on a way to identify, systemic and researcher independent, what different 'concepts' (referring to grounded theory) emerge out of the interviews. It produces a semantic structuring of the complete interview data into concepts and indicates interrelationships, proximity, and importance. In chapter 8, a

qualitative analysis connects the narratives to those concepts and deepens its understanding.



CHAPTER 7: The second field research project

“Words are windows (or They’re Walls)

I feel so sentenced by words,

I feel so judged and sent away,

Before I go I’ve got to know

Is that what you mean to say?

Before I rise to my defense,

Before I speak in hurt or fear,

Before I build that wall of words,

Tell me, did I really hear?

Words are windows, or they’re walls,

They sentence us, or set us free.

When I speak and when I hear,

Let the love light shine through me.

There are things I need to say,

Thing that mean so much to me,

If my words don’t make me clear,

Will you help me to be free?

If I seemed to put you down,

If you felt I didn’t care,

Try to listen through my words

To the feeling that we share.

Ruth Bebermeyer

The previous chapter commented on the first field research project. The purpose of that project was double. The first aim was to identify those issues that might play a role in becoming a healthy organisation (in a researcher independent way). The second aim was to identify, in a systemic analysis, how some of those issues might cluster and the role that systemic coherence (alignment on systems-level) plays in building organisational consciousness, leading up to a healthier organisation. This research case aims to build further on the first case study, by pulling out the stories that vividly illustrate the issues and alignments found.

Exploring the first-person experience more fully

As reported, (organisational) consciousness, aligned with its pointer coherence, does appear to play a central role in a high health organisation. Poor communication, low staff cohesion, and under-valued staff appear to have a negative impact on becoming a high health organisation. Values were shown to be important and a clear learning and knowledge management strategy (linked to internal and external communication). A sound financial structure playing a role in a high-health organisation was found to be inconclusive. A list of constructive issues towards a healthy organisation were identified in the previous chapter and will be explore further in this case study.

While using ANNs as a research tool was instrumental for illustrating the role of systemic coherence, it is limited in understanding how these concepts translate into an organisation's the daily life and language. ANNs, as used for this research, could not provide deeper understanding. Therefore, a second field research project was conducted to explore the first-person experience of being or becoming a high-health organisation fully.

The second project interviewed 16 managers (ten female, six male) of a social enterprise, operating mainly in South Africa but represented in a few other countries, and employing around 150 employees. The purpose of the enterprise is to identify and support young talent to turn them into the change agents that the South African economy needs. The company is a highly regarded non-profit known as an attractive employer. Employee turnover is low.

The author interviewed managers via a semi-structured questionnaire (Appendix 6), and each interview took an average of one hour. Appendix 7 contains all the transcripts in detail. Those transcripts will be analysed further in the next chapter. The purpose of this project was to research how some of the theoretical concepts of the high-health organisation, as suggested in the previous research project, translated into the mind, language, and stories of managers. With this purpose in mind, the researcher carefully selected the approach and analytics.

The research sought insight into what the following topics meant for managers in day-to-day practice:

- Collective intelligence and teamwork, collaboration
- Systemic coherence
- Values-based leadership
- Intrinsic motivation
- Integrity
- Free flow of energy
- Excellence
- Values as the driver of a healthy organisation
- Transparent communication as the binding factor of a healthy organisation
- Vision as the lighthouse of the healthy organisation
- Purpose and contribution

Additional spontaneous topics arose during the interview process including the role of distributed (collective) intelligence.

The purpose of the second field study was to identify how a healthy organisation is experienced as a lived reality. Language and communication were an obvious route into this exploration, so the research used in-depth interviews to analyse the speech and the keywords used by those who work in the organisation.

The analysis (and the tools used) for obtaining the best possible results was as crucial to the process as the raw material (the interviews). Hence, a language-orientated approach was needed that suited interview data, fitted the ontology (systemic, emergence, self-organisation, and networks of coherence), and is researcher independent.

Choice of the research approach

The apparent method to analyse the interviews used in most published research, was grounded theory. It was a low-risk choice. However, given the nature of traditional qualitative research (and grounded theory), but also the complexity to handle concepts, such as organisational consciousness and health researcher independence, the author initially needed to work with a more researcher independent search for the concepts that could come out of the interviews. As it is equally the purpose of a PhD thesis to innovate and experiment, and try new methods other than those classically used, the author opted for a novel way of analysing the interviews in a first stage. The research method should fit the ontological choice (chapter 2), its epistemological consequences (chapter 5), and its goal to analyse the use of terms in communication and spoken language. For that reason, the study explored the world of Natural Language Processing (NLP).

While grounded theory is generally accepted, researchers are aware of several problems and weaknesses (Bryantz and Charmaz, 2010). First, there are no rules for the identification of categories, which puts much weight on the researcher's decisions. It opens opportunities for

upfront interpretation (with an impact on the analysis and the eventual outcomes). There is strong subjectivity of the data leads, due to the set-up of the approach. Hence, it is difficult to detect or prevent researcher-induced bias. While generally accepted as a scientific approach with reproducible quality, researchers do have doubts about researcher-induced bias.

Based on Bryantz and Charmaz (2010), it is accepted that the results of grounded theory are not always easy to be used by practitioners. It has a theory-building focus, although, that is preference and is not *per se* grounded theory. Overall, grounded theory tends to underestimate the researcher's agency in both data construction and interpretation. A method that could avoid this ignorance of agency would therefore produce more researcher-independent outcomes.

Further disadvantages (El Hussein et al., 2014; Creswell, 2007) are that an analysis using grounded theory is an exhaustive process, even when software-based. Some researchers will argue that it has caveats for methodological error. Reviewing the literature is done without developing assumptions (this study sees it as an advantage). The existence of multiple approaches for grounded theory (and how they came into existence) is a concerning. Finally, grounded theory may have limited generalisability.

Following the ontological choice, this study preferred a research approach that would be self-organised and based on an emergent analysis of network connections (not unlike ANNs). Since the study of consciousness, coherence and the high-health organisation should intrinsically a first-person approach, the interviewees' reflections should be touched minimally by the researcher's bias (which would make it more of a third-person experience). Ideally, the study should adjacent the semantics of the interviews and the ideas of the interviewees.

Therefore, this study explored the use of advanced machine-learning methods, based on semantic analysis and NLP. These techniques are in development, but analytical tools are not readily available on the market. While open-source elements of code exist, out of which a semantic tool could be developed, it required a lot of additional programming to prepare the format of the data for the software and train the software to prepare the analysis. The quality of such a semantic tool depends heavily on the semantic richness of the data which is used for training the tool.

This entire process of gathering the building blocks, programming the front-end, and training the tool with a large set of meaningful sentences, required time and financial investment. This research used the most widely accepted open-source software (LDAvis and Word2Vec), and Lethabo Motswaledi and Matthew Westaway helped with the integration and preparation of the software. No commercially available software existed that could do the job.

Natural Language Processing (NLP)

NLP is a way for computers to analyse, understand, and derive meaning from human language in an innovative and useful way. NLP primarily perform text processing tasks, such as automatic summarisation, translation, named entity recognition, relationship extraction, sentiment analysis, speech recognition, and topic segmentation (Jurafsky and Martin, 2008; Indurkha and Damerau, 2010). NLP allows computers to understand how humans speak. However, since human language is rarely precise, the task of getting computers to understand human language is a “hard” problem in computer science. Nonetheless, within limitations, the programs are developed to understand the words spoken in the interviews and the concepts and how they link together to create meaning. This function suited this

research's purpose (as opposed to other functions of speech recognition or automated translation).

There are three levels of linguistic analysis:

- Syntax (grammar and structure, which is the simplest part)
- Semantics (the meaning, which was the focus of this project)
- Pragmatics (having to do with the purpose or goal, which is required to develop this kind of tool into an application to perform a specific function or purpose)

Semantic analysis, which was the focus of this project, is unstructured, open-ended, and analyses the speaker's psychology. It is used mainly for analysing interviews, without moving into the decision-making process of those interviewees (Evangelopoulos et al., 2012; Dam and Kaufmann, 2008), as in the case of this research.

NLP began in the 1970s with Winograd's experimentation in the field during his PhD research at MIT. While it promises to be the holy grail of computer science (AI), it is not an easy subject to crack. Companies like Google, Facebook, and IBM seem to claim successes, but limited software is available for experimentation in research projects, and it all needs extensive additional programming, but it is potentially significant.

There are four approaches to Natural Language Processing and understanding, each with different purposes and qualities (Liang, 2017; Yao, 2017):

- Distributional
- Frame-based
- Model-theoretical
- Interactive learning

In each of these approaches, there are three levels of analysis: syntax, semantics and, pragmatism.

The distributional approach is based on large-scale statistical tactics of machine learning and deep learning. It turns content into multi-dimensional vectors (with high volumes of dimensions). This approach performs well on part-of-speech tagging and semantic relatedness, which is-needed in this research. The approach is relationship based, (i.e., relationships between words). This may show semantic similarity, which is different from synonyms (in word-search or word-clouds). Facebook pioneered this approach to develop an end-to-end attentional memory network (developed for the salesforce joint multi-task model). Today they are in an early pilot of this application.

The frame-based approach has been developed on Marvin Minsky's frame, which he defined it in his 1974 book, *A framework for representing knowledge*. A frame is a canonical representation. For instance, a sales transaction would have a client, salesperson, goods, and payment. While these elements contain all "knowledge" or information, it requires supervision to produce meaning. This approach's application resides mainly in knowledge management approaches, using natural language.

The model-theoretical approach is based on sentences that refer to the world (e.g. this block is red). It then needs compositionality that combines parts of sentences to get the whole meaning. This approach is popular in developing of natural language processing applications, such as Siri, that allow people to dictate to their computers using natural language.

This approach also needs light or heavy supervision. In practice, a choice has to be made between breadth (what one would typically find in distributional methods) and depth (the strength of a model-theoretical approach).

Based on Paul Grice's (2005) concept of language as a cooperative game, interactive learning, is a different approach. It resonates with some of Ciborra's (1996) concept of information as negotiation and co-creation in teams, which he used to design knowledge management systems. Humans teach computers gradually and hence can decide on an informed balance between breadth and depth.

For this research project (and for semantic text analysis in general), the distributional approach was the most adequate. However, Liang (2017) argues that the interactive learning approach is most promising in NLP since it avoids modelling.

Research design

This research developed two complementary approaches: one which was unsupervised and aimed to find structure and meaning in the interviews. The other used the semantic concepts identified in this thesis and searched for how they translate into meaning in the interviews. Each approach went through a few steps.

The non-supervised approach analysed the interviews, openly and without structure to identify what themes and sub-themes were used (comparable to categories in grounded theory). That allowed, without any predefined structure or targeted questioning, for meaning to emerge from the interviews. It was a state-of-the-art approach executed by a cutting-edge software application. The steps in this approach were:

- Automatic phrase modelling
- Topic modelling with LDA (Latent Dirichlet Allocation)
- Visualisation of the topics (via an interactive diagram)
- Analysing the topics (which interview uses what)

Some open-source software was available; however, nothing was ready to be used.

Therefore, additional programming was required. According to the blog of Algorithmia

(August 11, 2016), the following software was available: Apache Open NLP; NLTK; Stanford NLP; and MALLET. This study chose to work based on MALLET (Machine Learning for Language Toolkit), complemented with LDAvis for visualisation. MALLET is a java-based toolkit developed by UMASS Amherst. It needs numerical optimisation (training) based on a transformation from text to numerical. It is Open Source under the Common Public License (McCallum and Kachits, 2002).

The first step in the approach was to phrase model all the interviews. Phrase modelling is an approach to learning combinations of words that together represent meaningful multi-word concepts. Phrase models are developed by looping over the words in the interviews and looking for words that co-occur (i.e., appear one after the other) much more frequently than one would randomly expect. Once the phrase model was trained on the corpus (i.e, the full English Wikipedia), it was applied to the new text (the interviews). When the model encountered two words in the new text identifying this as a phrase, it merged the two into a single new token (a word).

For example:

Original interview:

Okay my name is Marian, I have worked for the foundation for three years and about eight months, about seven months, eight months. I am an Events Coordinator so I am working with the events and logistics department. Okay, so as I told you about the healthy organisation, I did research on that and one of the aspects is, when you look into a healthy organisation that there are values.

Transformed (phrase modelled) interview:

okay marian work foundation three_year month seven month events coordinator work event
logistic department okay tell healthy_organisation research aspect look_into
a_healthy_organisation value

As expected, multi-word expressions representing common concepts (in the context of the interview) were merged to form phrases of one term. The phrase modelling process includes removing common terms, which appear in high frequencies and would be of little value in analysing the text. These common words, stopwords, include 'a,' 'an,' 'and,' 'it,' 'that,' 'the.' The process also stems and lemmatises words and displays them in their root form, that is 'working' becomes 'work' or 'values' becomes 'value.' After phrase modelling, the interviews were ready to be analysed and visualised.

Latent Dirichlet Allocation (LDA) is a strong analysing and visualising technique (Blei et al., 2003; Chuang et al. 2012). LDA is a technique that performs topic modelling. Topic modelling is a family of language processing techniques that can describe and summarise the text in a document according to a set of latent topics. Topics are theoretical variables, not unlike principal components. LDA is a popular approach to topic modelling and is applied to the 16 interviews.

LDA makes a prior assumption that the interview-topic and topic-word mixtures follow Dirichlet probability distributions (McCallum and Kachitis, 2002). LDA then discovered topics throughout the interviews automatically by trying to maximise the likelihood of observing the text in the interviews, given the probability distribution. The LDA was fully unsupervised. Therefore, the topics which it discovered are automatic and derived directly from the data. There was no interpretation. The topics were expected to capture some latent structure and organisation within the documents and often had a meaningful human interpretation for

people familiar with the subject material. For example, the following sets of sentences were found in the interviews:

- The fact that we are a diverse group of individuals.
- Embracing people's differences, instead of if I am more like this clique or this group of individuals.
- I would feel that stronger personalities or loud people tend to overpower those who are more introverted.
- I mean, I have known of incidents where there has been bullying by stronger personalities.
- Strong individuals influence the balance of diversity.

LDA is a way of automatically discovering topics that these sentences contain. For example, given these sentences and asking for two topics, LDA might produce:

- Sentences 1 and 2: 100% topic A
- Sentences 3 and 4: 100% topic B
- Sentence 5: 50% topic A and 50% topic B
- Topic A: 30% diversity, 15% groups, 10% individuals (at which point topic A could be interpreted to be about the collection of people).
- Topic B: 20% personalities, 20% loud, 20% strong, 15% bullying (at which topic B could be interpreted to be about people's behaviour).

In more detail, LDA represents documents as mixtures of topics that spit out words with specific probabilities. It assumes that documents are produced in the following fashion.

When writing each document, one would:

- Decide on the number of words, N , the document will have (according to a Poisson distribution).
- Choose a topic mixture for the document (according to a Dirichlet distribution over a fixed set of K topics). For example, based on the two topics above (collection of people and people's behaviour), one might specify that the document consists of one-third collection of people and two-thirds of behaviour.
- Generate each word in the document by:

1. Picking a topic (according to the multinomial distributor sampled above; for example, the collection of people topic with one -third probability and the people behaviour topic with two-thirds probability).
2. Using the topic to generate the word itself (according to the topic's multinomial distributions). The collection of people topic might generate the word 'diversity' with 30% probability, and the word 'groups' with 15% probability.

Assuming this generative model for collecting documents, LDA then tried to backtrack from the interviews to find a set of topics that were likely to have generated the collection.

Table 2 shows the seven topics that were the most common. Under each topic, 25 randomly selected terms found in that topic have been included. The frequency represents the probability of that word appearing in that topic.

T	Topic 1		Topic 2		Topic 3	
	TERM	FREQUENCY	TERM	FREQUENCY	TERM	FREQUENCY
	discuss	0.066	particular	0.095	incredibly	0.076
	event	0.058	strengths	0.087	becomes	0.070
	instances	0.050	sessions	0.071	unfortunately	0.057
	knee	0.050	least	0.056	program	0.051
	main	0.050	budgeting	0.056	hours	0.045
	afterward	0.050	individuals	0.048	read	0.038
	discussed	0.050	innovative	0.048	lack	0.038
	honest	0.042	strategy	0.048	entrepreneurial	0.038
	word	0.042	meet	0.048	play	0.038
	outcome	0.042	regular	0.048	route	0.038
	negativity	0.042	committee	0.048	director	0.038
	innovative	0.042	action	0.040	story	0.038
	spend	0.042	nature	0.040	interesting	0.032
	treated	0.042	risk	0.040	encouraged	0.032
	lauren	0.042	equity	0.040	clock	0.032
	strategy	0.033	operate	0.040	grass	0.032
	bigger	0.033	individual	0.032	individuals	0.026
	standard	0.033	financial	0.032	quality	0.026
	members	0.033	creative	0.032	deal	0.026
	relationship	0.033	tend	0.032	travel	0.026
	against	0.033	solve	0.032	spend	0.026
	causes	0.033	monday	0.032	senior	0.026
	transparency	0.033	allow	0.032	meet	0.026
	coherent	0.033	actual	0.032	morning	0.026
	stay	0.033	goals	0.032	feels	0.026

Table 2: The seven most commonly used topics; sub terms and their frequency

Topic 4		Topic 5		Topic 6		Topic 7	
TERM	FREQUENCY	TERM	FREQUENCY	TERM	FREQUENCY	TERM	FREQUENCY
ensure	0.068	pillars	0.067	believe	0.068	entrepreneurial	0.046
may	0.065	projects	0.054	deliver	0.055	child	0.042
fellows	0.041	opportunities	0.047	bored	0.051	challenges	0.037
believe 0.041	0.041	program	0.04	employees	0.047	recruitment	0.033
anthony	0.041	car	0.038	coherent	0.047	trained	0.033
sustainability	0.041	kids	0.034	external	0.047	responsible	0.033
Scholars	0.034	across	0.031	sustainable	0.043	daughter	0.029
individuals	0.031	individuals	0.031	common	0.038	credit	0.029
read	0.031	core	0.031	transparency	0.038	may	0.029
quality	0.031	etcetera	0.029	motivated	0.038	dealing	0.029
heard	0.031	brain	0.029	responsibilities	0.038	improve	0.029
camp	0.031	beneficiaries	0.029	excellent	0.038	travel	0.025
e	0.031	children	0.029	individuals	0.034	home	0.025
bring	0.028	deal	0.027	relationship	0.034	care	0.025
communications	0.028	fellows	0.027	motivates	0.034	flight	0.025
continue	0.028	functions	0.027	health	0.034	conversations	0.025
treadmill	0.028	ground	0.025	hierarchy	0.03	levels	0.025
sustainable	0.024	interesting	0.025	challenge	0.03	supposed	0.025
programme	0.024	layers	0.025	ones	0.03	responsibility	0.025
children	0.024	policies	0.025	lack	0.03	suppose	0.025
meet	0.024	against	0.023	consciousness	0.03	follow	0.025
candidate	0.024	cancer	0.023	levels	0.03	parents	0.025
university	0.024	cycle	0.023	stay	0.03	along	0.025
guys	0.024	involved	0.023	nine	0.03	sabbatical	0.025
areas	0.024	behaviour	0.023	mistakes	0.03	dah	0.025

Table 2 continued: The seven most commonly used topics; sub terms and their frequency

However, since LDA is not intuitive enough to give a complete picture, and it would be tedious to work through all possible combinations, it was important to also work with an interactive visualisation tool.

Recently, there has been much attention to visualising the output of how topic modelling fits (or does not fit), using LDA, in such a way that it is easy to analyse (Gardner et al., 2010; Chaney and Blei, 2012; Gretarsson et al., 2011). Therefore, nteractive visualisation was most

interesting for this research. This visualisation was complex since the fitted model is of high dimensionality (hundreds of pages, tens of topics, thousands of terms).

LDAvis is a web-based interactive visualisation tool of topics estimation using LDA (Sievert and Shirley, 2014). This representation gives a global view of the topics and how they differ, while simultaneously allowing for a deep inspection of the terms most highly associated with each topic. The LDAvis tool attempts to answer the following questions about the fitted topic model:

- What is the meaning of each topic (expressed in terms)?
- How prevalent is each topic (compared to each other)?
- How do the topics relate to each other?

The visualisation has two parts: a global view of the topics and an analysis of the most salient terms. Figure 9 illustrates the overall analysis of all the interviews.

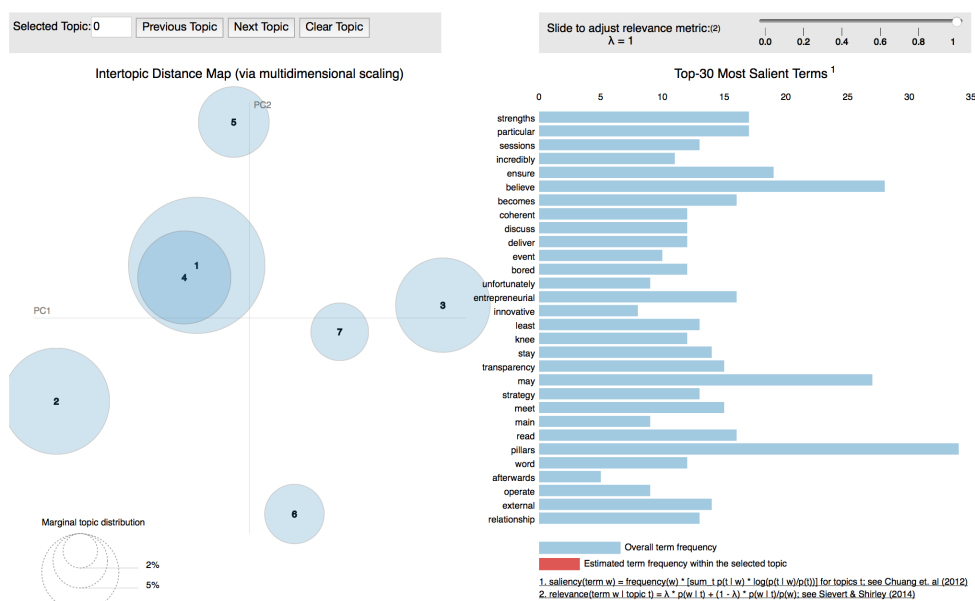


Figure 9: Inter-topic distance map of the entire interview set

The left panel presents a global view of the topic model. LDA identified seven topics. The topics are plotted as circles in the two-dimensional plane whose centres are determined by

computing the distance between topics, and then multi-dimensional scaling (MDS) is used to project the inter-topic distances onto the two dimensions (Sievert and Shirley, 2014). The size of the circle gives its prevalence; the proximity or distance between topics its distinctiveness. The bigger the circle, the more frequented terms it gathers, the smaller the circle, the more distinctive the terms in that topic are. Other than topics 1 and 4, the topics are distinct.

The right panel (the horizontal bar chart) gives the individual terms that are most useful for interpreting the current topic. This overview case (no topic is yet highlighted) gives the relative importance of the indicated words for the overall 16 interviews. The rank order is related to usefulness for interpretation. The size of the bar indicates the relative appearance of that word in the interviews. That table is blue and will continue to appear (in the background) when investigating any particular topic. This analysis helps to answer the question - what is the meaning of each topic? Figure 10 highlights a particular topic (topic 5).

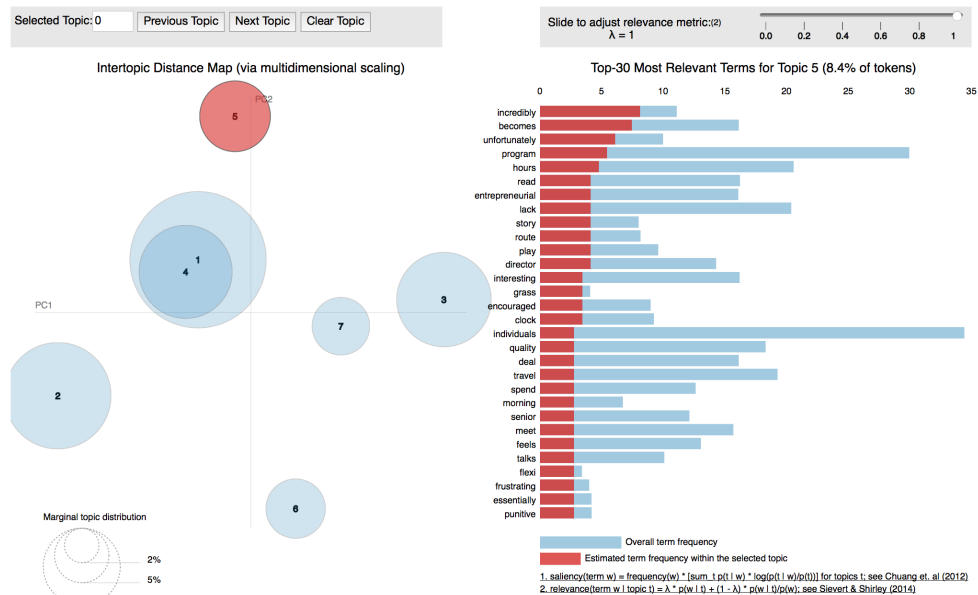


Figure 10: Inter-topic distance map of the entire interview set, topic 5 highlighted

The left-hand side shows the same diagram, and the right-hand table has changed. The indicated words now show usefulness and order for understanding topic 5, rather than the overall picture. The red bar gives the topic-specific frequency of the term, while the blue bar gives this particular term's frequency in the overall sample. A large blue bar means that the term is not typical for this topic, while the inverse would make it an exclusive term for this topic.

Figure 11 illustrates a third way of interpreting with LDAvis. Again, analysis begins with the first figure, but now a particular word is highlighted, for example, the word 'believe'. This changes the topic representations on the left side of the diagram. The circles now show how vital this particular term is for each topic, and not all topics are represented. Indeed, this particular term is only relevant for topics 1, 2, 4 and 5. This allows researchers to explore all possible combinations and gives deep insight into the meaning in the interviews.

To interpret a topic, one typically examines a ranked list of the most probable terms in that topic, using between three and 30 terms in the list. Terms are ranked according to their distinctiveness or exclusivity within the topic. The problem is that common terms in the corpus (the interviews) often appear near the top of the list but are not necessarily the most important or relevant terms, so some sifting is required. At the top right of Figure 11 (above the bar chart), there is a slider of a value of λ . Research has suggested (Sievert and Shirley, 2014) that λ equals 0.6 seems to give the most interesting results. If λ were equal to 0, the analysis would prefer the potentially rare but exclusive terms for the selected topic. In this case, the terms are ranked according to their probability within the topic. If λ is made equal to 1 (which is the case in the previous three examples), it gives the more frequent but not necessarily exclusive terms.

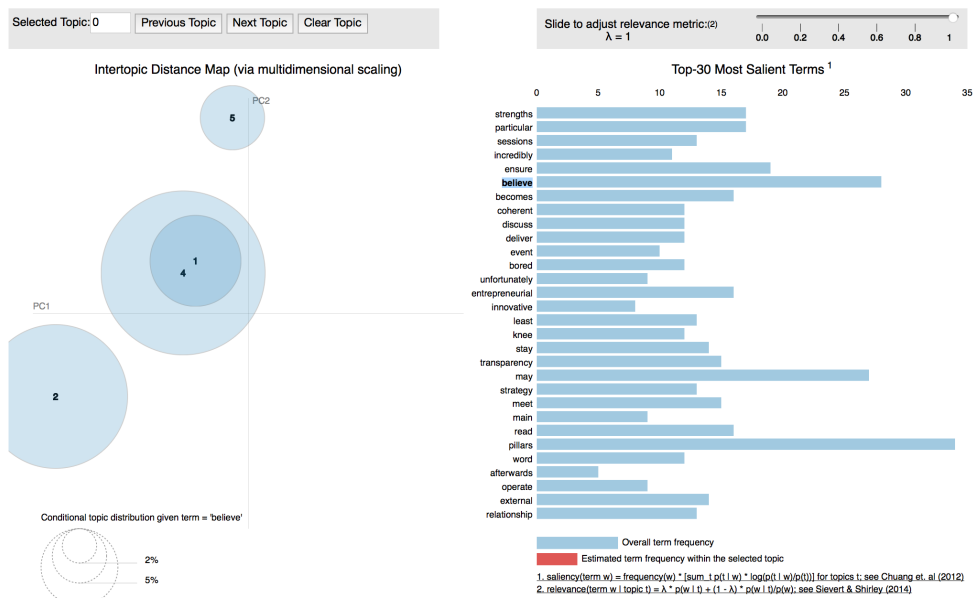


Figure 11: Inter-topic distance map of the entire interview set, the term ‘believe’ highlighted

Since topics inferred from LDA are not necessarily easy to interpret, relevance becomes important. Common terms might appear often but give little meaning to the studied topic. A comparison of the red and blue bars’ widths indicates immediately whether a term is highly relevant to the selected topic due to its high lift (high ratio red to blue). For example, the three most relevant terms in Figure 10 are ‘incredibly,’ ‘becomes,’ and ‘unfortunately,’ and all three are exclusive to this topic. The fourth term is ‘program,’ and less exclusive than the three previous ones. This visualisation allows for very flexible analysis, and it introduces the important concept of relevance. The interactive tool is available in Appendix 8. The following analysis discusses the results without the accompanying diagrams for the sake of clarity (however, multiple possible diagrams can be reproduced using the tool in the appendix).

The second approach involved mining the interviews based on several predefined semantic concepts to identify how important those concepts were in the language used in the interviews, and how they were explicitly understood. It analysed semantic distance and the

importance of words and represented them in a comparative graph. This phase used word vector embedding, as programmed in Word2Vec, which is a group of related models (open source) used to produce word embeddings. These models are shallow, two-layer neural networks, which are trained to reconstruct linguistic contents of words. To use this, one needs to train the software with a large corpus of text (with meaning) for the software to allow the creation of a vector space of several hundred dimensions. For this research, the software is trained with the entire content of the English Wikipedia. Each word in the corpus becomes a vector. The different word vectors are then positioned in the space. Eventually, this trained vector space can analyse important pieces of text (the interviews) for any specific meaning. The outcome of this analysis is to visualise (calculate) how the interviewees have understood, based on the words used in the interview, what each of the keywords mean. They did not all prove to be significant, as the results will show.

Thomas Mikolov of Google developed this approach (Mikolov et al., 2013). Mikolov illustrates how semantic and syntactic patterns can be reproduced using vector arithmetic, particularly needed in this research for its second approach. Other than the search results, the tool also presents an interactive diagram, visualising the word to vector models. The t-Distributed Stochastic Neighbour Embedding (t-SNE) is a dimensionality reduction technique that assists with visualising high-dimensional datasets. It attempts to map high-dimensional data onto a low two or three-dimensional representation, such that the relative distances between points are preserved as closely as possible in both high-dimensional and low-dimensional spaces. It is interesting to explore the words that appear to be outliers on the graph, and those that group together in the centre. It is merely a representation tool based on probabilities rather than distance (van der Maaten and Hinton, 2008).

Results of the analysis of the interviews using the non-supervised approach (Latent Dirichlet Allocation)

Once the LDA model was developed for the interview set, it was possible to analyse it. Each interview was analysed using the LDA model, which gave the importance of each topic as a percentage for each interview. This gave a clear view of which topics were present in each interview. In a second step, those topics shown to be most present were analysed in more detail. The results were as follows:



Figure 12: The five most important topics with a percentage representation above 10% per interview.

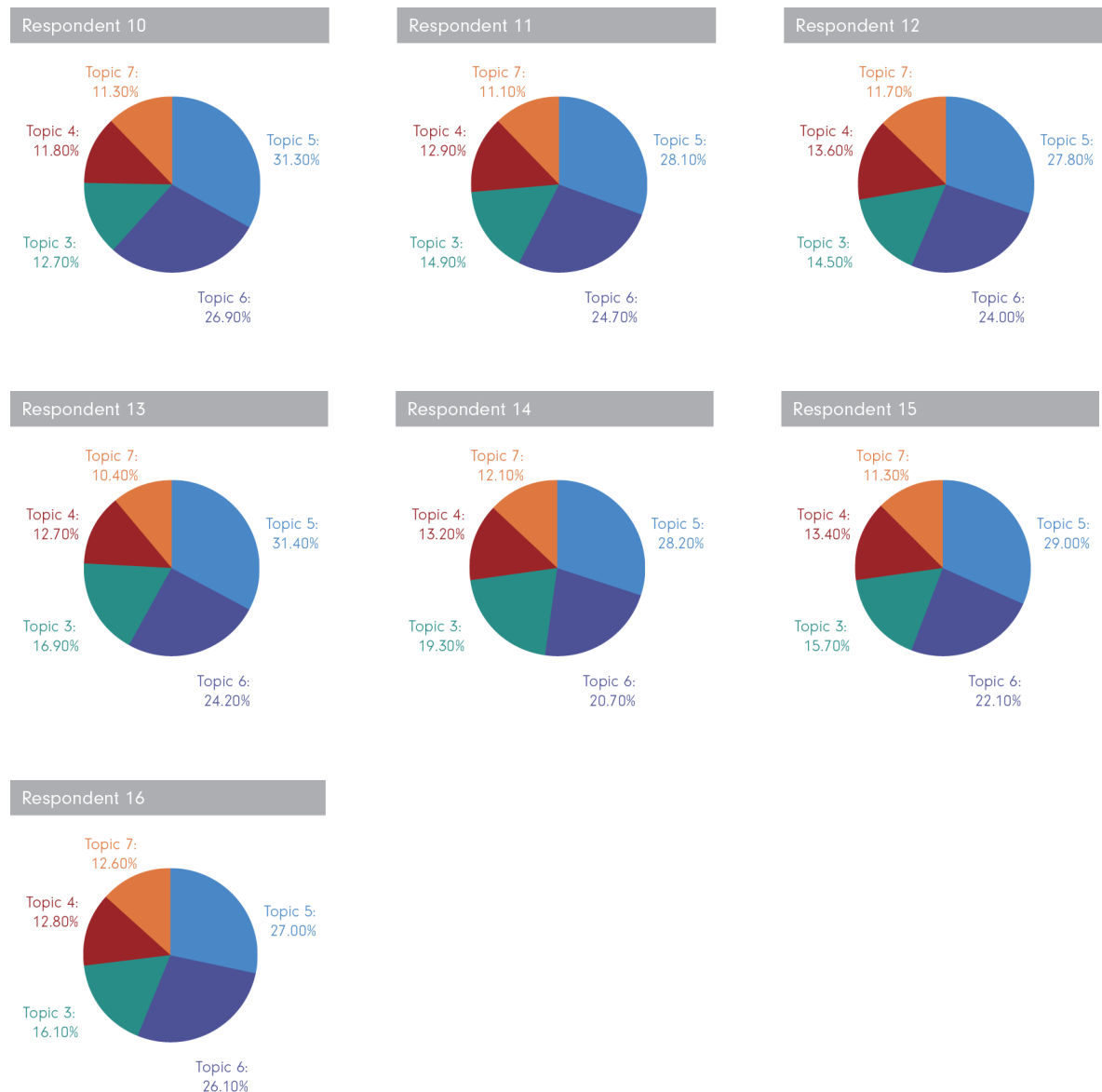


Figure 12 continued: The five most important topics with a percentage representation above 10% per interview.

Figure 12 above shows the five essential topics per interview given a percentage representation in the topic above 10%. Those topics that are not mentioned did not represent more than 10% in the topic. Throughout the interviews, a clear pattern emerges. For all the interviewees, topics 5 and 6 are most represented, and in the majority, the topics are represented in that order. Once topics 5 and 6 were interpreted, this shed light on which

themes were key for the interviewees’ lived experience, with reference to a healthy organisation. Topics 3 and 4 were represented in that order but less clearly distributed amongst all interviewees. Topic 7 was also represented. It is clear that five topics (5, 6, 3, 4, 7) constructed 90% of all interviews. Next, each of those topics was analysed. Using the LDA visualisation tool (appendix 9), for different values of λ , a multitude of representations can be analysed, helping to identify the terms that constructed the different topics.

Each of the topic maps was shown with a $\lambda=0.6$ (the advised standard representation) and with a $\lambda=0$ (the value for showing the most exclusive terms responsible for making the particular topic). Figures 13 to 22 describe each of the topics’ content and identify the meaning in the interviews in respect to the questions raised in the interviews (and the concepts identified in the first part of the thesis).

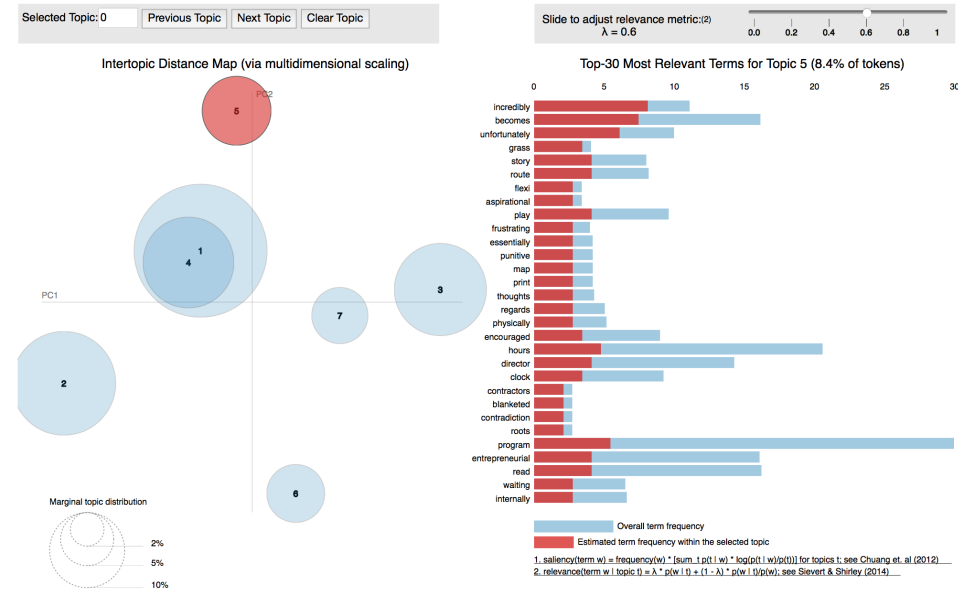


Figure 13: Topic 5, $\lambda=0.6$

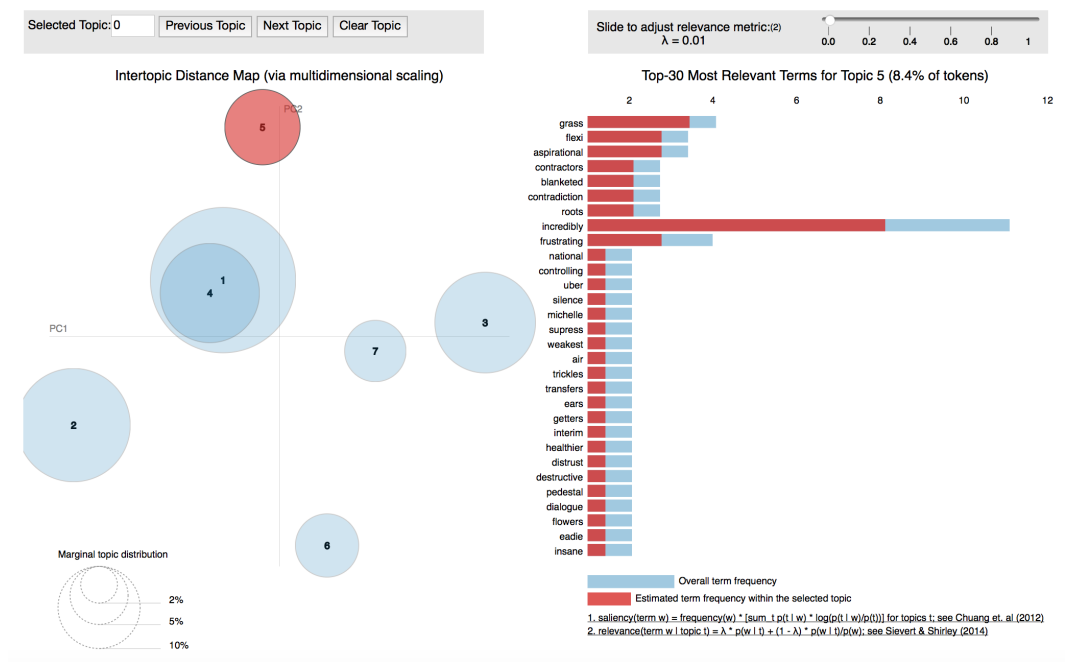


Figure 14: Topic 5, $\lambda=0$

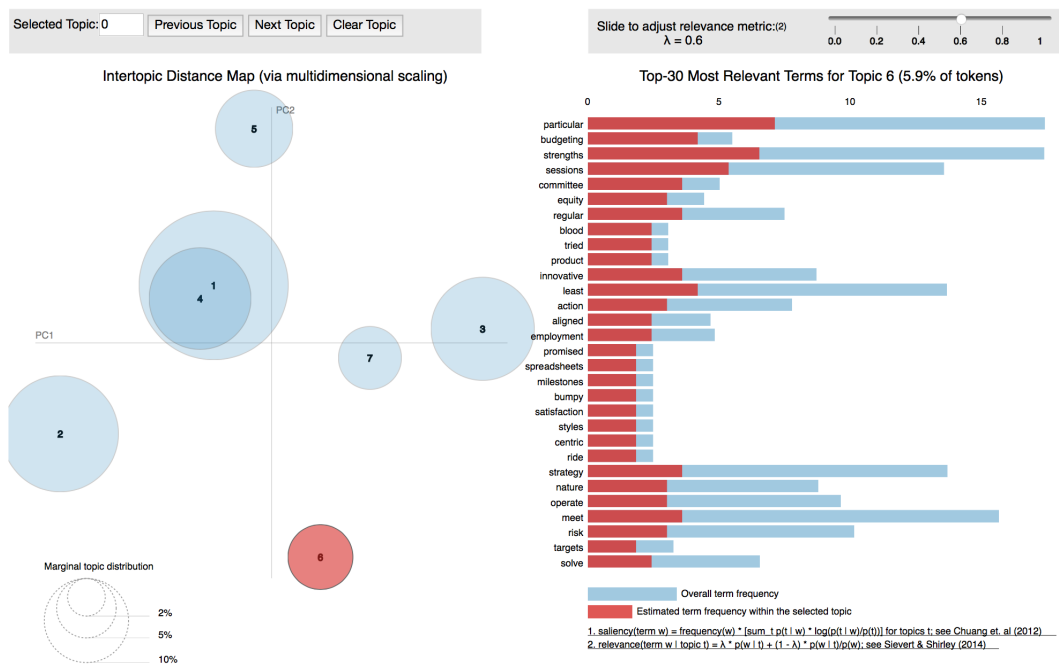


Figure 15: Topic 6, $\lambda=0.6$

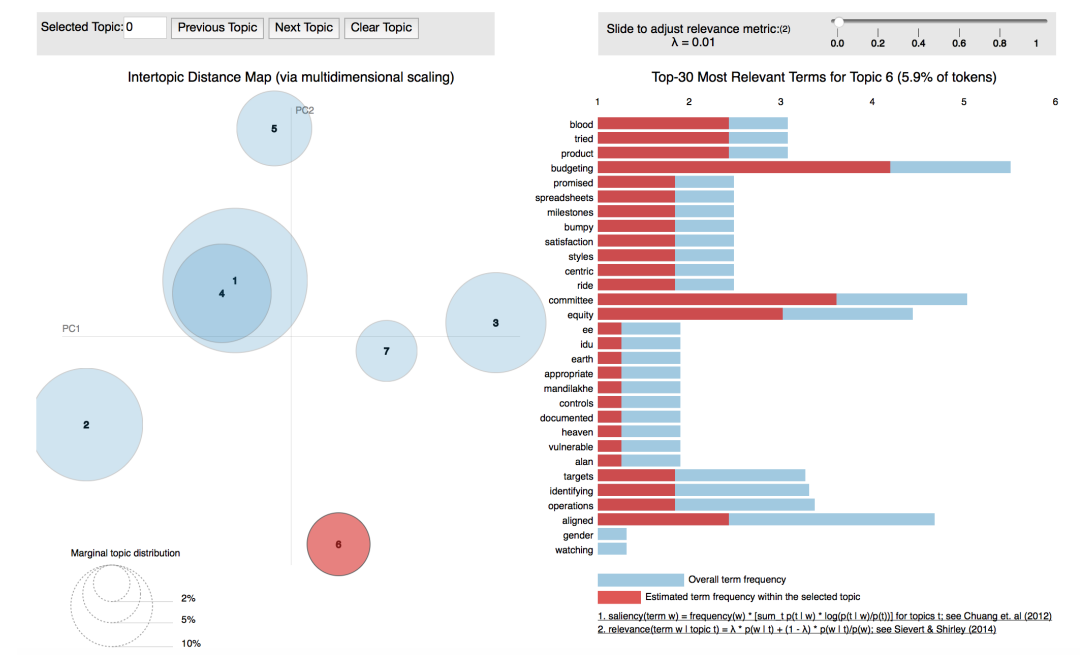


Figure 16: Topic 6, $\lambda=0$

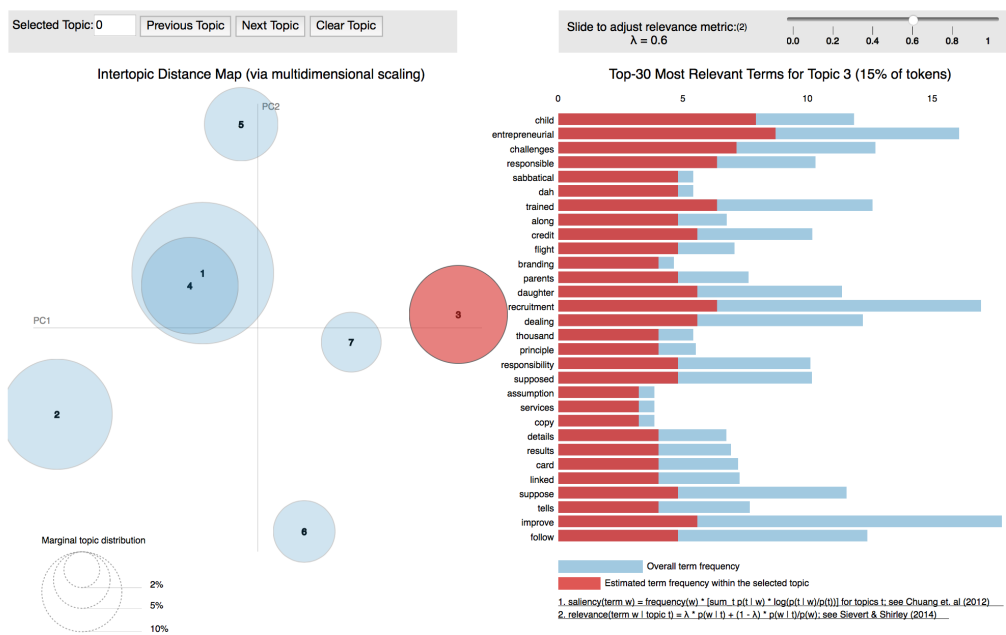


Figure 17: Topic 3, $\lambda=0.6$

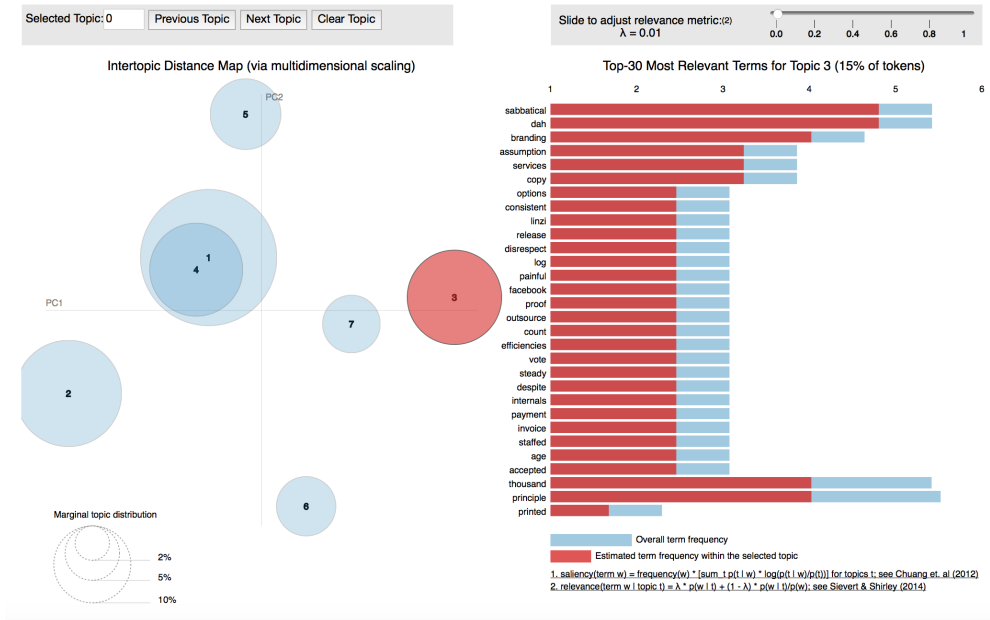


Figure 18: Topic 3, $\lambda=0$

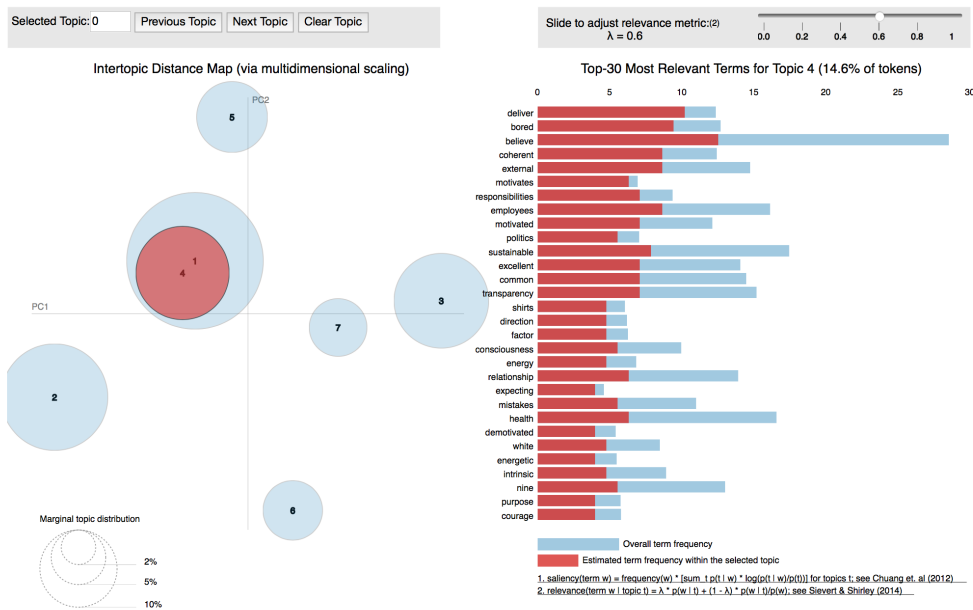


Figure 19: Topic 4, $\lambda=0.6$

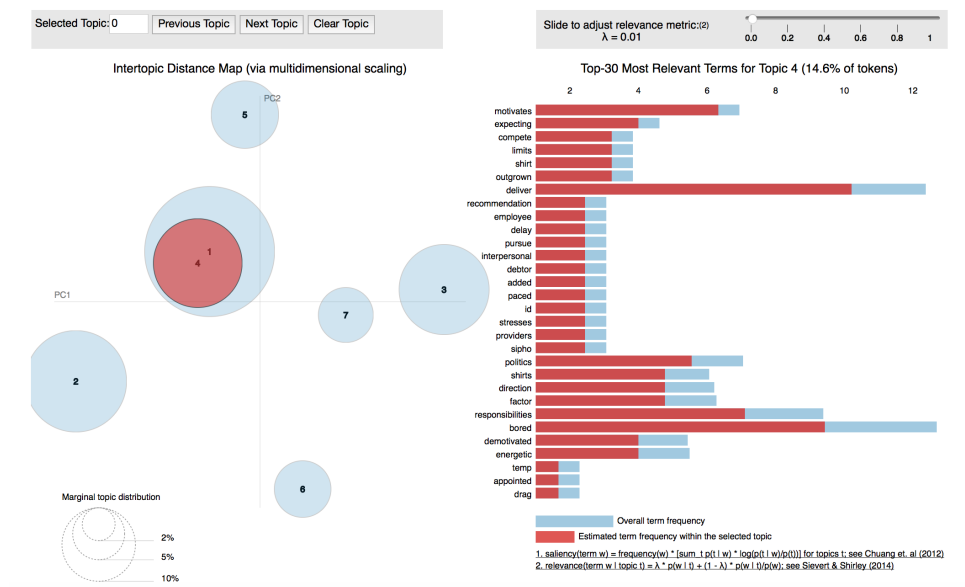


Figure 20: Topic 4, $\lambda=0$

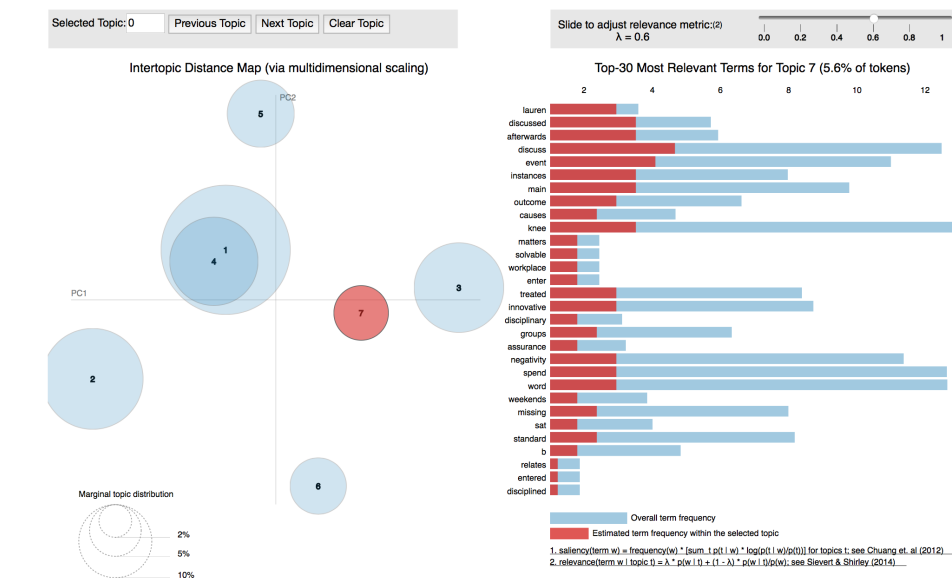


Figure 21: Topic 7, $\lambda=0.6$

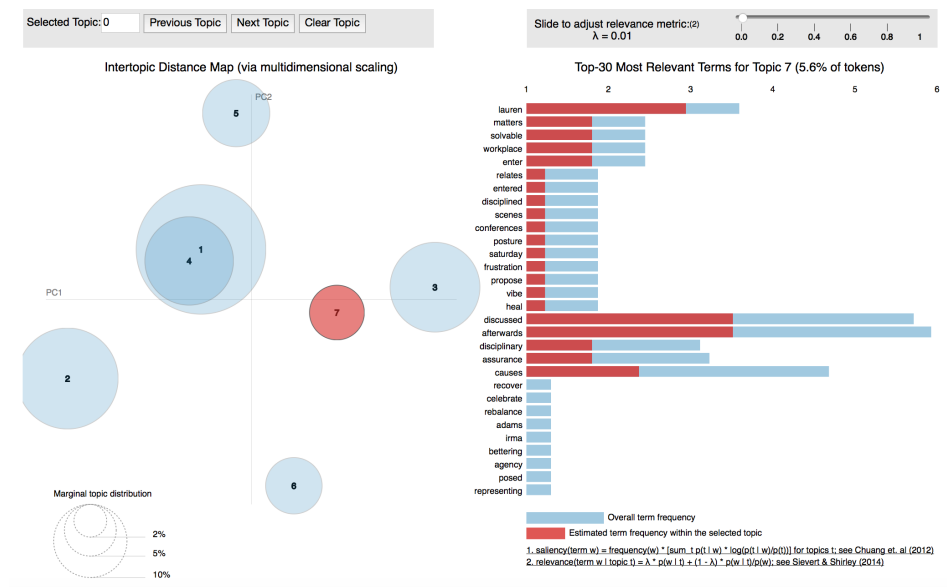


Figure 22: Topic 7, $\lambda=0$

Topics 1 and 2 did not appear above 10% in any of the interviews. Therefore, the author concludes that they do not seem to be a significant concern when examining a healthy organisation. It does not mean that they would not be intriguing and important in themselves. It means they are not dominant in a conversation around a healthy organisation (in this particular organisation).

The themes that construct topic 1 seem to relate to everyday talk about:

- job organisation
- classical issues of the functioning of organisations
- the official corporate language on values and purpose
- issues of hierarchy and the perceived informal organisation
- issues of delivery and routine (and being bored in that delivery)

Topic 2 relates to the nature of the business particularly:

- the students
- the fellows followed

- the sustainability of the business model and its purpose
- intellectual considerations about the purpose and meaning of the processes chosen to deliver the service

As for topic 1, this topic is less than 10% of the meaningful discussion of the interview in all interviews. For this research, it does not seem to have a substantial impact on the concept of a healthy organisation.

Results of the analysis of the interviews using the semantic approach (Word Vector Embedding)

Chapter 6 (case 1) suggested several interesting themes from the case that would be worth exploring further in the interviews. With the semantic approach described above, the interviews were analysed to identify the semantic proximities around those themes. For example, when using the term 'coherence,' it is possible to see which other terms connects to in the interviews. This analysis attempted to validate the terms chosen (semantics and meaning); it tried to show how people might understand the theme and which links they would see (or implicitly make) around it. In grounded theory terms, this analysis identified the categories (concepts) in a researcher independent way.

This study researched the following themes:

- Collective intelligence and teamwork, collaboration
- Systemic coherence
- Values-based leadership
- Intrinsic motivation
- Integrity
- Free flow of energy
- Excellence
- Values as the driver of a healthy organisation
- Transparent communication as the binding factor of a healthy organisation
- Vision as the lighthouse of the healthy organisation
- Purpose and contribution

The first important observation was that neither ‘distributed intelligence,’ nor ‘integrity’ appeared in the 16 interviews. That would suggest that while those themes might be important from a theoretical point of view and are, therefore, researched in the earlier case, they do not seem to be living themes in this particular organisation. For the other five themes, the following semantic proximities (words that seem to be strongly related) were detected (the percentages show the strength of that relationship).

Terms related to ‘Coherence’



Terms related to ‘Value_Based_Leadership’



Terms related to 'Intrinsic_Motivation'



Terms related to 'Energy'



Terms related to 'Excellence'



Figure 23: Semantic proximities and the strength of their relationship with identified themes

Conceptual integration

This section will attempt to integrate the results obtained with the two approaches described above to detail (based on the field research projects) the initial conceptual model and link the results back to supporting theories. This qualitative research remains an interpretation and is open to criticism. Furthermore, while this approach self-generates results, which should lead to less pre-judged interpretations, it also misses some necessary contextualisation. The next chapter will deal with the latter as it illustrates the map in Figure 24 with supporting narratives, with the purpose to give more depth to the map. The purpose of this section is to frame the findings in a workable representation. The proposed frame

integrates the theoretical concepts, the results of case 1 (which led to the questions and issues in case 2) and the eventual results of case 2.

The inter-topic distance map's structure illustrated earlier, concentrated on the five most important topics (3, 4, 5, 6, 7). The most important terms (found by the analysis) were put into those topics based on the analysis. The next step was to interpret meta-terms (values-based leadership, energy, coherence, excellence, and intrinsic motivation). Figure 24 illustrates the result of this procedure.

Topic 3 (values-based leadership) contains the terms 'significance,' 'stewardship,' 'corporate values,' and 'long-term orientation.' Figure 24 positions the terms taking into account their proximity or distance to the topic.

Topic 4 (energy) contains the terms 'energy versus reward,' 'problem of bad energy,' 'fight and energy,' and 'not well understood.'

Topic 5 (coherence) contains the terms 'health,' 'communication,' 'systemic,' and 'healthy organisation.'

Topic 6 (excellence) contains 'courage' (which is shared between topic 6 and 7), 'long-term orientation,' 'significance,' 'stewardship,' and 'academic,' Topic 6 shares several terms with topic 7. The lines in the figure show roughly identical terms in different topics.

Topic 7 (intrinsic motivation) contains the terms 'internal,' 'inside,' and 'automatic.'

Figure 24: Summary findings of the second case

Summary

The second field research project was based on interviews of managers of a foundation that would be considered as a desired employer. The hour-long interviews were analysed using a specifically built semantic tool. Appendices 6 to 8 contain the interviews questions, transcripts and the animated analysis tool. This project aimed to gain deeper insight into how the concepts related to a high health organisation live in the minds of the employees, how the concepts relate to each other, and which concepts emerge as the main themes. It allowed constructing a map based on the analysis of the two cases, operationalisation of the original conceptual model. Figure 24 summarises the findings in the form of a map.

The two main themes identified were ‘coherence-systemics’ and ‘values, purpose, and meaning’. From the map, it appears that the following areas need attention for a company to become a high-health organisation:

Coherence/systemics		Values, purpose and meaning	
Coherence:	Health	Values based leadership:	<i>Stewardship</i>
	<i>Corporate values</i>		<i>Significance</i>
	Communication		<i>Corporate values</i>
			<i>Long-term orientation</i>
Energy:	Energy versus reward	Intrinsic motivation:	Internal/inside
	Problem of bad energy		<i>Courage</i>
	Fight and energy	Excellence:	Academic
			<i>Courage</i>
			<i>Stewardship</i>
			<i>Long-term orientation</i>
			<i>Significance</i>

Table 3: Key concepts for becoming a healthier organisation

The concepts in *italics* seem to be critical concepts for becoming a healthier organisation:

- corporate values
- stewardship
- significance
- long-term orientation
- courage

In the second order, concepts that additionally matter are:

- health
- communication
- energy management
- academic input and
- intrinsic motivation

The next chapter develops and interprets the map further into the experience of the territory itself, by exploring some of the supporting narratives and relating them to the items of the map. Eventually, chapter 9 draws conclusions about the nature of a healthy organisation and make recommends on how to create and foster a healthier organisation in practice.



CHAPTER 8: The second field research project: from map to territory

**Why just ask the donkey in me
To speak to the donkey in you,
When I have so many other beautiful animals
And brilliant colored birds inside
That are longing so say something wonderful
And exciting to your heart?**

Hafiz

The two previous chapters attempted to draw the map of a new corporate experience, a new geography, defined in chapter 5 as the contours of a healthy organisation in the following way.

‘Creativity, innovation, and entrepreneurship (empowerment) drive a healthy organisation. It is dependent on a clear and shared vision, values, communication, and collaboration (community building). All this is embedded in a regular organisation or company, dealing with economic purpose daily. Quality of workspace and place and its conditions are possible constraining factors, such as stress, narcissism of leaders, and office environment. It aims to elevate and magnify the (often inherent) qualities and energies, such as consciousness, coherence (balance), belonging, transcendence, non-duality, and spiritual interconnectedness.’

Besides illustrating this new geography, the thesis explores whether this understanding of an organisation is meaningful and to identify dimensions along which organisations could work to become more healthy organisations. Therefore, this thesis needs to explore the map in order to visualise the territory.

Figure 24 maps this research’s findings, in terms of the geography of what constitutes a healthy organisation. Based on the two field research projects (described in chapters 6 and 7), the map is a more systemic integration of several constituent elements identified in the literature (as described in chapters 3 and 4), based on an ontology (chapter 2) that appears adequate for a meaningful representation of the territory of the healthy organisation.

However, the map, fascinating and helpful, is not the territory itself. While it is not possible to describe the entire territory (the reason for the map), this study seeks to enrich to evolve the map by some real experience of what the territory could look like and how people might experience it.

The interviews of the second field research projects (Annex 7), can enrich the map considerably with some lived experience of the territory itself and give deeper insight into the map, highlighting some of the feelings, the way employees experience the map, the human dimension, and showing how things matter to the people. It makes the map richer, more profound, more of a lived experience, it gives deeper insights, and perspective on more human-oriented (potential) interventions. This chapter will deepen the map with illustrations out of the interviews.

As already mentioned in the earlier chapter, the semantic analysis, the creation of the map (Figure 24), can in some ways be compared to the identification of the categories as understood in grounded theory, but researcher independent. The semantic analysis goes further, in that it identifies the categories, it indicates the absolute and relative importance of them (size) and the interconnections, with its proximity and distance between the categories (all this makes it a real map). As such, it also clusters some of those categories and gives levels of importance and aggregation. Interestingly, it becomes clear how interwoven many of those categories are, and how some specific categories contribute to different categories. Indeed, this observation relates to the more systemic analysis that semantics offer, compared to the straightforward application of grounded theory. As mentioned in earlier chapters, the concept of coherence is illustrated in the nature of the connections in Figure 24.

The identified categories are in table 4 of the previous chapter. The table illustrate these categories through quotes from the interviews, and we organise those quotes under the headings of the categories of table 4. Some 'minor' categories cluster in different 'main' categories concurrently. Therefore, some of the quotes could be in different categories. The researcher made an arbitrary choice to link some quotes to particular categories, being fully aware that this takes out some of the richness of Figure 24.

Values, purpose, meaning

An important and central category is around 'values, purpose, and meaning'. The meaning and purpose of this organisation are clear.

"We are helping the society; we are helping South Africa. We are benefitting the community.

Our strength is actually the selection of people with passion."

"We are trying to make a difference in like South Africa by like getting kids to get good education and that."

The vision and values of the organisation are known and shared. They live in the organisation.

"We are very passionate about the vision."

"80% is linked to, you know to your job and 20% to the values."

There is, however, a view that the job is different from the values. It is good that 20% of activities align with the values, but does it mean that that 80% (the day-to-day) would not be? At the same time, decisions are related to the (corporate) values, and there a clear connection to personal values.

“So, every decision that is made, one ensures that it is ethical and also aligned with your own personal values as well.”

Despite the clear presence of lived values and decision processes, there is also criticism on the practice of values and meaning. This indicates two things: people do appreciate the importance of values and meaning for becoming ‘healthier.’ Nonetheless, they are critical about the practice. It illustrates the importance of the category in the overall analysis, but it is also something the organisation should deal with, allowing insight how the focus on values and meaning might lose its power if not applied correctly.

“We’ve got very good values, but they don’t live according to the values.”

“Our values are important but sometimes I think it gets lost in translation almost.”

“Some people have been treated badly or bullied and that behaviour has been allowed to continue for quite a while before something has been done about it.”

“The louder your voice is, you know, the more you’re heard, the more you, more is done, I guess, about what it is you’re wanting from the organisation.”

The apparent lack of stewardship should be monitored with caution. Significance is also part of the primary category values, purpose, and meaning, but is dealt with separately.

There is a certain overlap or connection between a number of the observations, and that they can fit in different categories. The author decided to mention them under a particular category. However, it only illustrates, in the field, how the categories are interlinked and how, on a more systemic level, a particular behaviour is not easily related to one specific category.

In practice, it means that it is difficult, if not impossible, to meaningfully separate any category or even any observation from its systemic network (the overall map).

While the map might suggest a certain organisational structure, which is certainly of value added in the discussion of how to become a more healthy organisation, the interwovenness is much greater on the level of observations, experiences and feelings of the participants.

Significance

A second sub-category in the main category of values, purpose, and meaning is 'significance.'

"It feels we are working in our own silos, and we are not working towards the same goal, your team is more important than that team."

Participants have the feeling that they work in their silos, realising what is required in their silos, without supporting the overall goal. The significance of the work they are performing becomes lower. That creates a feeling that some are more important than others.

"I find that certain programmes don't take other programs seriously."

They almost compete for which programme would be more valuable, more significant in contributing to the overall goal, where they ought to be complementary.

"Externals do not have the same information as the internals."

Since the organisation also works with outsiders (alongside the insiders), separation of services, and lack of good communication, makes it for them almost impossible to play a co-creating role.

“We get stuck in feeling my department is more important than another department.”

Eventually, a specific hierarchy of departments is established, which stands squarely in the way of useful cooperation. The management does not initiate this hierarchy; it evolved over time. It is not factual, but it is clearly experienced.

“I call them projects because it’s not part of your day-to-day.”

The organisation, while structured in departments, runs its operations only via projects. Due to the alienation of the people from the overall purpose, illustrated by the lack of experienced significance of what they are doing, they separate the projects (the organisation’s life blood) from the day-to-day work (the bureaucracy).

The last step down the rabbit hole is then to pay more attention to the daily work activities, where the purpose of the organisation is the projects’ success.

Engagement and stewardship

The third sub-category of importance, still in the same main category, is ‘engagement and stewardship.’

“One of our values is stewardship and speaks for me as serving others, and this is what is missing.”

The organisation supports young people, often from less privileged backgrounds, to acquire the necessary leadership skills and formal education to play a meaningful leadership role in the transition and innovation of the South African society. Stewardship and role models are important tools in this approach. This quote mentions the lack of this important value and names it an issue for being a healthy organisation.

“We love surveys in the foundation, the electronic ones, because we don’t engage personally.”

Surveys and, more broadly, a culture of research and scientific monitoring of activities replace the organisation’s essence: the motivation of humans, by meaningful interaction, is no longer key to the projects.

“We have a benefit plan, and as far the foundation is able to, they do try and develop their staff. I think the only shortcoming is, in terms of developing their staff, they don’t understand, they don’t think, I think they don’t recognise that the staff grows, you know, your mind grows, your expectation grows.”

That starts with the staff. Where engagement of staff is crucial in this type of activities, it appears that there is too much focus on procedures, and not enough on human motivation, recognising someone’s contribution. More than developing the staff, the purpose should be to empower staff and support them to be more significant. While that goes via staff development, the development itself is not the purpose: the significance and engagement of the staff is important.

“There’s inconsistency in how things are, or decisions are made, especially around recruitment and people in general.”

“There is a bit of favouritism.”

“In terms of stewardship I think there’s certain parts, certain things in the Foundation where we overspend for no reason and other areas and times when we, we are strict on budget, again for absolutely no reason.”

Uncertainty about the staff’s stewardship or lack thereof, might question the recruitment and promotion criteria of the organisation. The significance of some of the decisions is not clear, and that might jeopardise the significance of the organisation according to the staff.

“So, there is a culture to not question, because sometimes when you question, you’re just shut off because people get defensive.”

“We assume we’re not going to get an answer.”

These quotes might suggest that a culture has emerged, undoubtedly without a particular purpose, that is not open to engagement (of all). Some of the staff do not feel aligned with the organisation’s purpose and values, which individually they subscribe fully. One can observe a disconnect between personal values and commitment and organisational performance and engagement with staff.

Communication

Some of the earlier quotes already referred to poor ‘communication,’ or at least, communication that could be improved to reach the defined values and goals. It also illustrated how poor communication impacts engagement, motivation, values, and significance.

The second main category on the map in Figure 24, is labelled 'coherence and systemics.' It has three strong sub-categories:

- 'coherence' with a central role for 'communication'
- 'energy'
- 'reward or acknowledgement'

Coherence centres in this organisation firmly around communication. There is also slight unhappiness about different aspects of communication in this organisation. Coincidentally, employees see the role of communication for its contribution towards how the organisation glues together (or not) and how they can live the values they strive for. The territory that relates to communication is broad, rich, and interwoven.

"Processes and procedures are not clear. What one manager allowed me to do, the new manager won't allow to do, but there is no communication that this has shifted."

"I did not feel trusted since I was criticized for not following the 'new' rules, that weren't communicated with me."

"If I all of a sudden have to pay flights for me and my daughter, while flying for the foundation, and I will be paid back later, it means that I have to pay a lot of money in advance and that I might not have. (single parent)."

"Sometimes you sort of question the decisions that are made, if it's not communicated properly and effectively."

"Childcare policy for people who travel was only communicated with certain individuals."

First, there is the more procedural side of the organisation and the related communication.

While the organisation does support the staff (financially, flexibility, childcare), the staff does

not always experience it due to poor communication. The quotes illustrate a certain frustration amongst staff, and it needs attention. The same kind of frustration exists about human resources aspects of management.

"I do not understand why promotions, opportunities are not opened up to everyone, and secondly, you know, understanding why perhaps that individual was offered the opportunity and maybe someone else."

"Assumptions are drowned because of the lack of transparency."

"I am still waiting three months later for an answer."

"I do not know anything about the feedback."

Poor communication also causes the questioning of human resources procedures. They seem to point to non-transparency and some inefficiencies as a consequence.

"Our complaints are not reaching everyone, the community, so I think we don't campaign enough that people know what we can offer."

"Another improvement is engagement within the organisation."

"We lack interpersonal communication."

Concerning the projects' execution, one sees the same frustration that drips over from the previous issues related to poor communication on the organisation, and its human resources management. Here, related to internal communication on the projects and purposes and interpersonal communication, there is seemingly also a lack of personal engagement with that level of communication. Hence, it poor communication through the managerial hierarchy and between colleagues. Although, when visiting their buildings, the place is lively with conversations. As someone states it:

"We communicated a lot but wrong."

The following quotes refer to the communication culture, which again has emerged, more than it has been decided.

"The louder your voice is, you know, the more you're heard, the more you, more is done, I guess, about what it is you're wanting from the organisation."

"Little cliques are formed, and discussions become unhealthy because you're not, at times, not heard because of what you contribute but more about how you look, how you talk, yes, that's been my experience."

"Sometimes you sort of question the decisions that are made, if it's not communicated properly and effectively."

Communication culture is another of those intangibles that can cause disturbance, as it does in this case. What seems to be a common denominator in many of the quotes is a lack of transparency, which indeed shows to be an important element in becoming a healthier organisation. That sometimes shows in simple day-to-day processes.

"The communication between the manager and the talent is not effective as it should be."

"A few moments down the line, oh that was the decision made, but never communicated to us."

"Last year, there was so much tension between them I don't know what the reasons were exactly, but they each had very different views, and very sort of strong personalities and so compromises were a bit of a problem, I think."

Overall, poor communication and lack of transparency create much unnecessary uncertainty. While this organisation's purpose and values are clear, supported, and meaningful, due to the poor communication, a lot of harm is done resulting in lower efficiency.

"What is written on the walls and that what we think or what we brainstorm to be the culture but what actually happens on the ground is sometimes different."

"The communication flow, down and up, just... it's a disaster."

The link to the values and the purpose itself, the organisation's core is questioned due to inappropriate communication. This shows to be a key element in becoming a healthier organisation.

Energy

Within the primary category, coherence and systemics, the next important category is 'energy.' Energy is crucial on a personal level (having the energy to do the job and to commit, to contribute, to motivate others, to engage), but also on an organisational level (the energetic organisation where people want to belong, where they are re-fuelled, where they are re-charged). Individuals or organisations that lack energy are difficult to motivate, move, activate, create and contribute.

When individuals lose energy, they sometimes start complaining, but by doing so they influence their entire surrounding, and eventually, the organisation (certainly in an SME type of organisation). That low energy on an individual level shows in the following quotes (these are not necessarily true, felt as such by the employees). For many outsiders to the organisation, this Foundation seems to be a heaven on earth to work for.

“There is no more room for me to grow here, in the same department that’s the sad part because, yes, and I don’t see myself elsewhere.”

“There’s no excitement in your life. Passion for the things I do is still there, but I’m bored, I’m really bored. I am really bored.”

“I’m really thinking we’ve got too much on our plate.”

“I feel like I’m in a survival state but that’s work related.”

“I think a lot of us feel overwhelmed.”

When asked for a more direct link to the organisation’s healthiness, the joy of work, happiness, the feeling of doing a meaningful job, some of the participants were critical.

“Actually, a crisis state.”

“So we are quite in a critical state at the moment.”

“I’d say a five (out of ten) because we have quite a few projects on quite the go.”

“My view on a score from how healthy we are, from one to ten, would be way below 5, and I would place it more along a 3; it feels like it’s too much, so it would move towards a 2 more than a 3. So let me say a 2.2.”

Energy is yet another intangible that is important in becoming a healthy organisation. It certainly matters as it is experienced by staff in motivation, commitment, stress, and aspirations.

Acknowledgement (reward)

Additionally, in the main category ‘coherence and systemics,’ the issue of ‘acknowledgement and reward’ emerges. Most people want to be appreciated, acknowledged, which is often related to a reward system. Those rewards can be immaterial, but often, they are also

material, financial, and non-financial. From an outsider's perspective, this organisation's employees are considered well paid and have lots of social benefits (childcare, courses, personal development support). Despite those apparent benefits, people might not experience it in the same way.

Indeed, observable rewards (of any kind) will be experienced as appreciative in a healthy organisation, but they might even be considered toxic. For instance, creating division between those that have and those that have not in a less healthy organisation. Some quotes mentioned here are used before, but they contribute to the illustration of the bigger (systemic) picture.

"Driving to the airport early mornings yourself, that's not safe."

"It is not in the contract to use my vehicle."

"So, there's like a subtle differentiator of people, class, I guess."

"Little cliques are formed, and discussions become unhealthy because you're not, at times, not heard because of what you contribute but more about how you look, how you talk, yes, that's been my experience."

"I do not understand why promotions, opportunities are not opened up to everyone, and secondly, you know, understanding why perhaps that individual was offered the opportunity and maybe someone else."

"Childcare policy for people who travel was only communicated with certain individuals."

"A few people talked to me that their study has being turned down and was not fair because someone else got four opportunities."

"They cannot even see how privileged they are until you go somewhere else and see the other organisations."

“And so, the support teams feel that they are not being respected in that sense, because the main teams are not respecting deadlines for them to fulfil their roles.”

Communication is linked to many of the categories, this one included. However, the suggestions also go further towards a lack of perceived acknowledgement, eventually translated into (financial) reward.

Finally, a few categories are not strongly related to one of the two central ones, but instead, float in between.

Hierarchy

The organisation is relatively small but has an important number of management levels. The size of the organisation and its operations would not justify that, but rather the potential for promoting people to a higher level. While it appears an excellent idea to create potential to promote people to higher levels, it does not necessarily contribute to a more healthy structure. It directly influences other categories, such as engagement, significance, communication (again). It is one of those categories that illustrates the need for a systemic understanding of what a healthy organisation should be. Creating hierarchies for promoting people, in isolation, might well be considered a healthy move. In its system, it appears to create a different experience.

“The number of layers is as a broken telephone; it is not quit the correct information being filtered down, which means that support is not able to do properly.”

“Childcare policy for people who travel was only communicated with certain individuals.”

“So, I think that there’s a lot of silo’s in the foundation.”

“The communication flow, down and up, just... it’s a disaster.”

"I do think there's an idea of the whole, but like I say, we don't always come together as a body."

Intrinsic Motivation

'Intrinsic motivation' is undoubtedly an important category in creating a healthy organisation, but it can only be influenced indirectly (if at all). A strong intrinsic motivation is a fundamental driver towards healthiness of the organisation. In the absence of it, it needs attention, and in the quotes, one sees the link towards recognition, communication (again), and energy, amongst others. Those categories could act as support tools for creating more intrinsic motivation.

"Everybody is passionate about what they are doing, so I think that people are automatically motivated to do what they're supposed to do."

"So you can go in training, you can be developed, but you stay in the same, in the same role for a long time because there's nothing that you can do with promotion."

"So you feel demotivated anyway because you are doing the same job, there's nothing that you can do, you've trained, you feel you are educated, but there's nothing that you can do."

"Because for instance I know that there is a department where people are complaining for instance about, even there's a promotion it always goes to some people, not to everyone, which is, it cannot happen."

"I think that's another thing that takes their energy down because you become demotivated, you've been trying to get somewhere, but you cannot."

"Like they don't feel like their manager is supporting them."

Quality of Service

As the map shows, healthy organisation focusses on quality of service; 'excellence.' Working towards excellence in the execution to deliver a high-quality service, is a procedural aspect of a healthy organisation. Here also, the link with many other categories is obvious. Delivering sub-optimal service impacts intrinsic motivation, feelings of significance, and the realisation of the organisational values. Hierarchy (the disconnect between management and the floor) and communication seem to play a role.

"Sometimes the people will have to, for the deadline, deliver like on time but then there's no quality."

"They said. The t-shirts are coming, but then we ended up with bad, not the quality that we are looking for, we just have to call another company and just make t-shirts like quickly for us."

"So we're always pushing to get stuff done, but we're not necessary pushing to get it done the right way or the best way possible."

"I think sometimes we are very delayed when it comes to giving feedback."

"And so the support teams feel that they are not being respected in that sense because the main teams are not respecting deadlines for them to fulfil their roles."

"Top management and exco doesn't really know what's happening on the ground. So there's a disconnect between what really happens on the ground and what... what is perceived to happen on the ground."

Trust

Eventually, an important condition for becoming a healthy organisation is 'trust.' Trust is another category, intangible, difficult to influence, highly interrelated with several other ones, but crucial for creating a fertile ground for healthiness. As can be seen from the

quotes, a lack of transparent communication can easily cause mistrust. Distrust then has an impact on many other procedures and even on the quality of delivery.

“Trust that we will try to save as much money as possible for the Foundation because that money goes back to the children.”

“I do not understand why promotions, opportunities are not opened up to everyone, and secondly, you know, understanding why perhaps that individual was offered the opportunity and maybe someone else.”

“Childcare policy for people who travel was only communicated with certain individuals.”

“Assumptions are drowned because of the lack of transparency.”

“It speaks to the barriers around trust, and you don’t trust your staff to be, you know honest about what they need and require.”

“They don’t feel comfortable speaking about it because they worry it’s going to be reported to management.”

“And so, the support teams feel that they are not being respected in that sense, because the main teams are not respecting deadlines for them to fulfil their roles.”

The categories illustrated above are the main categories identified in the map (figure 24).

Using some of the quotes, the researcher attempted to move beyond the limitations of the map to gain insight into the territory itself. Map and territory go together and have their specific purposes. While the map is a conceptual model, based on all the interviews (in a researcher independent way), it gives an organisation a clear illustration of the playing field. One can observe what matters, how it relates, how important categories are, and how they relate on a systemic level.

Still, the map does not describe the territory and this chapter attempted to bring the territory to life. How are those categories of the map experienced by the staff and lived on the work floor? If one wants to reach employees talking about a healthier organisation, what are the lived experiences that make it comprehensible for them?

Map and territory need cooperation, similarly to how a GPS can only suggest detailed roads, since it is based on the correct overall maps. A territory without a supporting map, will be difficult to understand, and even more difficult to influence. The level of detail might be too much if given too much information. The purpose of the map is to give guidelines, show the system as a whole, and consider different possible scenarios, always within its full context. Those scenarios are a matter of choice, not an evident consequence of the map. Once possible scenarios are identified, the territory behind this need exploration through co-creation with all people involved.

Every organisation has its territory; does it mean it would not be possible to create a common map (to a certain degree)? This project researched a particular map. This map may not be a general one and need further research into more organisations. However, several structural elements for a healthy organisation are identified. Next - and for each organisation – the map, scenarios, and the territory are the steps of a transformation towards a more healthy organisation.

Some reflections while exploring the territory

Although the next chapter draws overall conclusions, I want to put this chapter about going from the map of the findings to the exploration of the territory, into a broader context. Sometimes stories and narratives reveal so much more than what (deterministic) analysis can do and often enrich one's understanding. My experience of plunging back into interviews

from six years ago, opened some new perspectives on the material. Sharing that experience, I trust, adds a dimension, that important human touch.



‘Everything is connected to everything else’ – Leonardo da Vinci

Coherence has been an intriguing concept throughout this project. In a healthy organisation, each part is working together; a network organisation. If some cells in the body are not cooperating with other cells, there is a serious problem. Cancer cells, for example, forget the importance of the whole. Little awareness of the whole, as cancer cells illustrate, can (rapidly) lead to death.

While re-reading and re-listening the interviews from several years ago, I felt a tremendous lack of motivation. It almost seemed as if something deep inside me refused to go back in time. Honestly speaking, I fell asleep. That was a strange observation for me since I never sleep during the daytime.

I remember that same kind of experience, roughly 35 years ago, while meditating for the first time at half past five in the morning. During the first months, every morning, I observed the same sensation of feeling hungry reinforced by the strange noises my stomach and intestines would make. I found this strange, since I would never eat that early in the morning. Both then and now, I knew instantly that the motivation should come from a very different level of understanding.

“In all chaos, there is a cosmos, in all disorder a secret order.” – Karl Jung

After talking to my family about falling asleep while reading the interviews, they started laughing. *‘Empathy and compassion were missing,’* I would say. However, I could not stop laughing either. It became apparent (again), that laughing might be a wonderful opportunity to return to the space of non-dualism (and not taking myself too seriously).

I started observing myself working on the thesis, and I instantly knew that from that space of observation, a state on non-dualism, I could restart working on the thesis. I observed reluctance but instantly knew that this was just a temporary emotion, an invitation to go beyond.

My eyes caught the following meaningful expression:

“If your understanding of the divine made you kinder, more empathetic, and impelled you to express sympathy in concrete acts of loving-kindness, this was good theology. But if your notion of God made you unkind, belligerent, cruel, or self-righteous, or if it led you to kill in God's name, it was bad theology.” - Karen Armstrong

The importance of this saying was helping me tremendously since I felt deep compassion and empathy - while observing - for the individual working on the interviews (that was me).

I felt re-connected to Karen Armstrong and found some of her books in our office. 'The case for God' and 'Twelve steps to a compassionate life.'

I want to share her 12 steps:

The first step	:	Learn about compassion
The second step	:	Look at your own world
The third step	:	Compassion for yourself
The fourth step	:	Empathy
The fifth step	:	Mindfulness
The sixth step	:	Action
The seventh step	:	How little we know
The eighth step	:	How should we speak to one another
The ninth step	:	Concern for everybody
The tenth step	:	Knowledge
The eleventh step	:	Recognition
The twelfth step	:	Love your enemies

Re-reading all steps, I realised how important these steps are for a meaningful organisation, indeed for a healthy organisation.

In combining these steps with all the other concepts, ideas, wisdom, knowledge, and the recognition of not knowing (that I have can experience during this thesis), I know that I will continue to speak, write, and practise: The Healthy Organisation.

I tried to combine many different fields, such as modern sciences, understanding of consciousness, workplace spirituality, the lessons from ancient wisdom traditions in healing and health from different angels. The purpose has always been healing hearts, minds, thoughts, and actions.

While writing this chapter, I realised that today, the 19th of February 2021, is one year after Master Healer Dr Pankaj Naram started his transition. I am fortunate to have met this great healer many times in India and Europe, and I was his humble student. Since I bought the book, *Ancient Secrets of a Master Healer* written by Dr Clint Rogers, about Dr Naram's life and wisdom, Dr Naram is always present in my heart and accompanying me in my journey. I feel his knowledge and wisdom in every cell that requires healing.

'This mission of ancient healing is beyond nation, beyond religion, beyond politics, beyond caste, creed, and race. It is for all humanity. It is a school of thought, that anyone can benefit from – by learning how to help themselves and others to heal deeper and deeper.'

- Dr Naram

'Becoming a compassionate human being is a lifelong project', and it is not achieved by just following the 12 steps, as Karen Armstrong reminds me. A meaningful organisation is not built in one day either.



Sagrada Familia

It is not achieved by reading 'the seven laws of success' of Deepak Chopra. Spiral Dynamics, Insight Discovery, Non-Violent Communication are wonderful instruments that can help one

become less violent , kind, respectful, compassionate and loving. Books, concepts, and wisdom can lead to find inner truth of innocence.

Building a 'Sagrada Familia,' a Holy Family, might take more time (Antonio Gaudi, 25/06/1852 – 10/06/1926). His filled his work with his passions: architecture, nature, and religion.

While reading literature about him, Gaudi had a global worldview and extreme eye for details. Building a Sagrada Familia is possible when dreams, knowledge, wisdom, belief, creativity, and passion come together. Building a Sagrada Familia is possible when knowledgeable people work together. Shared vision, purpose, and love are building blocks for what can be done, while fostering the passion and talents to continue. Even after the transition of Gaudi (his material death), qualified talents worked closely together to finish this incredible project. It does not 'belong' to Gaudi. His masterpiece is an invitation to dream, imagine, and dedicate oneself and one's talents to the benefit of others beyond an imaginary time.

While trying to define consciousness, in chapter 3, I realised that this is impossible. Just think about the following. The sun cannot shine on itself, the knife cannot cut itself, and humans are unable to conceptualise; define a comprehensive theory for consciousness. Since humans are consciousness, they cannot observe consciousness.

As Gödel explained: to find a complete and consistent set of axioms for all mathematics is impossible. Similarly, any exploration of consciousness, wisdom, and the creation of healthy organisations can only be a path that one explores by walking.

"There is no path, you lay down the path in walking " – Antonio Machado.

Creating a healthy organisation is a path, and though there is a map, and some insights in the territory, the path is created step by step, making each time the choices one feels would fit the purpose.

“And when you look behind you see the path which after you, will not be trod again” –
Antonio Machado.

In my life, I was always trying to build ‘Sagrada Familia’s.’ The love for beauty in words, literature, music, relationships, creations have affected my worldview.

If I ‘reconnect’ the Orbis Foundation members, I remember that I saw the same kind of passion and love for connection and a longing for purpose. I know that I had an impact while doing the interviews. I know that I can create the space of trust and sincerity. I know that is why the participants opened up and were willing to share their deepest emotions and feelings. All of them longed for an even more meaningful organisation. They all felt the shared vision and purpose. What was missing to be a ‘Sagrada Familia’, I interpreted as missing coherence, a missing holistic understanding. The quotes used earlier in the chapter are an illustration of what I mean by that. I want to clarify that I did not feel them as negative. While reading their comments and feelings, I realised that every time one shines their lights on what can be improved, one creates possibilities.



CHAPTER 9: Conclusions

“You must understand the whole of life, not just one little part of it. That is why you must read, that is why you must look at the skies, that is why you must sing and dance, and write poems and suffer and understand, for all that is life.”

Jiddu Krisnamurti

This thesis sets out to understand what defines a high-health organisation, whether it is a meaningful concept in business management, and how companies could start working towards becoming a healthier organisation. While one knows what a high-performance organisation is, one intuitively feels that there is more than performance management and measurement in successfully running an organisation. In the author's corporate and academic practice over the last 25 years, she has been able to work with the concept of a healthy organisation, as intuitively understood, without a clear conceptual understanding. This thesis creates this conceptual understanding, which shows it as a meaningful concept in business management and share it more easily with organisations. Indeed, a high-health organisation is not a place, a building, or an organisational structure; it is a state of mind, a purpose, a form of coherence.

A recap

The thesis attempted to find answers to what it takes to be, or become a high health organisation, and what steps organisations could take to create such a place. Via a structured research project, the intuitive understanding of the concept is translated into a conceptual model, and through research could illustrate its meaningfulness. The work in this thesis is, by definition, multi-disciplinary and systemic, rooted in a few complementary research areas:

- Workplace spirituality, which recently gained momentum in management research
- Ayurveda, the 5,000-year old wisdom tradition around systemic health, living systems, and purposefulness
- Systems thinking, a scientific approach oriented towards the interaction of different elements (agents), and how meaning emerges out of that interaction
- Consciousness research

The thesis proposed that the new concept of a high health organisation is emerging at the intersection of these areas of interest, and in particular, searching for a systemic intersection: a level of integration beyond the individual areas.

Prevailing management research is based on an ontology of materialism, while it is clear that workplace spirituality, Ayurveda, and systemics do not necessarily fit such an ontology. It seems impossible to develop a non-materialistic concept such as the high health organisation within a materialistic ontology. Chapter 2 explored an ontology of non-materialism based on the worldview of complex adaptive systems within the context of companies or organisations.

This thesis searched what happens beyond 'deterministic causality', aiming for a systemic understanding, which impacted the research methods proposed and used. Different ways of knowing are indeed possibly more interesting than the known itself. The consequences of the ontological choice (for a worldview based on complexity) also impact also on the research methods used. The author selected a research approach that is rooted in the same ontology, and supports the search for systemic integration.

Chapter 3 contained a literature review of the areas that would contribute to understanding a healthy organisation. While difficult to understand fully, and still under investigation, the concept of consciousness is a linking pin. The review comments on its definition(s), its role, and its appearance. Fundamentally, the choice to study consciousness involved choosing a first-person research stance, instead of a third-person stance (conventional research).

Consciousness being a first-person concept - which has its challenges – the author endeavoured to use a researcher independent approach. Coherence was brought forward

as a useful concept, understood as an underlying state (of mind) of being logically integrated, consistent, and intelligible.

Concepts reviewed included:

- psychophysiological coherence (medical)
- workplace spirituality, focusing on mindfulness more than consciousness
- organisational consciousness.

The review also explored what it could mean to run a first-person research approach within a frame of repeatability, observation, and rigorous analysis.

Chapter 4 explored the insights gained from the wisdom traditions, particularly, the Vedic tradition. These traditions are comfortable with mind-over-matter principles (the mind's role) that translate into mind-body medicine, well-being, and happiness. Consciousness plays a crucial role in this approach. Health is defined by the Ayurveda tradition as 'effortlessness.' The material motivation for this kind of approach reveals a dichotomy of life: the reward of the profession gives fulfilment, rather than the profession itself (and its status).

Relating this to leaders of healthy organisations, one sees that they have the following qualities:

- they are a source of creative ideas
- they are conscious of the needs and desires of their communities
- they have a sense of cosmic harmony
- they prefer a long-term view to a short-term view
- they seek wealth for welfare (and not *wealth per se*)

Holism, non-duality (in the state of being) and spiritual interconnectedness are strong organisational health themes.

Based on the literature, chapter 5 provided a definition of the high-health organisation based on the systemic integration of the themes discussed in the review. That definition gives meaning to the healthy organisation's intuitive concept (based on previous, published research). It gives a first sketch of the basics of the map of what a healthy organisation is.

Creativity, innovation, and entrepreneurship (empowerment) drive a **healthy organisation**. It is dependent on a clear and shared vision, values, communication, and collaboration (community building). All this is embedded in a regular organisation or company, dealing with economic purpose daily. Quality of workspace and place and its conditions are possible constraining factors, such as stress, narcissism of leaders, and office environment. It aims to elevate and magnify the (often inherent) qualities and energies, such as consciousness, coherence (balance), belonging, transcendence, non-duality, and spiritual interconnectedness.

The field research is analysing the 'grand' themes of the definition further, to draw a more detailed and meaningful map of the healthy organisation. Maps are valuable tools for organisations to discuss complex concepts. However, they are a map, and not the territory itself.

Given the ontological choice made in this thesis and the observation that a healthy organisation exists on a systems level, it was clear that the research approach had to be more systemic. Based on the conceptual model that this thesis put forward, the researcher

selected a survey and data analytical tools that are systemic. The survey tool used is based on Ken Wilber's theories, particularly his four quadrants model, as it was adapted in earlier work to an organisational context. It proposes that coherence and consciousness can be found at the measurable world interface, the interconnected world, the reality of values, and the personal or emotional realm.

The conceptual model was then studied in two field cases, with the purpose to draw a more detailed and meaningful map of the healthy organisation. Chapter 6 describes the first case, undertaken in a public hospital.

Chapters 7 and 8 review the case study of a leadership development foundation. In the first case study, the research focus was to explore to what degree the systemic integration of eight identified areas of interest would contribute to creating the necessary (not *per se* sufficient) condition for being a high-health organisation? To what degree are those eight areas meaningful for the map of the healthy organisation?

The eight identified areas were:

- diversity
- complexity
- personal well-being
- leadership and teamwork
- financial performance
- innovative potential
- sustainable development
- social responsibility
- knowledge and learning

This study used a series of questions, as described in the Cassandra tool. The results were analysed using Artificial Neural Networks (ANNs), a tool that aims to identify meaningful patterns in (unstructured) data. ANNs do not identify deterministic causalities but rather visualise integration and coherence of issues (a systems view) in wider relevant patterns. ANNs are an approach that is rooted in the complexity chosen for this thesis.

The analysis in chapter 6 showed interesting coherence and clusters, which indicated the map, but was not conclusive. The researcher also felt that ANNs did not give the right level of detail and that a different tool may be needed to get more natural language-related insights from the analysis. The interviews and semantic analysis in chapter 7 provide these insights, complemented by a more qualitative approach (bringing the map closer to the territory), in chapter 8.

The following key observations came from the first field research study. Overall, in this dataset, coherence, worked as a useful indication for the degree of healthiness of an organisation. Further it was observed that poor communication, low staff coherence, and under-valued staff do not contribute to creating a high-health organisation whereas the existence of clear lived values appears to be crucial for being a high-health organisation, so is a strong knowledge and learning-driven culture. The research suggested that the organisation's financial health did not impact its ability to be a high health organisation (although it could have been typical for this organisation). Sustainable development and social impact may also contribute to a high-health organisation.

The first field study identified several important topics, which warranted further research, and the interviews used in chapter 7 aimed to provide deeper insight. It was important to understand how the key concepts identified in chapter 6 were lived and experienced.

Those concepts were:

- distributed intelligence
- coherence
- values-based leadership
- intrinsic motivation
- integrity
- free flow of energy
- excellence
- values as the driver of a healthy organisation
- transparent communication as the binding factor of a healthy organisation
- vision as the lighthouse of the healthy organisation

The second project was based on the managers of a foundation's interviews. A foundation many would consider to be a desired employer. A desired employer is understood to have high staff satisfaction and low staff turnover, pays good salaries, has good benefits and a positive working ambiance. The interviews (each roughly taking one hour) were analysed using a specifically built semantic tool.

This part of the research aimed to gain deeper insight into how the different concepts related to each other and how they contribute to the creation of a high-health organisation and how they live in the minds of the employees. After analysis, the original conceptual model (the definition of chapter 5) evolved to visualise a living situation (a map). While the definition

described in chapter 5 is based on the literature and existing research, it evolved to become rooted in practice and observations and became a real-life representation of employees' lived experience. The eventual conceptual model is a live version of the theoretical, conceptual model described in chapter 5.

While the conceptual model (figure 24) gives a rich picture of a healthy organisation and illustrates why and how it is meaningful, it is, a high-level map. The map's value is that it is a first attempt to create insight into the meaningfulness of the concept of a healthy organisation. It does not claim to be a general map of a healthy organisation; it illustrates how a map could look. Developing a more general map would need further research.

The map is the starting point, allowing one to explore the territory itself. Exploring of the territory (what a company can do to become a healthier organisation), is the definition of one or more possible scenarios of development. Chapter 8 translates the map of chapter 7 into the territory of the particular organisation. Chapter 7 and 8 illustrate a possible approach for other companies to become a healthier organisation: starting from a map - or first drawing a company-specific map - which then creates different shared scenarios for exploring the territory itself.

Interpretation of the evolved conceptual model (a map of a healthy organisation)

Though this specific map is not generalisable, it allows for meaningful interpretation that most probably will be of use for more organisations. As such, it gives some evidence-based insight into the lived experience of a healthy organisation. The map (Figure 24) gives the clusters of importance for a healthy organisation, and illustrates for the respective clusters its relative importance, the interconnections, the distance between those clusters, and the degrees of interconnection.

The study have moved beyond the map in chapter 8 to bring it closer to the territory, by introducing the human experience. The map can now be read in more meaningful detail.

The evolved conceptual model (the map) can be interpreted on three distinct levels. The first level is a meta-level, a conceptual level of the principles. The second level is the meso-level closest to the organisational level. The third level, used to analyse this evolved conceptual model, is the micro-level. The micro-level is closest to the level of the individual in the organisation.

On the meta-level, two important clusters of meaning were observed describing the two most important theoretical views on which the high-health organisation is built.

The first area of interest is the one around 'coherence, systemics, and consciousness.' It was clear from the theory that the concepts of coherence, systemics and consciousness, were expected to play a significant role. The analysis now confirms this.

The second area of interest on the meta-level has to do with 'values, purpose, and meaning.' Ther, again, the theory suggested that values and meaning ought to play a key role, which the research confirmed.

On this level of the analysis, the conclusion is that the concept of a high-health organisation resides in-between two high-level concepts. The first concept has to do with coherence, systemics, and consciousness, and this could be labelled as the area of consciousness and spirituality. This is a young discipline in management theory, but it deserves more attention as this study highlights. The second field is the one of values, purpose, and meaning, which is defined as values-based leadership. This discipline is equally young, but certainly better

established. The following discussion further how those two fields translate into practical issues to move on to the meso-level.

On the meso-level, the organisational level, the theme of coherence, systemics, and consciousness is relevant. Coherence in communication seems to be an essential element that needs attention. Transparent, clear, respectful, and non-violent communication is the binding factor of the high health organisation. The road towards a high-health organisation will go via a critical investigation into the organisation's communication policies and the individuals inside the organisation.

A second key point in this theme of coherence is the need to work and think in systemic solutions. Out of this research it appears that while at first it seems easy to find silo-based solutions, people have difficulty afterwards in being able to integrate that into a bigger system. Non-systemic solutions often create more problems than they solve. This experience frustrates employees in the organisation.

The role of energy in the organisation is the third key element related to the coherence theme that emerged during the second field study.

The interviews showed much questioning around energy versus reward; the problem of bad energy in an organisation; the lost energy when fighting each other in the organisation; and that the role that energy plays is not well understood. Energy is a complex issue, and not well understood in management. While it is important in spirituality, the link between spirituality and management practice is not yet well developed either, but it could give a more impactful role to energy in management practice. In that respect, it is encouraging to see that some academic programs (e.g., the EMBA of the Graduate School of Business, UCT) pay attention

to these concepts. While the concept of energy might sound a bit theoretical, one can find it clearly in the interviews in what people say about how they live through the absence of energy, the harmful use of energy, the fighting and the energy lost.

In theory, when asked on which level consciousness resides, the answer is straightforward. It lives on the energy level. The mastery of the overall energy in the company, and the way that energy is operating in between the individuals inside the organisation, is an issue for management and leadership. Turning an organisation into a high-health organisation will require attention of the management for that reality of the organisation.

The second theme to explore on the meso-level is about values, purpose, and meaning. The most important parts of this appear to be intrinsic motivation, excellence, and values-based leadership. Intrinsic motivation has to do with teamwork in the organisation, and how people are selected and motivated to do their jobs. As many studies have shown (Norton, 2016; Thomas, 2009; Deci and Flaste, 1996), it is extremely difficult to replace intrinsic motivation with any means of external motivation. This research confirmed this argument. Maybe more of a surprise is the element of excellence. The drive for excellence, the pride that people take in being an excellent organisation, and doing an excellent job seem to play an important role in creating a high health organisation. Excellence relates to understanding what one is doing, doing the right things, and doing these right, but it equally refers to what is found in the research (as discussed in Baets and Oldenboom, 2009) as a long-term orientation of the organisation. While the organisation's long-term orientation, is necessary on an organisational level, it is equally important on an individual, personal level.

The third element of the values, purpose and meaning theme is values-based leadership, or values-based stewardship. This theme again relates to the long-term view of leaders and

managers, but linked to a purposeful, meaningful, values-based vision and a willingness to realise that vision. The organisation's vision, provided it has the orientation discussed here, seems to be the lighthouse of the high-health organisation, while values are the driver.

On the micro-level, or the individual level, Figure 24 in chapter 7 shows the elements that appear to play a role in different spheres and hence appear to be omnipresent. The first one is significance. An individual wants to be significant, seen as significant, and feel him or herself significant in the organisation. Secondly, on all different levels, stewardship is necessary, not just on the level of management. Stewardship, leading by example, leading to realise the vision, seemed to be an extremely powerful element in creating a high-health organisation.

The long-term orientation of an organisation seems to be crucial for it to be a high health organisation. Much of business thinking and managerial thinking is short-term. A long-term vision, particularly the realisation of the values-based, long-term vision, is an important element in creating a high-health organisation.

Two more themes have come out of the research as important, while they cannot be attached to one sphere. The first one is thought-excellence. On all levels of the organisation, the quality of thinking needs to be good, even excellent quality. Indeed, one cannot win a soccer game if the soccer players are not good enough; one cannot play a concert if the musicians are not good enough. People need to have the correct strength of thought, and capacity for analysis, that is necessary for each respective job.

The last element is courage. Courage is an element found in more people in a high-health organisation, than in an average organisation. Courage might show in different forms, but it

relates to individual performance and the responsibility of each person in a healthy organisation to play his or her role.

In summary, the evolved conceptual model shows that a high-health organisation is constructed, not that much by the simple addition of known concepts out of different disciplines, but rather by the systemic integration of those concepts, bringing the organisation to a different state of mind (a different, richer organisational consciousness). Many of the building blocks of what contributes to the healthy organisation are described in management research, but they are often considered as independent, important issues that need to be understood thoroughly. This thesis argues that the healthy organisation is a state of mind, integrating different concepts, bringing the organisation to a new, overarching state of mind (as defined in chapter 5).

Possible practical approaches for supporting the transformation towards a healthier organisation, on the organisational level, could be giving more attention to coherence, which is obtained via transparent, respectful, and non-violent communication. An organisation needs to think in a more systemic way and find systemic solutions for the problems encountered. Intrinsic motivation cannot be replaced by any external motivation in a high-health organisation. Management and employees, individually and as an organisation, need to strive for excellence; excellence in thought and action. Moreover, management and employees are expected to show stewardship and values-based leadership, and to practice this daily try and realise the vision of the organisation.

Finally, on an individual level, the following themes seem to play a prominent role and, therefore, should be considered as themes of recruitment, training, and reward.

These themes are:

- significance
- stewardship
- long-term orientation and commitment
- thought excellence and courage

Suggestions for becoming a high-health organisation (immediate actions)

An important part of this research's contribution is made in the argument for a worldview and approach that understands a healthy organisation, and illustrates it in two cases studies. The results of the two cases studies, and the conceptual model, are there to illustrate the plausibility of the argument, and the meaningfulness of the concept.

Besides the findings of what a healthy organisation is and how meaningful it could be for business management (described above), one can identify a few key policies for organisations to support moving towards a healthier organisation. It should be clear that to be able to make this transition, this transformational journey should be embedded in a complexity worldview, accepting all its consequences. However, and despite the uncertain and ever-evolving nature of complex adaptive systems, this research suggests a few possible and meaningful paths to go.

Based on the results of the research, a high-health organisation has the following components that can be considered as transformation paths towards becoming a healthy organisation:

1. A systemic, values-based vision is the lighthouse of the high health organisation.
2. Values, and in particular lived values, are the driver of the high health organisation.
3. Transparent, clear, respectful, and non-violent communication is the binding factor.
4. A knowledge and learning culture are the necessary condition for a healthy organisation.
5. Organisational consciousness in the organisation is sufficient condition for high health.

For raising the consciousness of the organisation, language is a strong and powerful instrument. Managers and employees should be aware of the words they use in everything they do. They should raise their awareness of the impact of those words. Since they are not the words they use, they are able to observe the language in which they communicate. If they clearly observe that it is a language of disconnection, they can introduce non-violent communication, which is possible in every organisation. Even in hierarchical organisations, such as the military, one could express one's opinions, ideas, and emotions from a more conscious level: less judgmental and more factual.

Uniformity, deep-rooted procedures and beliefs, and the concept of belonging to a particular group are destructive for creating a high-health organisation. The existence of closed groups inside the organisation is detrimental for a high-health organisation. A suggestion is to ensure that each person in the organisation is also a member of a completely different group. Instead of working every day for the same organisation, it could be a powerful for every individual to work or be active one day a week in a different organisation.

The business environment is one of action, business, activity, stress, and deadlines. A good start to move towards a more conscious organisation would be to build in moments of silence, reflection and being, instead of doing.

A possible systemic road for becoming a healthy organisation

A profound and impactful transition path could be identified along the lines of the methodology used for this research, provided the circumstances would allow for it. This

research identified several concepts of importance for becoming a high-health organisation, in Table 4, chapter 7.

The healthy organisation, being a state of mind of raised organisational consciousness is created by systemically integrating these concepts. That systemic integration could take the form of a map (a model) that helps organisations to discuss this matter internally. Once comfortable with the map, it is an action-research project (similar to the case study in chapters 7 and 8), to bring the map alive in different possible and desirable scenarios, before interpreting the map into the territory.

This research has illustrated an impactful and meaningful road for supporting a transformation process towards a healthy organisation. Without being prescriptive such an approach could consist of the following steps:

1. Use the concepts of Table 4 as a starting point for what matters in a healthy organisation.
2. Conduct an action-research project, starting with interviews about the lived experience and reality of the concepts of Table 4
3. Analyse the interviews with semantics to draw a map comparable to the one in Figure 24.
4. Enrich the map, moving it closer to the territory.
5. In an action-research approach, create shared scenarios of possible transformational paths in the territory.

While this is an approach that makes sense based on this research, it remains experimental and would need more case study and research to be validated.

Reflections on the outcomes: A wizard's view

While working on this thesis, in October 2017, hurricanes, especially Irma, devastated communities.

This hurricane caused catastrophic damage in many places. While listening to eye-witness testimonies from victims, I realised that it was impossible to fully understand the impact or appreciate the power of this natural force. I was listening, reading, and watching news and insights from scientists about Irma and some questions came to mind:

1. What can I learn from Irma?
2. Why is it that I am fascinated by hurricanes?
3. Why is this important while working on my thesis?

Observing these questions and being open to listening carefully to the messages that arrived, I knew that Nature has something to say. Each hurricane has a silent eye in its centre. Surprisingly, one can fly through this silent eye without any damage to airplanes.

Interestingly, even in the most turbulent circumstances the silent eye stays silent. Whatever happens outside, one remains silent. Is this what consciousness is all about? Staying as silent as the silent eye, unattached and detached from even the most horrifying hurricane. Could the message be that whenever a person is in the storm or the hurricane, they create disturbance, violence, and chaos since they participate? Are people the hurricane themselves? In the hurricane itself, one cannot make changes.

As Albert Einstein famously remarked: "We can't solve problems by using the same kind of thinking we used when we created them."

This research began with a reflection from Joris Luyendijk's book *This cannot be true. Among Bankers*. This is a book about the global financial crisis that affected many organisations and individuals.

Dutch bank, ING ran into immense and unsolvable problems as a result. The Dutch government had bail ING out, , since the bank was directly connected to other banks and financial institutes. Bankruptcy would have immediately had an impact on other industries. The Dutch government saved ING with €10 billion in taxpayers' money. Nobody thought that this could happen. It was difficult to find reasons for the catastrophe. Even more troubling was, no one took responsibility, despite the devastating social impact. Thirteen years after the crisis, public trust is slowly returning. Nevertheless, the real estate market in certain parts of the Netherlands is still recovering from the financial crisis.

Then, on March 8, 2018 the Dutch received the following message from the chairperson of the supervisory board of ING: *The Chairperson of the Board of ING will receive a raise of 50% from 2 million to 3 million euro. Most other people working for ING will receive a salary raise of 1,5 %.*

All media expressed outrage, as did all members of parliament and, Dutch citizens. As it is relevant to the topic of this thesis, I would like to share some of the responses: "What the heck is going on in this bank? What the heck do these people think? We as taxpayers saved this bank, and it seems that they still did not learn? This is unbelievable and scary."

The reason for the unbelievable salary increase was because the chair of the ING board felt his salary needed to compare with those of his peers abroad. According to the chairperson,

this bank plays in the international top league, but it pays its “top players” as if they are playing in a lesser division. That should be changed, for the risk of losing “good players.”

Does this research shed any light on the ING case? The chairperson of the ING board, other board members, and the members of the supervisory board function in their own bubble and are not connected to what is do-able, normal, or desirable in the broader context of Dutch society. It seems that they are unaware of what has changed in the minds of people after the financial crisis. This action destroyed the already fragile trust in ING.

How is it possible that no one understood what the consequences could be? How is it possible that they were unaware of the public anger over the arrogance of bankers? How come they completely lost the sense of connection with the taxpayers and Dutch government?

After seeing hurricane Irma, and based on the research on consciousness, incorporated into this thesis, I can only conclude that not one of them was able to observe from the silent eye. Not one was able to recognise the fact that the field they played in was much broader and fragile, more integrated and systemic. If one stays in the hurricane without observing from the silent eye, one cannot recognise the consequences of one’s behaviour and actions. In one’s personally created world, it seems normal to raise a salary by 50% and everyone surrounding that person will underline the normality of that thinking since they are disconnected from the rest.

Based on this research, I believe that in a healthy organisation people can observe from the silent eye and know that in the personal, individual, and dual world good intentions might lead to adverse outcomes. It is not about “doing,” but about “being.” In a healthy organisation one should eventually become human again, instead of overly human “doings.”

A person still works and lives in the personal world while being connected. In a healthy organisation, leaders should lead from this field of connection.

As a Yoga practitioner I have observed the same kind of bubble in some of the new age groups; the belief that meditation, singing mantras, and veganism make one superior or the belief that “I am a bit more enlightened than others.”

In Myanmar, there are atrocious violent acts against the Rohingya; 430,000 minority Muslim refugees fled to Bangladesh, which is one of the poorest countries in the world. How is it possible that this humanitarian crisis unfolded with a Nobel Peace Prize winning leader at the helm?

There are several questions that arise around this:

- Is it possible that when people remain in the silent eye, they observe, speak, handle, and take actions from a calm and serene state of mind, *which is not the personal mind*?
- Is the silent eye, which means the observer who sees what is there to be seen, but who is as well observed, consciousness itself?
- What can be concluded after all the research and what steps can be taken to remain the silent eye in an organisation?

The research in the hospital case study shows that people who worked in the hospital seemed to be working within an unhealthy situation, which is apparently typical for medical professionals. It is an unfortunate practice amongst some medical staff to self-medicate to improve their capacity to work under the extreme work stress. This work environment and level of stress is unhealthy. Burnouts and suicides under medical staff is exceptionally high compared to other professions. Thus, the need to foster high-health organisations in such context is particularly important.

In contrast, the second case study, dealt with a healthier organisation. This research shows that giving people opportunity for initiative encourages happiness and productivity in their roles. It is not enough to offer people the possibility of training, it is more important to allow them to do something with the training they already have. The salary level in this organisation was higher than average in the overall economy and in this sector of the economy. People clearly appreciated the shared vision and mission of the organisation. In fact, they were proud of the organisation and happy to be a part of it. They enjoyed talking about the organisation and share any information.

Staff experienced the delay between proposals and managerial response frustrating. Employees appreciated that they could offer proposals, but if management did not respond or act too late, the motivation disappeared.

Another negative was that employees perceived management not to weigh all departments equally. This resulted in staff gossip. It would be better if employees could express their needs and expectations in an open, safe atmosphere. Openly sharing needs and expectations allows alignment.

The current reality of the South African economy (low growth and high unemployment) means that many of these employees, despite being unhappy with some aspects of the organisation, will choose not to leave the organisation because their jobs are an important source of income for their families. This situation is as a golden cage evident globally.

While interesting observations resulted from the interviews, there is a lot that goes unsaid, is implicit and difficult to treat. Interviews allow for non-verbal communication. The interpretation of non-verbal communication is difficult to analyse with a numeric approach,

which highlights the significant role of the researcher being able to interpret non-verbal communication. However, a negative is the potential to influence the outcomes of such an interview. Non-verbal communication, or interpretation of non-verbal communication, might help in a multi-cultural setting as there may be language barriers. Semantic research, as done in this thesis, cannot gather non-verbal interpretation from interviews and their written transcripts. While the semantic research approach is promising, it has its limitations. Therefore, the researcher's interpretation of the interviews is important and helps to bring the map closer to the territory.

Inside organisations, even if the vision and mission of the organisation is worthwhile (e.g., humanitarian aid organisations), some employees do misuse the situation, abuse their power, and exploit the trust of victims, for example in cases of sexual exploitation. While this goes against the mission of the organisation, it does attract people who seem to have difficulty in living that mission. It may also attract people who have difficulty living with the power difference between diverse groups of people. They misuse their power in a way that might harm the organisation. Even organisations built on trust appears to employ staff who cannot fulfil the organisation's mission.

As a matter of illustration, traffic congestion is a down-to-earth example of how a more consciousness-based solution, a more systemic solution, could create a healthier solution. Globally, city traffic congestion is a growing problem, and instead of considering alternative modes of transport, cities often invest in more roads and highways. Society does not go back to the root problem (mobility), but rather deal with some of the consequences (congestion). By solving isolated problems, the systemic nature of the world within which we live is ignored. When we talk about observation, feeling, and emotions from the point of view of the silent eye, or consciousness, we cannot stay within our own ideas or our own group of

people, without allowing others to have their input. When we exclude other people, we are, in terms of Krishnamurti, violent and unhealthy. We cannot return to that silent eye to have objectively look at what we are really doing. But what is the impact on other people, other communities, other countries if we are unable to see the problem in its bigger perspective?

Except for a handful of people, we are clearly not yet in the best state of consciousness. I hope we are going to pay attention to the education of children to develop their less material view and understanding. For example, we should talk more about sharing, or look differently into things based on surprise, exploration, and curiosity. An education system could pay more attention to music and poetry, with attention to nature and the advantages of being in nature, not just as an economic source. In Europe, we have chosen an economic model, based on capitalism, commoditising everything, and eventually, believing everything has a price. The idea of the commoditisation of the world became prevailing. We see increasing poverty, increasing inequality, and the top one per cent becoming extremely rich. Instead of considering what could be done for the development of society, the rich are only interested in enriching themselves even more.

With the world we are currently creating, we cannot foresee what the future impact will be. We are confronted with the downsides of technology and social media, where online identities are stolen, profiles misused, misinformation are spread, and cyber bullying is rife. It appears this has to do with an ongoing materialisation. We limit ourselves to being part of a particular community, for example being a female, being a Chinese, being black, and we are no longer able to discern the entire system. We do not see from the area of unlimited potential and possibilities.

A search for consciousness is challenging, as it cannot be precisely located. We 'are' pure consciousness and that is what we need to understand, that is self-realisation.

Contributions to the area of research methodology

This research's important contribution is the result using the two innovative research approaches. First, artificial neural networks (ANNs), has seldom been used in the framework of a study on coherence and consciousness. Although it is a numeric approach, its complex adaptive systems qualities allow research on a systemic level, and it can deal with less material issues. This approach allowed the study to find issues in its systemic nature, that would be difficult to identify otherwise. Therefore, it might be interesting for research in social sciences (either based on the network ontology, or dealing with network phenomena), to look at the potential of artificial neural networks as a research approach.

Even more innovative is the use of semantics in analysis of text and interviews. As argued in chapter 7, some scholars have reservations about the use of grounded theory to analyse interviews. This project meticulously developed and defined a tool and approach, that deals with criticism on grounded theory and adds a completely new dimension to text analysis. While semantic analysis is a hot topic in the commercial world, it has not received much attention in the academic and research world, as a powerful research tool. However, based on this project, this an area of exciting future development.

Limitations and further research

This thesis is one of exploration and integration across different areas. There is an exploration of disciplines that are not necessarily mainstream in managerial thinking, such as complexity theory, workplace spirituality, the vedic tradition and its theories on health, consciousness research, and systems theories. There is the combination and integration of

those disciplines to find an integrated, more systemic conceptual model. There has been experimentation with research methods, such as artificial neural networks and semantics.

Most importantly, the whole ontology and research approach selected for this research is not mainstream. Clearly, one can debate some of these choices, as they impact the outcomes. However, this is an interesting and alternative approach to study organisations.

This research used two organisations as case studies. The research approach was to start from a conceptual model based on theoretical insights and existing literature. One case study was used to research the conceptual model's viability and to enrich it. Research on the second case gave input to a more detailed conceptual model, the map of a healthy organisation. This led to a trial map of a healthy organisation, which illustrated the meaningful concept of a healthy organisation for companies.

This project cannot claim that it would have developed 'the' generalised map of a healthy organisation. That would require more research with several more organisations. It did develop an approach for meaningfully identifying a map of a healthy organisation and illustrated how to move from map to territory. It also highlighted the usefulness for management and the essential elements to transition towards a healthy organisation. This study developed a customised map for this specific case study

This exploration has been exciting, and it has given new insights. If this research continues, it should be done with more cases, in different industries, and with bigger sample sizes.

There are various routes to continue research on this project.

First, there is the experimentation with new research methods, particularly neural networks for organisational analysis, and semantic analysis for interviews. As this has been an exploration of the role of consciousness and coherence in the health of an organisation, this line of research deserves more attention than received in this thesis. The concept of the silent eye, the higher level of consciousness, could also be an interesting research topic. One could question whether consciousness exists in the silent eye, and whether the silent eye is the desired higher level of consciousness for moving towards a high-health organisation. This research warrants further investigation across several industries, with more companies, bigger samples, and across borders.

Finally, this research started from a particular ontology and by doing that, was able to explore a different reality in a unique way. It would be interesting to do more research based on the selected ontological and epistemological choices to see whether this approach can illuminate issues in mainstream management theory and practice.

The journey has been more important than the outcome. I have thoroughly enjoyed this journey and explore many fields situations, which allowed me to get a much deeper and more profound insight into the conditions needed for an organisation to be healthy. The current economic situation, the growing inequality in the world, and the well-documented attitudes of the millennials invites organisations and companies to reconsider how to organise, redefine their vision, and manage their staff.

I trust this research contributes towards that.

Some final, personal reflections

I am not sure how to respond to these questions since it is for me as well difficult to exactly know when my research started. Was it when my proposal was accepted?

It reminds me of a question I received when arriving at the United States border and passport control. The employee, looking in my passport, asks me: *'Where are you going mam?' 'I have a connecting flight to San Diego airport',* I responded. *'Have you been there before?' 'Yes, thank you for asking, it is my third time'.* *'What brings you to San Diego?' 'I am following courses and retreats at the Chopra Centre'.* *'Do you think Chopra changed your life?'* I started thinking since I was not sure. *"Mam do you understand the question?" 'Yes, I do but I really have to reflect on it, since I still have the same husband, children, love my work as much as before, nevertheless it must have been transformative'.* I observed some question marks in his face, he stopped asking questions and I received the stamp in my passport.

Some people are very fast in their responses and/or reactions but I need some time. I worked for many years in the Human Resources Department of a large financial institution and was as far as I recall, interested in health.

What surprised me was, that although I knew that health care professionals work often in very unhealthy situations, that it was worse than I thought. Medical doctors, social workers, nurses all expressed feelings of exhaustion and they suffered from stress related illnesses. The question raised with me: *'How can we take care of the caregivers?'*

Although many courses are given and followed in the field of personal development the impact seems not always visible. Therefore, I am even more convinced that it is not about the person. Transformation can only take place beyond the person. Leaderships courses are almost fashion, and we spend lots of money since we believe that it could make a difference. When I observe how organization function, I wonder sometimes what the leaders learned.

Some examples

Why is it that Tata Steel, situated in IJmuiden, the Netherlands, did not improve their production process knowing that, based on research, the numbers of cancer patients in the immediate surroundings were growing and that it was directly related to the polluting emission of their organization. It is not that they did not follow leadership courses and I am sure that a fortune was paid for personal development programmes.

Why is it that Pfizer, BioNTech and Moderna were making \$1,000 profit every second while world's poorest countries remain largely unvaccinated? How comes that Schiphol Airport did

not improve the working conditions of their employees, knowing the growing number of cancer related illnesses, as illustrated by their own research? How come we thought that it would be healthy for us to use pesticides, insecticides, and growth hormones? Our soil is polluted, and it means that fibres, vitamins, proteins in vegetables and fruits are of decreased quality. Eventually, it can lead to extinction of species that are needed in the biosystem.

Could it be that we are not able to think in systems?

Humankind has not woven the web of life. We are but one thread within it. Whatever we do to the web, we do to ourselves. All things are bound together. All things connect. (Chief Seattle, 1854)

The impact of violence, aggression and wars does not have borders. The number of refugees is growing. More than ever before we must rethink our assumptions. We are part of an integrated ecosystem, and we cannot stay healthy in a polluted environment. We need cleansing on the one hand and healing on the other hand.

At the same time, I do observe the warmth, kindness and love that surrounds us. When a small Marroquin boy, Rayan, fell in a well, we all hoped and wished he could be saved. I recognise how many of our friends opened their houses for the Ukrainian refugees. Many of us want them to feel safe and like to surround them with love. Love as well does not know borders.

From the moment I was interested in health I knew that qualities such as respect, grace, kindness, laughter, joy, love, and serving others are essential for all living beings. Instead of focussing on efficiency and effectivity.

We are living in a dualistic world. The 'solutions' will not arise from changes in our thinking. Transformation will never be understood by the mind. The mind is limited, repetitive and cannot grasp the fullness of consciousness.

What I learned is that consciousness is not a concept, that it cannot be measured scientifically, it cannot be described, and/or explained. What I found out is that many of us find it difficult to live with what is not measurable. It seems that we learned to be addicted

to facts, statistics and 'proven' statements. Do we love that much excel sheets? Are we addicted to testing and being tested?

Even Jesus was tested by the devil. 'If you are the Son of God, tell these stones to become bread.' It illustrates our dualistic assumptions once again. First, there is the presence of a God and devil outside ourselves, and the division between them. It means this is all deep routed in our belief systems. The idea as well that we are never good enough since we need to be tested. We created an image of God based on our own limited thinking.

Could it be that these are all false assumptions? We often have no clue what will happen. A Syrian 'refugee' living in Amsterdam said during an interview: *'I studied, had family and friends in Aleppo and I could never have thought that I would receive a new name: **Refugee**. I had to make a whole new plan'*.

Who would have thought that Vladimir Putin would invade the Ukraine? More individuals will receive the name 'refugee' and all have to make new plans. I realise that I could be named a refugee as well in the future. What would be my plan?

We are unhealthy and sick, since we lost our connection with nature, other living species and with ourselves. **Personal Development** will not help us. **Leadership courses** will not benefit us in a world of division and dualism. It is an observation I made.

*Out beyond ideas of wrongdoing and rightdoing, there is a field.
I'll meet you there.*

*When the soul lies down in that grass, the world is too full to talk about.
Ideas, language, even the phrase 'each other' doesn't make any sense.*

Rumi

What did I personally experience? How about my health? As a person I observe(d) a mixture of all kinds of feelings and emotions. I often observed the absurdity of my thinking. The swiping statements I had to remove and how little I was attached to them. I observed that re-working the thesis made me realise that it was almost effortless. Why? Since it was never about me, as a person. The purpose of my life research was always the creation of the healthy organization. The person can be unhealthy, but the **Self** is the never changing, unlimited creative present of life itself.

Selfrealisation is Key

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"Learning expands great souls" - Namibian proverb

APPENDICES

Appendix 1

Cassandra questions

Holistic diagnostic for Personal Sustainable Performance (Individuals)

Values: Diversity

- Do you base your actions on a personal ethical code? Do you have an ethical code for yourself?
- Do you sometimes make a reflection on the financial and/or ecological sustainability of your actions?
- Do you often have a long term focus in your decisions?
- Do you pay attention in your daily life and professional practice, for not discriminating in respect to race, language, religion, upbringing, etc?
- Do you have a social responsibility reflection in your personal actions, in your private life as well as in your professional life?
- In all what you do, you take care for the interest of all the parties involved?
- You pay sufficient attention to assessing someone's work environment for all people you engage with?
- In an organisation, any organisation, you pay sufficient attention to retention of talent?
- You consider variety in opinions to be a value, and you actively appreciate that variety?
- You pay attention to correctly communicating with those around you?
- In your opinion, leadership should be strongly committed? In situations where you are expected to show leadership, you show such commitment?
- You see that active interest groups are an asset for society? You are engaged, where possible, in such interest groups?

Values: Complexity

- You understand that you are most dynamic and most creative "at the edge of chaos"?
(Explanation: You are still working within order, but seeking to stretch that order as far as possible away from equilibrium? In your activities, you do not shy away from that edge of chaos, and you even, regularly, actively seek that edge?)
- For evolution to take place, it needs both the new and extinction. Only creating new is not sufficient. Do you agree with this and is this part of your daily life practice?

- Do you agree that diversity is a prerequisite for the emergence of the new, and is this attitude part of your daily life practice? Are you actively interested to seek for such diversity?
- Radical unpredictability is an essential characteristic of any organisation. It is almost impossible to predict what is going to happen with an organisation beyond the very short term. Are you comfortable with that unpredictability and can you take advantage of such unpredictability?
- The self-organisational capacity of any group is an indicator for sustainability. Do you agree with this, and are you able and willing to have groups in which you take part, organise themselves? Would you support self-organisation in your immediate environment?
- Interaction between "individual agents" is essential for self-organisation. Do you empower individuals in order to contribute to self-organisation? Do you empower people per se?
- The quality and strength of agency (the action) is located at the level of interacting individuals or groups. Would you agree on this and do you support the development of competencies in each and every individual, in order for them to be able to be an active player in the aforementioned agency? Do you support and facilitate interaction between individuals?

Personal Development: Personal well being

- I value an active approach for the development of individual competencies and skills? I feel responsible for the development of such competencies in the people that surround me?
- One should also value time that is not immediately productive. Do you do so, both for yourself and for the people working with you?
- I practice a policy of non-judgement on appearances (facts, humans, even observations, etc)?
- Joy is an active element of my professional and/or societal life?
- I feel valued in my professional environment? I feel that I add value to the organisation and to society, and I feel that I am valued for that by my colleagues and managers.
- In my professional environment, I have a real responsibility and a space to manoeuvre. I can propose and take action, and I have the support to realise those ideas.
- There is space for the realisation of my desires in my function/activity. In my function, I can realise myself by doing what I am doing in my daily life. I get satisfaction out of my activities, in such a way that it contributes to my personal development and learning.
- Courage is valued in my professional environment. I am appreciated if I am willing to take courageous decisions and execute difficult but courageous actions.

- I feel that I am an essential part of the whole; that whole could be the organisation, the society or even a wider concept such as a world community.

Personal Development: Leadership and teamwork

- I operate in an environment where each individual (surrounding me) is well trained and prepared to do his/her job. They are skilled for what they are expected to do.
- A constant sense of awareness is essential for success. Do you practice such awareness in your daily life? Do you concentrate on being aware, at any moment of the day?
- My professional environment is an intense network of communication. We have quality communication with each other and I am contributing actively to such quality communication.
- The purpose in my professional environment is always clear and shared. For those activities where I am responsible for, I practice the same kind of clarity and transparency in sharing information and taking decisions.
- My managers create space for the others. In situations where I have responsibility I create sufficient space for the others to act and to develop themselves.
- When I have a managerial role, I rather project a vision and I less correct what happened. I try to avoid correcting people all the time
- Rigid leadership creates confusion. When I have a responsible role, I avoid rigidity in my thinking, decision making, and supporting the others, with a clear focus on avoiding all confusion that this could cause.
- Un-clarity causes tension and under-performance. When I have responsibility, I communicate clearly and without too much unnecessary noise, paying attention to the outcome of my communication.
- I have an external focus, that gives meaning to my work. In what I do, I pay attention to my "client": the person which we try to serve. This client focus makes my work meaningful and purposeful.

Mechanistic Performance: Financial performance

- I appreciate my revenues as sufficiently above average in society.
- My appreciation of my belongings is being above average in our society.
- My liquidity position is above average in society (I can spend what I really want).
- I generate enough cash in order to be financially self-sufficient for what I want to do and want to develop.
- The cash-flow that I am able to generate gives me a comfortable feeling.

Mechanistic Performance: Innovative potential

- I actively pay attention for developing new ideas. I do not accept the status quo as sufficient and I explore ways to improve what I do, and what we as an organisation could do.
- I am able to produce creativity on demand. I have the skills to do so and I am open to explore creativity in my job.
- My professional environment regards idea generation as a key business practice. I agree that this is important and I make it a priority in my agenda.
- I personally develop new ideas on a regular basis. I take pride and have joy in it.
- Our leadership model, in the environment where I work, models and rewards innovative thinking. I agree this is important for the sustainability of the organisation, and where I have a leadership role, I pay attention to it.
- An organisation should have a structured process for evaluating/refining new ideas. I agree with this statement and, where possible, will advocate it.
- Our professional culture values idea assessment/refinement as a core competence. I agree this is crucial for sustainable development and in my leadership practice I give it an important space.

Holistic Performance: Sustainable development and social responsibility

- I value unconditional responsibility? (Explanation: One is absolutely responsible for what one does. In my actions, I am unconditional responsible.)
- I value essential integrity? (Explanation: Integrity is the key value of a leader, and I seriously strive for that integrity.)
- I value ontological humility? (Explanation: I accept that all ideas are per se equally valuable and they have the merit to be evaluated on their value. I do not think that one assumption is per definition better than another. Every assumption made, or any proposal made has equal right to be taken serious. I practice that in my leadership position.)
- I value conscious behaviours? (Explanation: I pay attention to be conscious of what I do and of what the impact is of what I do on others.)
- I value authentic communication? (Explanation: I try to be authentic in my communications and avoid to have double messages, hidden agendas, etc.)
- I value constructive negotiation? (Explanation: Negotiation is not a battle but an honest exploration of possible win-win situations. I practise this viewpoint.)
- I value impeccable coordination? (Explanation: In whatever I do, I make sure that my actions, projects, etc are coordinated with all who might have an interest in them, or might be impacted by them.)
- I value conscious responses? (Explanation: I pay attention to think before I respond, and to give conscious answers, that are part of my integral personality.)

- I value emotional mastery? (Explanation: I train myself in emotional mastery, and I avoid to impact on others with my possibly emotional instability.)

Holistic Performance: Knowledge and learning

- Project managers should use other than financial factors to measure success. In my role, I practice that.
- The rigidity of processes gives people very little possibility for correction. I avoid this kind of rigidity in processes where I have a responsibility. I allow mistakes, and support the correction of them.
- Interaction is important, so harmony between people is crucial. I actively seek harmony between people, in projects, in the company and in the interaction with clients.
- Confidence and control are two contrary variables. However, they are both necessary. In my role, I pay attention to give space to both, but to manage its sometimes difficult balance.
- Confidence and motivation have a strong influence on exchange and the creation of knowledge. I pay attention to create that confidence between me and my colleagues. I pay attention to support an environment where experience and lessons can be exchanged in a trusted environment.
- Confidence must always be built; the level at the start is never enough. It is a point of attention for me to make sure to continuously pay attention to strengthening the confidence levels in my organisation.
- Interaction without knowledge, does not allow learning. We try to use evidence and facts in our exchanges, in order to allow all to learn easier.
- Interaction without confidence and motivation does not allow learning. I pay active attention to the creation of a learning culture in my organisation, where confidence and motivation are the basic conditions.
- Motivation and organization seem to interact positively. People are motivated when they work in an organised environment, since this improves the motivation of people. In my leadership I pay attention to organise in a way that will motivate my colleagues.
- Interaction is always necessary for the construction of confidence. I therefore create a situation and events where this interaction can take place.
- If there are agents at group level who do not cooperate, the learning of the group stops. I solve issues in the group, in order to avoid that they prevent the learning of the group. I do not let underperformance take over the operations of groups.

Holistic diagnostic for Sustainable Performance (Enterprise)

Values: Diversity

- Does your company base its actions on an ethical code? (Explanation: Does the company have an and respect an ethical code?)
- Does your company produce sustainability reports ?(Explanation: Does your company sometimes reflect on the financial and/or ecological sustainability of its actions? Does the company often have a long term focus in its decisions?)
- Does the company have anti-discrimination policies?(Explanation: Does management pay attention in daily life and professional practice, to not discriminating with respect to race, language, religion, upbringing, etc?)
- Does the company have a corporate social responsibility indicator?(Explanation: Does management have a social responsibility reflection in their actions, and in all aspects of the professional life in the company and the market?)
- The company should maintain a dialogue with all stakeholders?(Explanation: In all that the company does, does it take care of the interests of all the parties involved?)
- Assessing the work environment is important?(Explanation: Does the company pay sufficient attention to assessing the work environment for all people the company engages with?)
- Our company has a human resources policy that pays attention to talent retention?(Explanation: Talent in our company is supported, developed and valued)
- Variety of opinions is a value?(Explanation: In our company variety is appreciated and fostered. Space is created for that variety in the decision making process.)
- The company pays a lot of attention to internal communication?(Explanation: Internal communication takes place; all employees are adequately informed of what is going on. Communication is clear, transparent, concise and interesting?)
- Our leadership is strongly committed?(Explanation: Leadership is engaged with the vision and mission of the company, but it is also engaged with the employees and life on the work floor. Our leadership lives the vision and mission of the company.)
- We have active interest groups in the company, that are considered by management? (Explanation: Employees are able to communicate via these interest groups with management. Suggestions from those interest groups are taken seriously)

Values: Complexity

- The dynamic of a company is situated at the edge of chaos?(Explanation: In our company we do not shy away from bringing the company away from equilibrium in order to be more creative and more innovative. We are

seeking the "out of balance", or out of the "known" situation in order to innovate what we do.)

- Evolution needs both the new and extinction ?(Explanation: In our company we do pay attention to what we should discontinue. Innovation gets attention, but it goes hand in hand with the discontinuation of what does not add value anymore.)
- Diversity is a prerequisite for the emergence of the new?(Explanation: Our company is actively seeking to use that diversity. In our decision making processes, we try to use the diversity we have in the company, in order to add insights and new views. In case we would lack diversity, we would actively either recruit it or contract it.)
- Radical unpredictability is an essential characteristic of business?(Explanation: Is the company comfortable with that statement. Is the company not heavily investing in attempts to reduce that unpredictability? Is the company able to harness the unpredictability in a creative way, in order to add value to its operations.)
- The self-organisational capacity of a company is an indicator for sustainability?(Explanation: Does the company give space for self-organisation? Are people empowered in order to interact with each other in groups and come up with innovative ideas and solutions?)
- Interaction between "individual agents" is essential for self-organisation? Does the company empower and develop people in such a way that they can contribute to the value creation in the company?(Explanation: Does the company support interpersonal cooperation in producing value added ideas, projects, solutions, etc?)
- Agency (the action) is located at the level of interacting individual entities? Since action is what a business is all about, is the company empowering people to "act"?(Explanation: Do they have the space and the support to take initiative?)

Personal Development: Personal well being

- We have an active policy and programs for the development of individual competencies and skills? We offer that to employees and advise them on what they could be doing? (Explanation: It is our policy to support our employees take their personal development seriously.)
- The company also values time that is not immediately productive?(Explanation: We have procedures for people to engage in not immediately productive time. We have processes that try to bank on that time spent. We encourage people to use some of the time for their personal development.)
- The company practices a policy of non-judgement on appearances (facts, humans, even observations etc)?(Explanation: This is not about non-

discrimination, this is about non-judgement?)(Explanation: Facts, observations, appearances are not judged but rather investigated. Management takes responsibility to ensure that non-judgement is respected.)

- Joy is an active element of our corporate life ?(Explanation: It is not only practised, but management is invited to actively manage their teams also with the purpose to create a joyful working environment.)
- I feel valued in my company. Almost every person in the company will agree that he or she is valued for what they do for the company? (Explanation: They feel a belonging and they feel a pride in what they do for the company. Management enforces that feeling of belonging.)
- Managers in our company have a real responsibility and a space to manoeuvre?(Explanation: There is no strong top-down control, but rather a real delegation. Units are considered as autonomous "agents", as centres of responsibility.)
- There is space for the realisation of my desires in my function. Management realises part of their personal development in their functions?(Explanation: Managers feel they contribute to the company and they learn from the experience.)
- Courage is valued in the company. Managers are valued for taking courageous, not necessarily evident decisions? (Explanation: Managers are valued for a courageous management style, that might not always choose for the easiest, but rather for the best way.)
- I feel an essential part of the whole. In my job, I feel that I am a part of a bigger whole, be it the company, the society, or even the world community?(Explanation: My job allows me to feel that I am part of something bigger than just myself.)

Personal Development: Leadership and teamwork

- Each individual is well trained and prepared to do his/her job? (Explanation: In cases where competencies lack, the company would offer skill training. This is part of our policy.)
- A constant sense of awareness is essential for success?(Explanation: Managers are valued for being aware; aware of the situation of their colleagues and employees, aware of the markets and the clients, aware of their role in the company. This is the reflection of an attitude, a continuous state of being.)
- Our company is an intense network of communication?(Explanation: We organize and support those networks of communication, either physical or via virtual networks. We value these networks and invite employees to be an active part of them.)

- The purpose in our company is always clear and shared. Everybody knows what the vision and mission of the company is? (Explanation: Policies are transparent, and so are procedures. There are no hidden agendas and no hidden purposes.)
- Our managers create space for the others. Others then fill the space and make things happen?(Explanation: Our management is not controlling or ordering, but rather they are consulting and supporting.)
- Our managers rather project a vision and less correct what happened. The vision is shared with all and is the driver of actions. Our management accepts error, and supports learning from error? (Explanation: Our management focus is not on continuous control and correction.)
- Rigid leadership creates confusion. Our management avoids at any time rigid management?(Explanation: Management is open to be challenged by reason and diversity. Our management trusts the colleagues and employees.)
- Un-clarity causes tension and under-performance. All our communication is clear and transparent?(Explanation: If under performance would occur, our management then pays enough attention to examine tension and un-clarity. Management is willing to question itself on issues of tension and un-clarity.)
- We have an external focus, that gives meaning to our work. Our focus is on the client. It is the client that creates the purpose of the company and that motivates the people in the company?(Explanation: Our ultimate measurement of purpose and meaning is the value we add to our clients.)

Mechanistic Performance: Financial performance

- Our profit margin is above average in our industry?
- Our return on capital employed is above average in our industry?
- Our liquidity position is above average in our industry?
- We generate enough cash in order to auto-finance our activities and growth?
- Our cash-flow generation is above average in our industry?

Mechanistic Performance: Innovative potential

- We have a distinct methodology/process in place for developing new ideas?(Explanation: We do not only formally collect new ideas, we also have a methodology in place to enrich those ideas, and bring them to a project stage.)
- We are able to produce creativity on demand?(Explanation: We have the people, teams, culture and processes, that would allow us, indeed on demand, to come up with creative (new) solutions for clients.)
- Our culture regards idea generation as a key business practice?(Explanation: We measure our management on idea generation and reward them for idea generation. Idea generation is encouraged throughout the company.)

- I personally develop new ideas on a regular basis?(Explanation: I could make a list of new ideas that I have brought up in the last year. Some of those ideas are discussed and investigated.)
- Our leadership models and rewards innovative thinking?(Explanation: It is part of our evaluation and innovation is rewarded on a day to day basis. It is formal part of our policies to support innovation.)
- We have a deliberate, structured process for thoroughly evaluating/refining new ideas?(Explanation: We have procedures to evaluate new ideas, but we also have refinement processes in place. We do not judge the value/quality of new ideas only or mainly on financial indicators.)
- Our culture values idea assessment/refinement as a core competence and has put the necessary policies in place to support that. It is a responsibility of each manager and unit.

Holistic Performance: Sustainable development and social responsibility

- Our company values unconditional responsibility?(Explanation: One is absolutely responsible for what one does. In their actions, the managers are unconditionally responsible.)
- Our company values essential integrity?(Explanation: Integrity is the key value of a leader in our company, and it is expected from each manager to seriously strive for that integrity.)
- Our company values ontological humility?(Explanation: It is accepted that all ideas are per se equally valuable and they have the merit to be evaluated on their value. In our company, one assumption is not per definition better than another. Every assumption made, or any proposal made has equal right to be taken serious. Managers are expected to practice that in their leadership position.)
- Our company values conscious behaviors?(Explanation: A manager is expected to pay attention to be conscious of what s/he is doing at any moment and of what the impact is of what s/he is doing on others.)
- Our company values authentic communication?(Explanation: It is expected from a manager to be authentic in her/his communications and to avoid to have double messages, hidden agendas, etc.)
- Our company values constructive negotiation?(Explanation: Negotiation is not a battle but an honest exploration of possible win-win situations. Management is assumed to practise this viewpoint.)
- Our company values impeccable coordination?(Explanation: In whatever a manager is doing, it is assumed that s/he makes sure that her or his actions, projects, etc are coordinated with all who might have an interest in them, or might be impacted by them.)

- Our company values conscious responses?(Explanation: A manager is expected to pay attention to think before s/he responds, and to give conscious answers, that are part of her or his integral personality.)
- Our company values emotional mastery?(Explanation: Managers are expected to train themselves in emotional mastery, and to strive to avoid impacting on others with a possible emotional instability.)

Holistic Performance: Knowledge and learning

- In our company, project managers should use other than financial factors to measure success. In their managerial role, they should practice that.
- The rigidity of processes gives people very little possibility for correction?(Explanation: In our company, managers are expected to avoid this kind of rigidity in processes where they have a responsibility. Management allows for mistakes, and supports the correction of them.)
- Interaction is important, so harmony between people is crucial? (Explanation: In our company, managers actively seek harmony between people, in projects, inside the company and in the interaction with clients.)
- Confidence and control are two contrary variables. However, they are both necessary. (Explanation: In their role, our managers are required to pay attention to give space to both, but to manage the sometimes difficult balance.)
- Confidence and motivation have a strong influence on exchange and the creation of knowledge?(Explanation: Our managers pay attention to create that confidence between them and their colleagues. They pay attention to support an environment where experience and lessons can be exchanged in a trusted environment.)
- Confidence must always be built; the level at the start is never enough.(Explanation: It is a point of attention for management to make sure to continuously pay attention to strengthening the confidence levels in our organisation)
- Interaction without knowledge, does not allow learning.(Explanation: We try to use evidence and facts in our exchanges, in order to allow all to learn easier.)
- Interaction without confidence and motivation does not allow learning.(Explanation: Our managers are expected to pay active attention to the creation of a learning culture in our organisation, where confidence and motivation are the basic conditions.)
- Motivation and organization seem to interact positively.(Explanation: People are motivated when they work in an organised environment, since this improves the motivation of people. In our leadership we are expected to pay attention to organise in a way that will motivate our colleagues.)

- Interaction is always necessary for the construction of confidence.(Explanation: Our management is therefore expected to create a situation and events where this interaction can take place.)
- If there are agents at group level who do not cooperate, the learning of the group stops.(Explanation: A manager is encouraged to solve issues in the group, in order to avoid that they prevent the learning of the group. A manager is requested to avoid that underperformance takes over the operations of groups.)

Appendix 2

Background information on the hospital (case study 1)

The hospital under study is a large public hospital in the Western Cape province of South Africa. Annual admissions in 2011 (last available data at the moment of the study) were 50,805 and bed occupancy was 89.9% (which is high, but justifiable given the need in South Africa). Occupancy in the US, for instance, is around 75%. The number of operations performed annually, was 31,125 and the number of deliveries 7139. The average length of patient stay was 5.9 days.

The hospital operates within the broader public healthcare system. As referral centre this hospital receives patient referrals for specialist and super-specialist medical care (level 3 patients) from all primary and secondary health-care facilities in the particular tertiary-care drainage area. In addition, this hospital also serves as secondary health-care facility and admits patients for specialist medical attention (level 2 patients), either directly through outpatient clinics or as referrals from local primary care facilities, within the secondary-care drainage area.

At the moment of the research, there were around 3750 staff members. While it was difficult to draw conclusions from very incomplete data and the lack of comparables, it appears that the organisation has seen significant staff turnover (11.65% appointments and 7.79% terminations in the last 11-month period before the data gathering) and incurs significant expense (R60 192 441, value of 2011) through large numbers of staff members (97.93%) going on leave.

A large staff satisfaction survey was conducted at the end of 2010 (two and a half years before this research). The survey involved a self-administered questionnaire, which included 59 structured questions, categorised into the following 9 sections:

1. Opinion of the organisation
2. Communication and consultation within the organisation

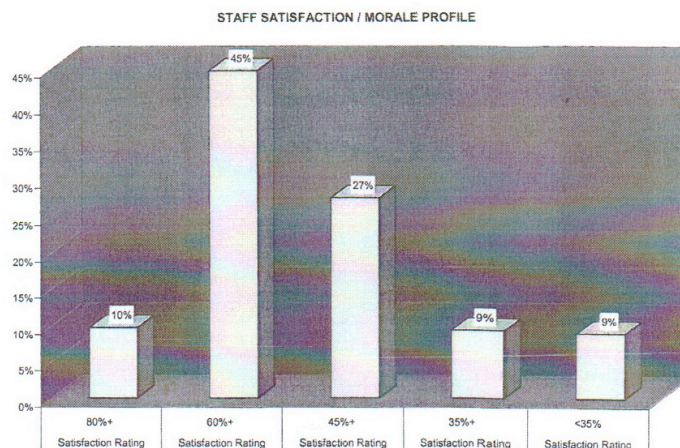
3. Service provided by administrative components
4. The immediate working environment
5. The physical work environment and safety and security
6. Performance appraisal
7. Education and training
8. Improving the workplace
9. Years of service

Respondents were asked to grade their response on a Likert-type scale of 1 – 5, where 1 represents ‘strongly disagree,’ 2 represents ‘disagree,’ 3 represents ‘neither agree nor disagree,’ 4 represents ‘agree,’ and 5 represents ‘strongly agree.’

Questionnaires were distributed by the Quality Assurance manager to all departments within the hospital and collection boxes were set up at various points in the hospital, where respondents could submit completed questionnaires. 3000 questionnaires were distributed and 278 completed responses were captured (9.27%). The below figure shows some results.

Staff satisfaction level is rated as follows:

80% = Very good 60% = Good 45% = Satisfactory 35% = Poor
 <35 = Very Poor

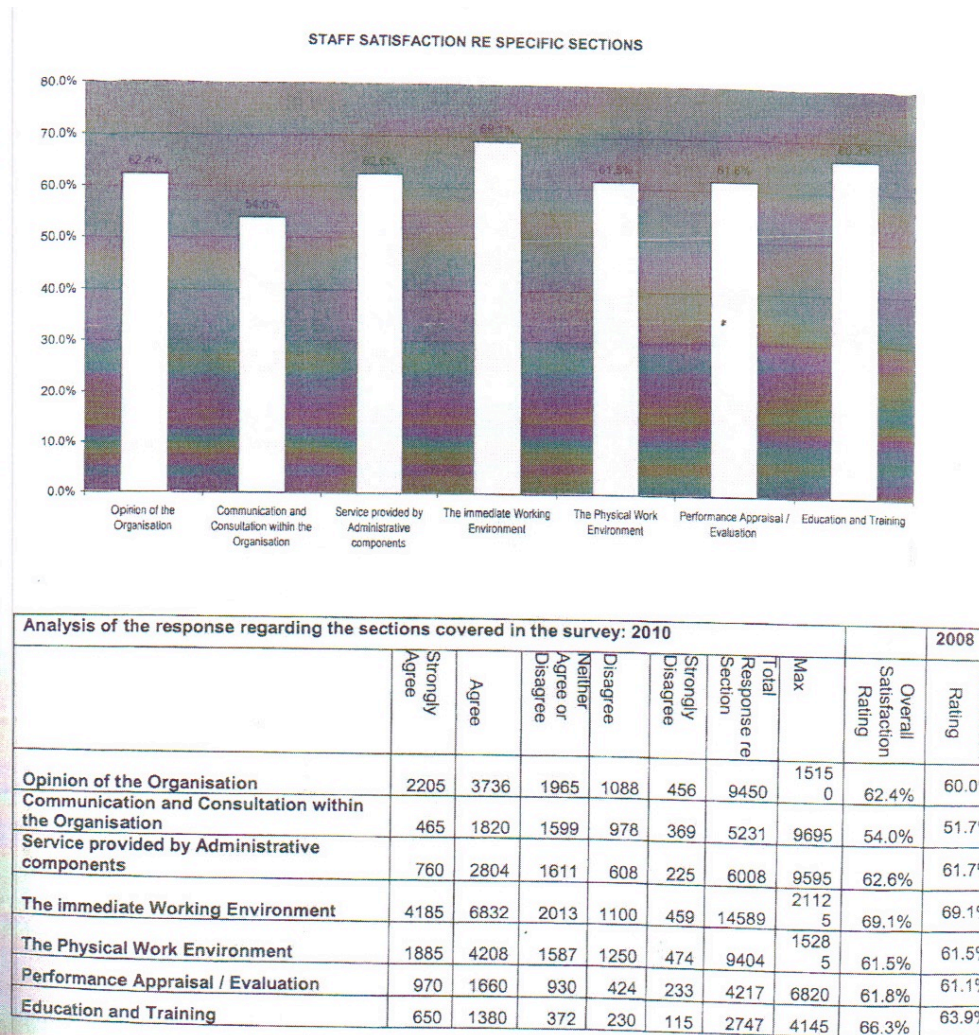


Staff Satisfaction Profile

	Satisfaction Rating 80%+	Satisfaction Rating 60%+	Satisfaction Rating 45%+	Satisfaction Rating 35%+	Satisfaction Rating <35%	Audit
Number of Staff	27	124	76	26	25	278
Percentage of Staff	10%	45%	27%	9%	9%	100%
Satisfaction / Morale	Very Good	Good	Satisfactory	Poor	Very Poor	

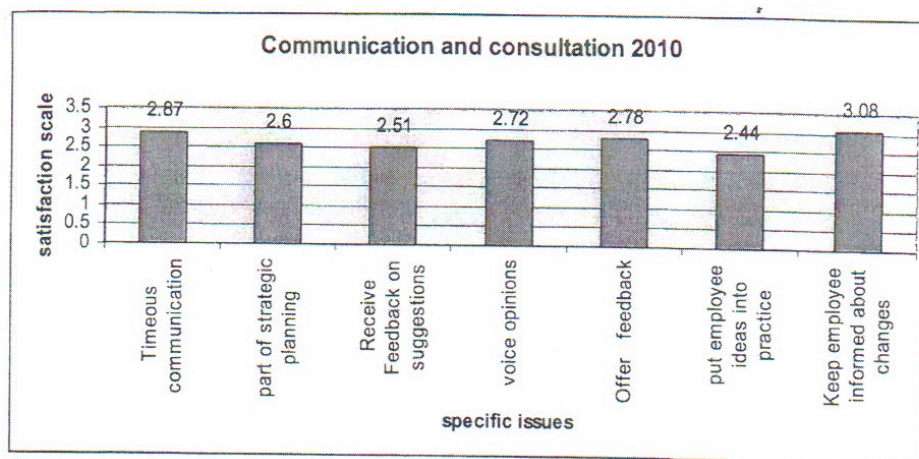
Taken from the Staff Satisfaction Survey 2010 results.

Staff were generally satisfied, but did highlight a few areas for improvement. Most of the employees (82%) were shown to be satisfied to some or the other degree, working at this organisation. Nearly 1 in 5 however (18%), showed a general satisfaction rating of poor or very poor.



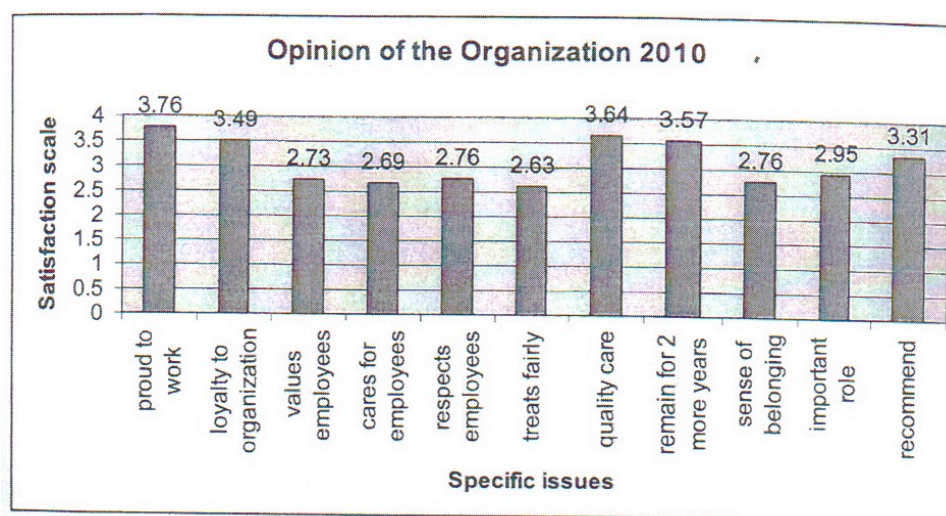
Taken from the Staff Satisfaction Survey 2010 results

All the relevant sections of the survey received responses corresponding to an overall satisfaction rating of over 60%, except the section pertaining to “communication and consultation within the organisation.”



Taken from the Staff Satisfaction Survey 2010 results.

All the issues in this section received an overall negative response, with the exception of keeping employees informed about changes. Suggestions were made on operating in silos. There was a clear request for improved communication within the organisation.



Taken from the Staff Satisfaction Survey 2010 results.

In the section pertaining to “opinion of the organisation,” it was shown that employees are, overall proud to work at and loyal to the organisation, as well as committed to providing quality care. However, lower levels of satisfaction related to feeling valued, respected, treated fairly, cared about and acknowledged by the organisation. There appeared to be little sense of belonging.

The themes of poor communication and feeling under-valued were seen repeatedly in the survey results and highlighted in other areas of the questionnaire. There were some more poor values, in an overall positive situation.

While there is general satisfaction, an important minority is not happy. The major issues of dissatisfaction amongst employees appear to be related to poor internal communication and cohesion as well as not being valued as an integral part of the organisation.

In our research project, 51 participants took part in the research, which included respondents from the five overall clinical divisions (medicine, surgery, obstetrics and gynaecology, anaesthetics and radiation oncology), as well as from the departments of radiology, physiotherapy, audiology, speech therapy and the pharmacy.

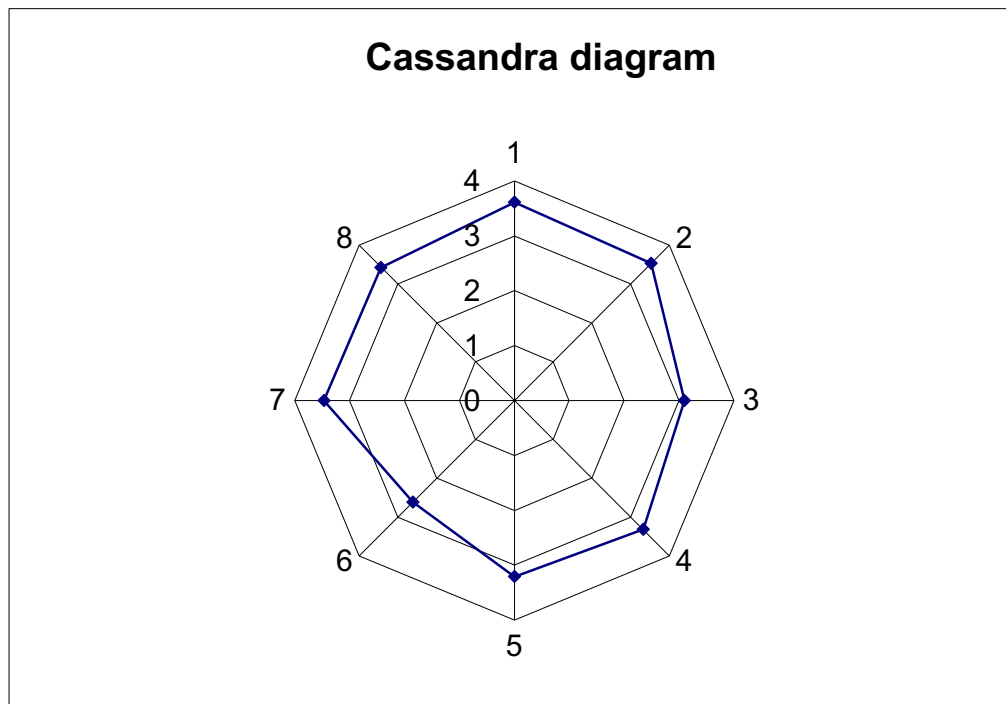
Appendix 3

Average scores for the Cassandra Survey

The following average scores (arithmetic mean) on the Cassandra Survey is based on the 51 respondents of this research. As mentioned they were part of different clinical divisions (medicine, surgery, obstetrics and gynaecology, anaesthetics and radiation oncology), and the departments of radiology, physiotherapy, audiology, speech therapy and the pharmacy. Except 4 (administrative positions), all were actively in contact with patients.

<u>Values</u>	
Axis 1: Diversity	3.61
Axis 2: Complexity	3.53
<u>3.58</u>	
<u>Personal development</u>	
Axis 3: Personal wellbeing	3.10
Axis 4: Leadership and teamwork	3.32
<u>3.21</u>	
<u>Mechanistic performance</u>	
Axis 5: Financial performance	3.21
Axis 6: Innovative potential	2.61
<u>2.86</u>	
<u>Holistic performance</u>	
Axis 7: Sustainable development and social responsibility	3.47
Axis 8: Knowledge and learning	3.43
<u>3.45</u>	

Overall mean scores per axes (n=51)



CASSANDRA Overall mean scores, radar representation

The 68 questions that constitute the questionnaire, as given in appendix 1, were slightly modified from the original version, in order to be more accessible to the medical staff, and more relevant for a medical context. The response to each question uses a Likert-type rating scale, in which 1 represents 'strongly disagree', 2 represents 'disagree', 3 represents 'neither agree nor disagree/don't know', 4 represents 'agree' and 5 represents 'strongly agree'.

From the overall responses in previous table, we see that the organisation scores highest in the Values quadrant (3.58), on both the Diversity (3.61) and Complexity (3.53) axes. These were the only areas which had an overall mean score higher than 3.5, which may be considered a clear positive evaluation. The Mechanistic Performance quadrant received the lowest score (2.86) of the four quadrants, due to the Innovative Potential axis receiving an overall score of only 2.61.

The detailed scores (mean) per question is given in the next table, based on the above mentioned sample.

Axis 1: Diversity

Does your organisation have ethical codes?	4.24
Does your organisation produce sustainability reports?	3.24
The organisation has anti-discrimination policies.	3.75
Does the organisation have Corporate Social Responsibility indicators?	3.18
The organisation should be in regular communication with all those entities involved in	4.08
It is important to assess the work environment/circumstances/situation	4.25
Our organisation has a human resources policy that pays attention to retaining current	2.84
Having a variety of different opinions on a situation is useful.	4.14
The organisation pays attention to internal communication between	3.12
Our leadership is strongly committed.	3.53
We have active interest groups in the organisation.	3.37

Axis 2: Complexity

Chaos/disorder within this organisation's environment can lead to people being more dynamic and creative in their thoughts and actions.	2.22
In order for this organisation to evolve, it requires both the development of new ideas	3.67

and the extinction of old ideas.	
Diversity is necessary in order for new ideas/processes to emerge within your organisation.	4.12
It is important to the success of an organisation to have the characteristic of being unpredictable to competitors.	3.25
The capacity of individuals within an organisation to organise and manage themselves is an indicator of long term sustainability.	3.82
Interactions between the individuals in an organisation is essential for the organisation to self-organise.	4.14
High performance/better outcomes emerge through the unique and spontaneous interaction of individuals, more than through rules and processes.	3.18

Axis 3: Personal well-being

We have an active policy and programs for the development of individual	3.18
The organisation also values time that is not immediately productive, but may have long term benefits.	2.96
The organisation has a culture of being non-judgemental on	3.22
Joy is an active element of our work life.	2.90
I feel valued in my organisation.	2.92
Managers in our organisation are free (to a reasonable extent) to use their discretion	3.31
There is the opportunity for you to realise your desires in performing your daily activities.	3.20

Courage is valued in the organisation.	2.90
I feel an essential part of the whole.	3.27

Axis 4: Leadership and teamwork

Each individual is well trained and prepared to do his/her job.	3.10
A constant sense of awareness, instead of mindless activity, is essential for success.	4.31
There is an intense, functional network of communication within this organisation.	2.96
The purpose in our organisation is always clear and shared	3.14
Our managers allow their subordinates reasonable freedom to use their discretion	3.31
Our managers usually communicate a vision of the outcome and allow us to fulfil it through our actions, rather than correct our individual mistakes.	3.16
Rigid leadership creates confusion in an organisation.	3.06
Lack of clarity causes tension and under-performance in an organisation.	3.65
When doing our work, we are more focussed on the overall outcome that we want to achieve, rather than the performance of our individual, isolated tasks.	3.20

Axis 5: Financial performance

My earnings are above average in society.	3.29
My possessions are above average in society	3.43

My liquidity position is above average in society (I have cash to spend on what I want, instead of money stuck in property, investments etc.)	3.12
I generate enough cash in order to be financially self-sufficient and finance the level of development that I would like to achieve.	2.96
My cash-flow generation is adequate.	3.24

Axis 6: Innovative potential

We have distinct processes/procedures in place for developing new ideas that employees suggest.	2.69
We are able to produce creativity on demand.	2.80
Our culture at this organisation regards idea generation as a key practice.	2.63
I personally come up with new ideas on a regular basis.	2.69
Our management models and rewards innovative thinking.	2.43
We have a deliberate, structured process for thoroughly evaluating/refining new ideas.	2.47
It is our culture at this organisation to value idea assessment/refinement as a core competence.	2.57

Axis 7: Sustainable development and social responsibility

Our organisation holds itself accountable for all its effects on our community/society.	3.53
Our organisation values integrity.	3.69
At our organisation, different people's opinions are valued, considered and taken seriously, no matter who they are.	3.18

Our organisation values conscious, considered, intentional behaviours	3.63
Our organisation values honest and direct communication.	3.65
Our organisation values constructive criticisms, discussions and negotiations.	3.31
Our organisation values that spontaneous co-ordination between individual actions, which sometimes occurs in group activities.	3.31
Our organisation values conscious, well considered and thought-out responses to situations and challenges.	3.63
Our organisation values emotional mastery - the ability of acknowledge a particular emotion and make a conscious decision on how to express it.	3.31

Axis 8: Knowledge and learning

Managers use indicators other than those of patient turnover to measure success.	3.29
Rigid rules and regulations within the organisation make it difficult for people to learn	3.08
The interaction between individuals is important and good relationships are seen as crucial to the performance of the organisation.	3.75
Trusting others to perform and controlling performance are two contrary variables.	3.10
Confidence and motivation have a strong influence on the exchange & creation of knowledge.	3.90
Confidence must constantly be developed; the level at the start is never enough.	3.92
Interaction with other individuals, without knowledge, does not allow learning.	2.98
Interaction with other individuals, without confidence and motivation does not allow learning.	3.02
Motivation and organization seem to go hand in hand to produce a better outcome.	3.98
Interaction with other individuals is always necessary for developing	3.73

If there are individuals within a group who do not cooperate, the learning of the group stops.	3.02

Appendix 4

Results of the Artificial Neural Network training

The sample consisted of 51 respondents, who answered all questions. This data was captured electronically using the website cassandratest.com, which has the capacity to create a specific Excel sheet out of the answers. The outcome of the 51 participants answering the Cassandra questions, hence becomes a Excel sheet with 51 rows and 68 columns (the number of questions).

The analysis of that Excel sheet is done using Artificial Neural Networks (ANN) and in particular using the NeuroXL Clusterizer software. While ANN can be used for many different applications, it is in the first place a very strong “pattern recogniser”. Hence we have used to try and find in the responses two things: first “pockets” (groups) of roughly like-minded people, assuming that based on our theoretical concepts, cooperation, agency and interaction is what creates, via emergence, “harmony”, common understanding, support, and eventually happiness. If indeed “all” people would feel the same about these 68 questions, which are a materialisation of our concepts of holism and consciousness, then we do assume, based on our theory, that this will lead to a more harmonious, healthy organisation. If on the contrary each and every person would have a different view on all issues related to consciousness and sustainable performance in the company, as argued in the theory, we assume that this will lead to much less healthy organisations. More clusters would point to more potential for unhealthiness; less clusters would point to more potential for healthiness.

In practice this first angle of the research is looking for the most ideal “number of clusters” (groups of like-minded) that would produce the best coherence inside each cluster. This means that within each cluster, the participants share roughly the same opinions. That would have given us a topology of the company in respect to the “problematic”. How many different groups do we have? The more groups we would need, in order to be able to observe coherence inside each group, the more

it would show spread of opinion. The less groups we would need, the more you would expect overall coherence, or at least this situation seems more harmonious than one with many clusters. This is a first indication of potential “healthiness” of a company.

In a second stage, we want to explore using ANN, in a way how the questions “cluster”. While in the first stage we “clustered” around the rows (the participants) we now want to see whether we can cluster around questions, around which questions, and in particular which of those questions show strong coherence, or rather very weak coherence (participants sharing or not their opinion). The outcome of this analysis shows which particular questions cause either coherence (having the same ideas) or non coherence (having opposed ideas). In other words, can we identify where coherence is (on which issues) and indeed could we corroborate with the outcomes of the Staff Survey to see whether those areas are recognised by staff as “pleasant”, positive, productive ones, leading to satisfaction.

This second type of analysis will suggest us two things. First it gives areas that need either lots or almost no attention if we would like to work towards a more healthy organisation. Secondly it would be an experimental validation that coherence might be a key concept for measuring and managing consciousness in an organisation. That “validation” would suggest an important lever for working towards a healthy organisation, i.e. improving its “coherence”. As discussed in our theory, there are known and tested approaches to improve internal coherence, as well as coherence on group level.

The following diagrams show the result of a large number of experiments we ran. They are briefly commented, and will be used in the analysis of the exploratory case. At this stage, we do use ANN as an exploratory tool, fitting our ontology of non-materialism and our epistemology as described. The Y-axis represents the (average) value, the X-axis the questions.

The first few diagrams show that whether we cluster in 2, 3 or 4 clusters, we do get clusters of significant weighting. The clustering in 2 clusters shows good coherence on all questions before C7 (C refers to Complexity, etc), and again good coherence past K7. In between, the de-coherence is largest in this dataset. For the diagrams with 3 or 4 clusters, that is not so different, hence that seems to point to overall coherence (independent of the number of clusters) on the questions indicated, and the same for the de-coherent questions. The latter (the questions 'suffering' from non-coherence) could suggest a problem area. If we cluster in more than 4 clusters, important de-coherence shows up on questions D9-D11.

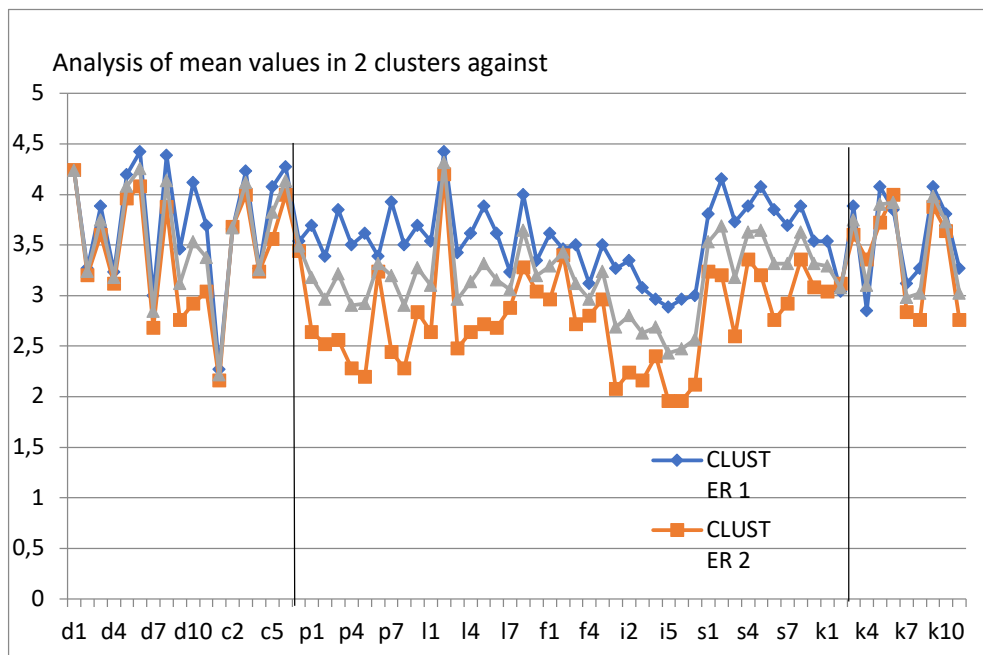


Fig. 1: Mean values of 2 clusters

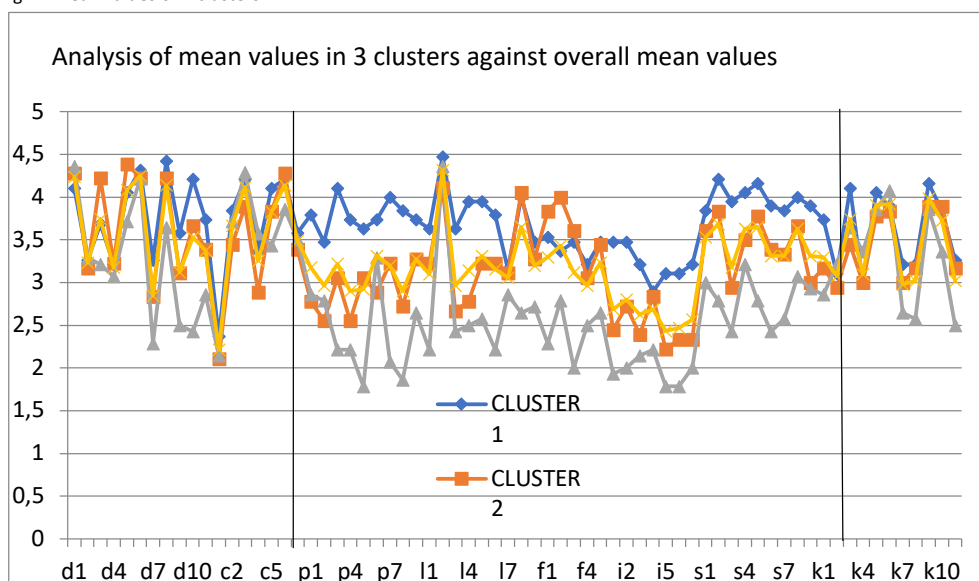


Fig. 2: Mean values of 3 clusters

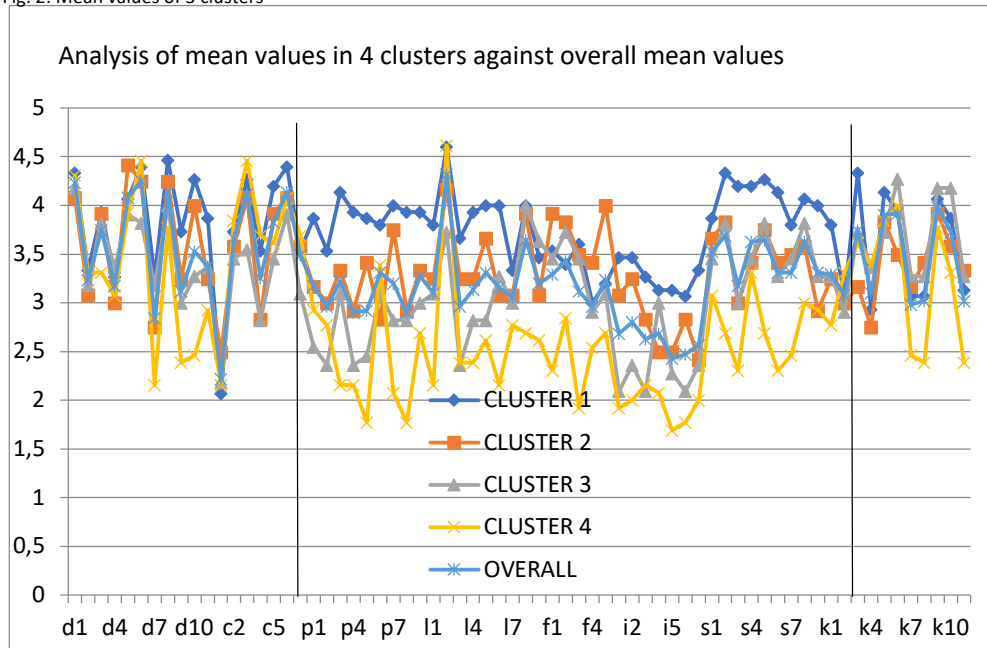


Fig. 3: Mean values of 4 clusters

We now want to zoom in on the middle part where de-coherence is suggested. Analysing this subset (the middle part with mainly non-coherent questions) with two clusters, gives clear significant clusters (and the 'overall' line indeed seems to be an 'average'), where the average values inside each cluster differ clearly in the two clusters. The next diagram exhibits that.

This suggests indeed a greater degree of de-coherence in the responses received to these questions. Within this segment, obviously, some questions show again more coherence than others. Figure 4 illustrates that some interesting questions are L2, L7 and S1 (red arrows), and arguably also for P6, F2, I4 and S4 (orange arrows).

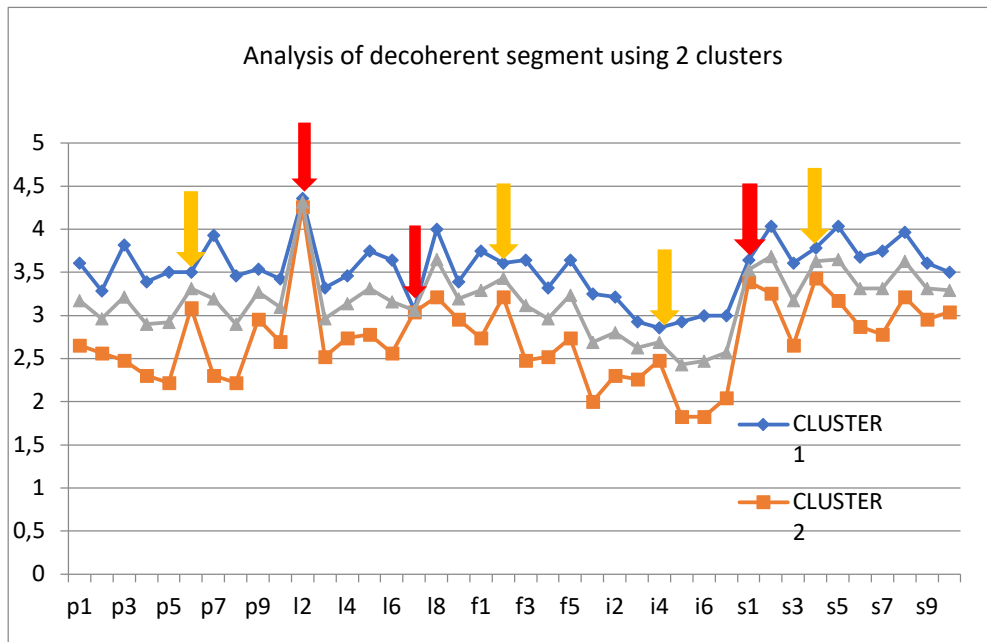


Fig. 4: Analysis of the de-coherent segment, with 2 clusters.

Then we continue, on the same subset, to analyse in 3 clusters (and again they have significant weightings: 39.22%, 29.41%, and 31.37%). As figure 5 shows, we again see greatest coherence in the responses to questions L2 and L7 (red arrows). For I4 and S1 we see greater coherence between clusters 1 and 2, while in the case of S4 and P6 we see greater coherence between clusters 2 and 3 (orange arrows).

Question F2, however, shows more observable de-coherence than in the case of two clusters (previous figure).

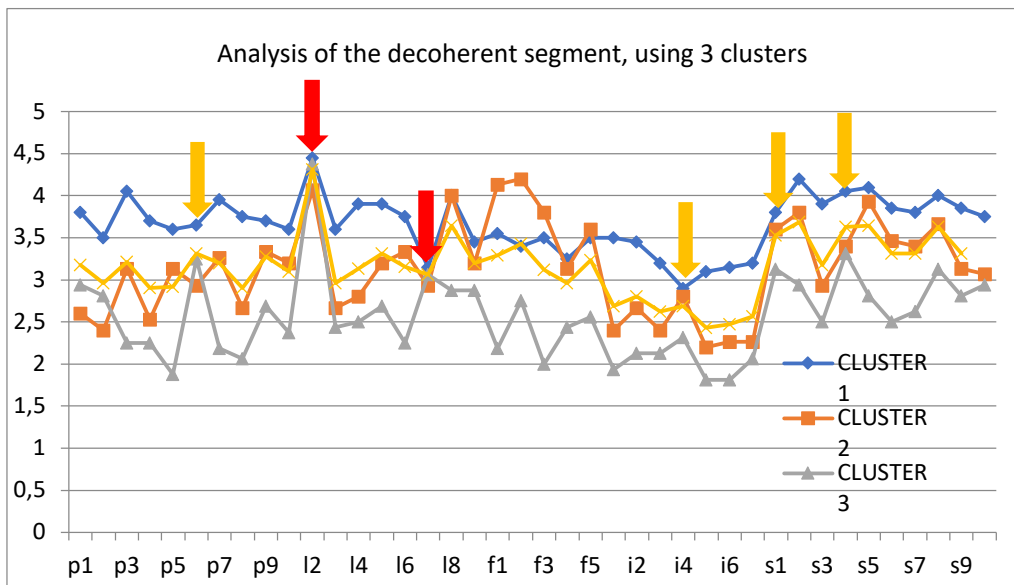


Fig. 5: Analysis of the de-coherent segment, with 3 clusters

If we go on with analysing in 4, 5 and 6 clusters, we see, as expected, that on some questions, more de-coherence will appear. The following figures show these analysis, each time indicating with the color arrows interesting questions (issues).

With 4 clusters (weighted as 31.37%, 27.45%, 15.69% and 25.49%), as shown in figure 6, we see the greatest coherence associated with questions L2 and L7 (red arrows). Question S1 suggests coherence (except for cluster 4), and the same seems true for S4 (except for cluster 1). P6 then suggests more de-coherence than in previous analysis, (with a little exception in cluster 1), while L9 (arguably) suggests slightly more coherence (orange arrows). Figure 7 shows the analysis with five clusters (weighted at 29.41%, 13.73%, 25.53%, 17.65% and 15.69%): greatest coherence in L2 and S1; less coherence in L7 (red arrows). Questions S4 and P6 suggest issues of coherence (with an exception in cluster 1) (orange arrows). We also observe that after l7, bigger coherence seems to show up between clusters 2, 3 and 4.

Next in 6 clusters (weighted at 23.53%, 13.73% and the remaining 4 clusters each weighted at 15.69%), shown in figure 8, coherence is clear in L2 and arguably in S1 (red arrows), while I7 shows arguably some more coherence (except in clusters 1 and 6). Analysis in 7 clusters (all weighted between 9.80% and 19.61%), as seen in figure 9, clear coherence is suggested in L2, and fair coherence in question S1 (red arrows).

If we continue to try and analyse in more than seven clusters, the cluster weights become insignificant, which is not surprising with a sample size of 51. Increasing the number of clusters further brings the analysis closer to a representation of the diversity in the values, rather than making an attempt to look for structure.

Recall that we aim to find more detail in the area that showed earlier the highest de-coherence. An analysis with four or five clusters appears to be the most helpful in revealing which issues might still show eventually coherence. Greatest coherence in this segment of de-coherence is situated around L2, reasonable coherence around L7 and S1, and still some coherence around P6 and S4 (with the exception of cluster 1). Given that these observations come consistently out of the different analyses with different numbers of clusters, it is fair to say that the rest of this data-subset seems to contain de-coherence, independent of the number of clusters used.

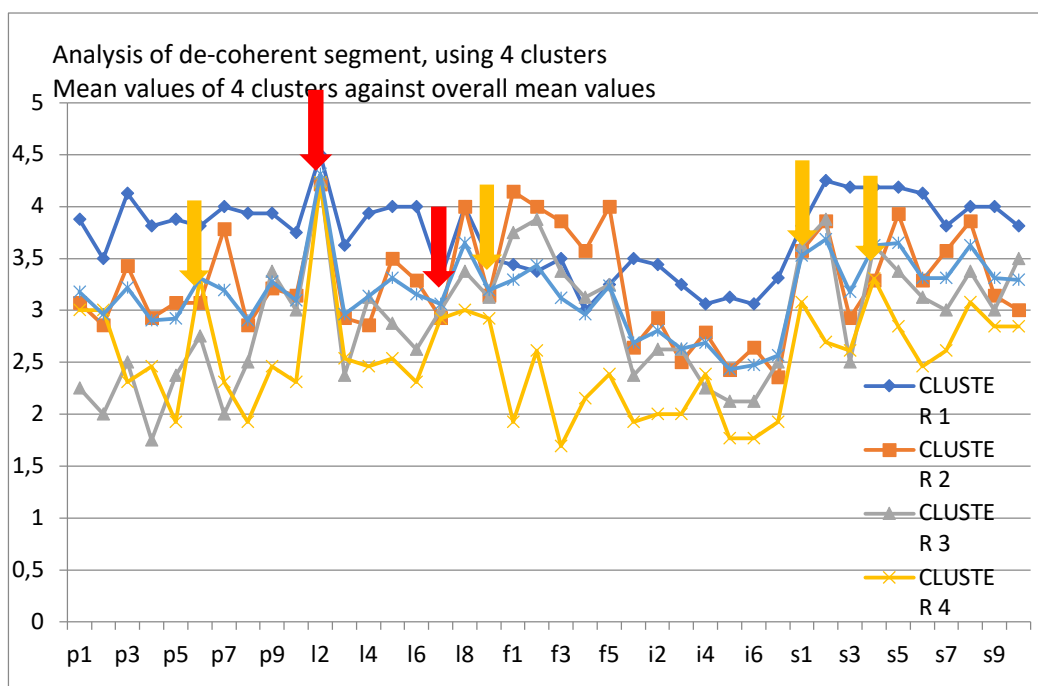


Fig. 6: Analysis of the de-coherent segment, with 4 clusters

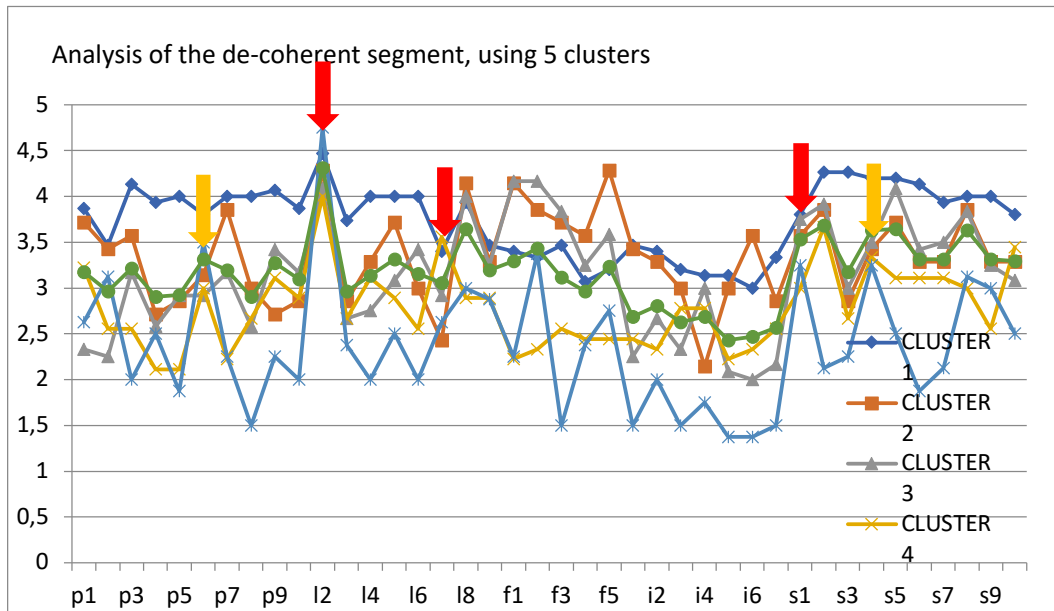


Fig. 7: Analysis of the de-coherent segment, with 5 clusters

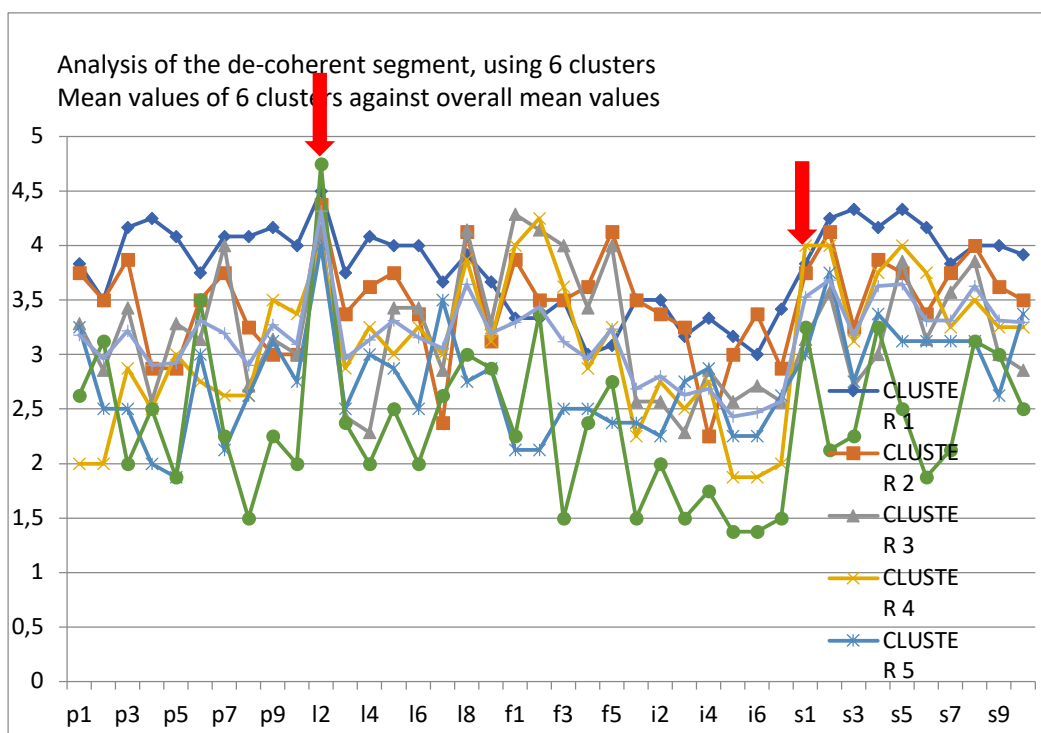


Fig. 8: Analysis of the de-coherent segment, with 6 clusters

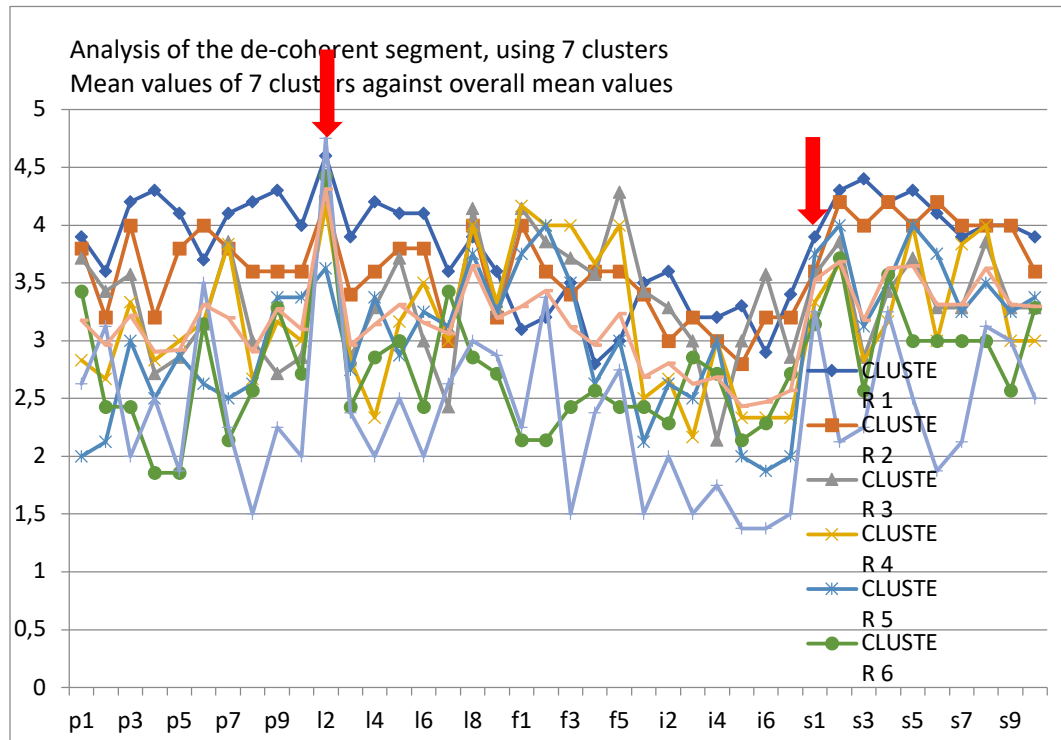


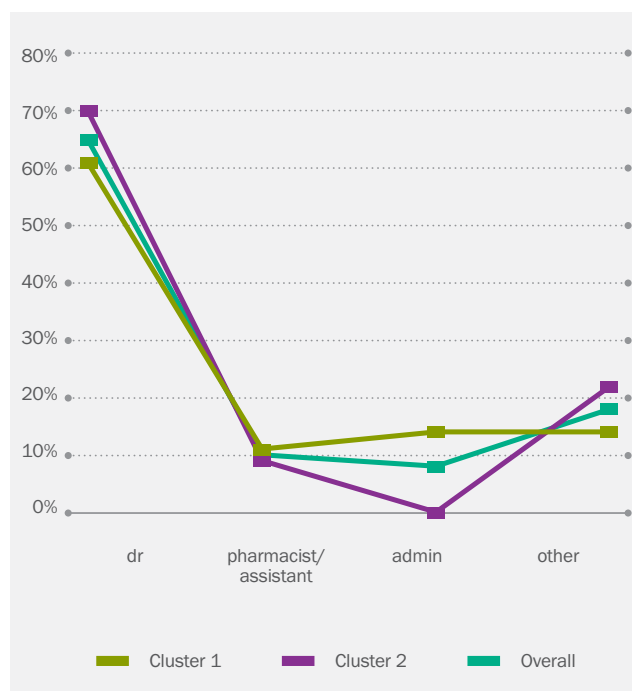
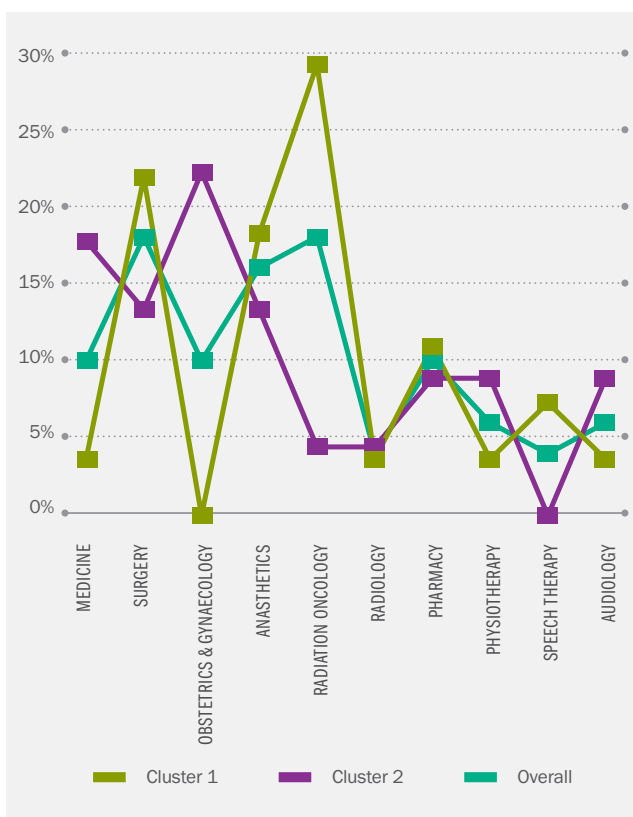
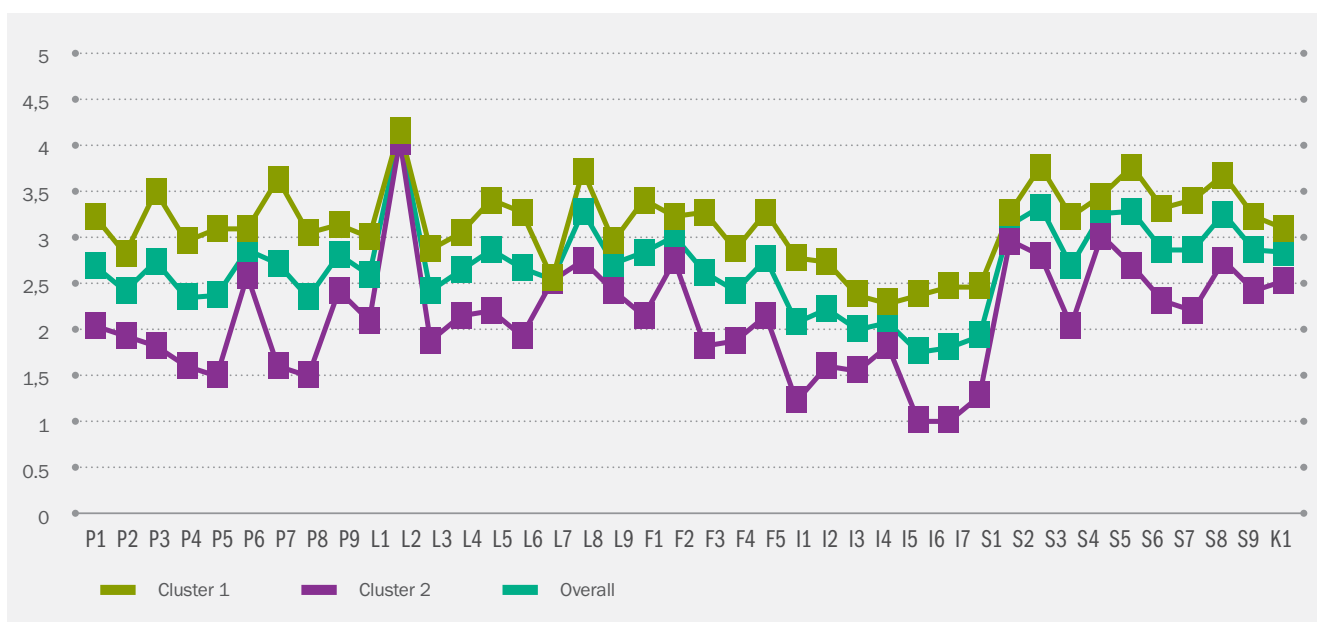
Fig. 9: Analysis of the de-coherent segment, with 7 clusters

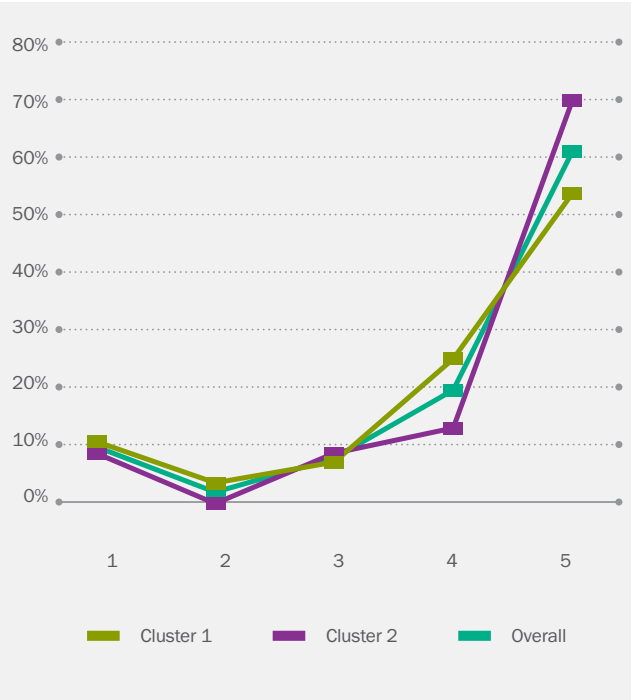
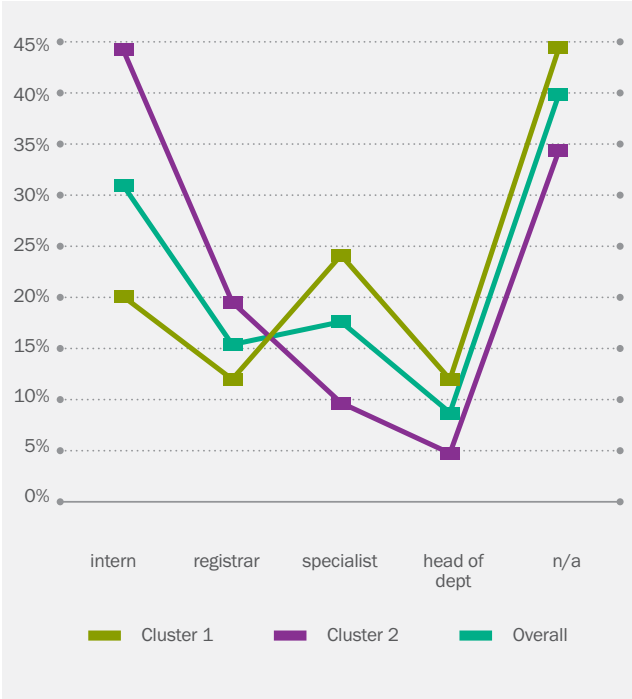
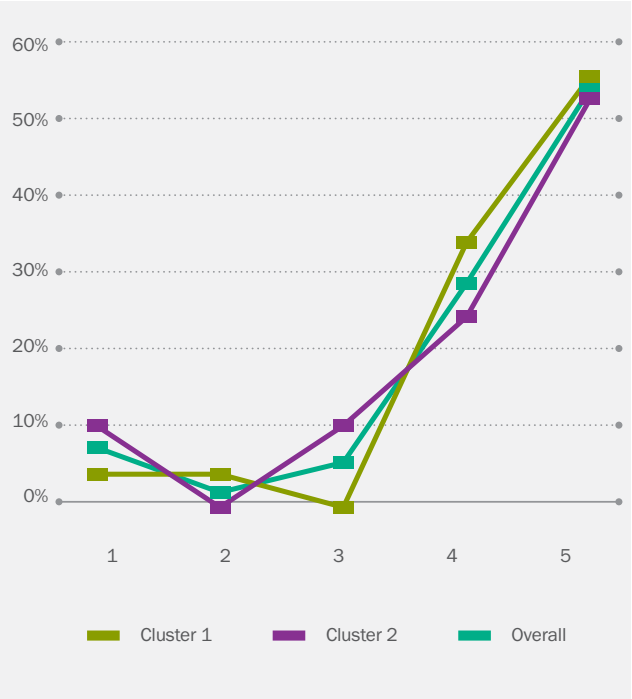
All this detail on coherence or non-coherence have allowed Kameel Naidu to formulate some very interesting insights and remedies for improving the daily operations of the Hospital. We repeat that this is not the purpose of our research.

Appendix 5

Raw data set

See separate excel documentation





Respondent Number	Age	Clinical heirarchy	GSH experience	Description	Department	p1	p2	p3	p4	p5	p6	p7	p8	p9	I1	I2	I3	I4	I5	I6	I7	I8	I9	f1	f2	f3	f4	f5	i1	i2	i3	i4	i5	i6	i7	s1	s2	s3	s4	s5	s6	s7	s8	s9	k1	Clusters
1	5	registrar	5	dr	anasthetics	5	4	5	3	3	4	3	4	3	3	5	5	4	4	4	3	4	2	5	3	4	3	4	3	3	2	2	2	2	3	5	3	4	5	5	5	5	4	5	1	
2	3	n/a	4	admin	radiation oncology	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	2	2	2	2	2	4	2	2	4	2	2	2	2	4	4	4	4	4	4	4	4	4	4	1
3	4	registrar	4	dr	radiation oncology	4	4	4	2	2	4	4	3	2	2	5	2	3	4	4	2	5	4	4	4	2	4	4	4	4	2	3	4	3	4	4	3	4	4	4	4	4	2	4	4	1
6	5	n/a	3	audiologist	audiology	2	2	4	4	4	2	4	4	5	4	5	4	5	4	4	4	5	2	2	4	2	4	3	4	4	2	4	3	4	4	4	5	5	4	5	4	4	4	4	1	
10	5	n/a	5	speech therapist	speech therapy	4	2	3	2	4	2	4	3	2	4	4	2	2	4	3	3	4	3	4	4	4	4	4	3	3	2	3	3	3	4	4	4	3	4	4	3	4	4	2	1	
11	4	specialist	4	dr	anasthetics	4	4	4	4	3	4	4	2	2	3	5	3	4	5	4	3	4	2	4	4	5	5	4	3	3	2	3	4	2	4	4	2	4	4	2	4	2	4	1		
12	4	specialist	3	dr	radiation oncology	4	4	4	5	4	4	4	4	4	3	5	4	4	4	4	2	5	4	3	3	3	2	2	4	4	3	2	2	3	4	4	4	4	4	4	4	4	4	1		
14	1	head of dept	1	dr	radiation oncology	3	3	4	4	4	4	4	3	4	4	4	3	4	4	4	4	4	4	5	5	4	4	3	4	3	4	5	2	3	3	4	4	4	4	4	3	4	4	1		
16	4	specialist	4	dr	anasthetics	3	4	5	4	4	3	4	4	4	4	4	3	4	4	2	3	3	3	2	2	2	4	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	1		
17	3	specialist	4	dr	anasthetics	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	2	4	4	4	2	2	4	2	4	3	4	3	4	4	4	4	4	4	4	4	4	4	3	1	
18	1	head of dept	1	dr	radiation oncology	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	2	2	4	2	5	5	5	5	5	4	4	5	4	1		
19	5	n/a	5	admin	radiation oncology	4	1	4	4	4	4	4	4	4	5	3	4	4	4	3	5	4	2	1	4	2	2	3	4	2	3	4	3	4	4	4	5	4	4	4	4	4	3	1		
20	4	specialist	5	dr	anasthetics	4	4	3	2	4	4	4	3	4	2	4	2	3	4	3	2	4	3	5	5	4	2	4	3	2	2	2	3	4	3	2	3	2	3	3	4	3	2	3	1	
24	5	n/a	5	pharmacist/assistant	pharmacy	3	3	3	3	4	4	3	4	4	5	3	3	4	4	1	4	2	4	4	4	4	3	3	3	4	3	4	4	4	5	5	5	5	3	3	4	4	1	1		
25	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	2	4	4	4	4	3	3	3	4	4	4	3	4	4	2	3	2	3	4	4	3	3	2	3	3	3	3	4	4	3	4	3	4	4	1			
26	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1		
28	3	n/a	2	admin	radiation oncology	2	2	4	2	4	2	4	3	4	4	2	4	4	4	4	4	4	4	3	4	4	4	4	4	3	2	2	2	2	4	4	2	3	4	4	4	2	4	1		
29	5	n/a	5	admin	radiation oncology	5	5	5	5	4	4	5	5	4	5	4	5	4	3	2	4	2	4	5	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4	3	3	4	5	1		
31	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	5	3	4	3	2	3	3	4	4	3	3	4	3	4	4	3	1		
37	5	intern	5	dr	surgery	4	3	4	4	4	4	4	3	4	4	3	3	3	4	4	4	4	4	3	3	4	4	3	3	2	3	3	4	4	4	4	4	5	5	4	4	4	1			
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45	5	n/a	5	physiotherapist	physiotherapy	5	5	5	5	5	4	5	5	5	5	4	5	5	5	5	4	5	5	4	5	3	3	5	5	3	4	3	4	3	5	5	5	5	5	4	4	4	1			
E3	1	head of dept	1	dr	radiology	4	4	3	3	3	2	3	2	3	3	4	3	3	3	3	4	3	4	4	4	4	4	3	3	3	3	4	3	3	4	3	4	3	3	3	4	3	4	1		
E5	4	specialist	4	dr	medicine	3	4	4	3	4	2	4	3	4	4	5	3	3	4	2	3	4	1	5	5	4	2	4	2	3	2	4	2	2	2	4	4	3	4	4	2	3	4	2	3	1
9	5	n/a	5	speech therapist	speech therapy	2	2	2	3	3	3	3	3	3	4	4	3	3	3	3	3	4	4	4	4	4	4	3	3	2	2	2	2	2	4	4	4	4	4	4	4	4	3	3	1	
33	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	1		
34	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	4	3	4	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	3	1		
E4	4	registrar	4	dr	surgery	4	2	4	5	3	4	4	4	4	2	4	2	2	4	4	2	5	4	4	4	4	4	4	2	2	2	4	2	2	2	2	2	2	4	2	4	3	2	1		
44	4	n/a	3	physiotherapist	physiotherapy	5	4	3	3	2	3	3	3	3	3	4	3	3	3	3	4	4	4	1	1	2	1	2	2	2	4	2	2	3	4	4	4	4	4	4	4	3	2	3	2	
E2	1	head of dept	1	dr	surgery	2	2	2	5	4	2	4	2	5	4	5	3	3	4	4	5	4	3	4	4	3	3	3	1	4	4	5	1	1	5	5	4	3	5	5	3	3	2	2		
4	4	registrar	5	dr	anasthetics	3	3	3	3	4	3	3	3	4	4	4	3	3	4	4	3	3	4	3	3	4	3	2	3	3	3	2	2	3	3	2	3	3	3	3	2	2	4	2		
5	5	n/a	5	audiologist	audiology	4	3	3	3	3	4	2	2	2	3	5	3	2	4	3	3	4	2	1	2	3	1	2	2	2	2	1	1	2	3	3	3	3	3	2	2	3	2	1	2	
7	2	n/a	1	audiologist	audiology	4	2	2	2	2	3	3	3	2	4	3	3	3	3	4	4	1	1	1	1	2	2	1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	4	2	
8	5	registrar	5	dr	obstetrics & gynaecology	2	2	5	2	3	4	3	4	4	4	3	3	4	4	3	4	4	2	4	5	5	2	3	1	2	1	3	1	1	1	4	4	3	4	4	3	4	3	2		
13	4	registrar	5	dr	radiation oncology	2	2	2	2	3	3	3	4	3	4	5	2	2	4	2	5	5	4	2	4	2	3	2	2	4	2	2	2	2	2	4	4	2	4	2	2	4	2	4	2	
15	4	specialist	3	dr	anasthetics	2	2	3	2	3	2	2	3	3	4	4	4	3	2	3	2	4	3	4	4	4	4	4	2	2	2	2	2	2	4	4	3	4	4	3	3	4	3	2	2	
21	5	n/a	4	radiographer	radiology	4	3	1	5	1	4	4	1	1	2	3	2	3	3	1	5	5	4	2	4	2	2	4	1	5	1	4	1	1	1	2	3	1	3	3	2	3	3	2	2	
22	4	registrar	5	dr	anasthetics	2	3	3	3	2	2	2	3	2	3	1	3	4	2	3	4	2	4	2	2	3	2	2	2	2	2	4	3	2	2	2	4	4	2	4	4	4	3	4	2	
23	4	n/a	5	pharmacist/assistant	pharmacy	1	1	1	1	2	2	2	1	4	1	5	1	2	4	5	1	4	5	4	4	2	1	1	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	2	
27	5	n/a	5	pharmacist/assistant	pharmacy	3	2	2	2	4	2	2	4	4	4	3	4	2	2	4	2	2	2	2	2	2	2	3	2	4	2	2	3	3	4	2	4	3	3	3	2	2	2	2	2	
30	5	intern	5	dr	obstetrics & gynaecology	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	4	3	4	4	4	2	2	3	2	2	3	3	4	2	3	3	3	3	3	3	3	2	
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	Cluster 1	Cluster 2	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 1 minimum	Cluster 2 minimum	Cluster 1 maximum	Cluster 2 maximum
I9	3,392857143	2,956521739	6,16%	-7,50%	1	1	5	5
I8	4	3,217391304	9,68%	-11,78%	2	1	5	5
I7	3,071428571	3,043478261	0,41%	-0,50%	1	1	5	5
I6	3,642857143	2,565217391	15,39%	-18,74%	2	1	5	5
I5	3,75	2,782608696	13,17%	-16,03%	2	1	5	4
I4	3,464285714	2,739130435	10,42%	-12,69%	2	1	5	4
I3	3,321428571	2,52173913	12,18%	-14,83%	2	1	5	4
I2	4,357142857	4,260869565	1,01%	-1,23%	3	1	5	5
I1	3,428571429	2,695652174	10,67%	-12,99%	2	1	5	4
p9	3,535714286	2,956521739	7,98%	-9,71%	2	1	5	5
p8	3,464285714	2,217391304	19,38%	-23,59%	2	1	5	4
p7	3,928571429	2,304347826	22,92%	-27,90%	3	1	5	4
p6	3,5	3,086956522	5,62%	-6,84%	2	1	4	5
p5	3,5	2,217391304	19,80%	-24,10%	2	1	5	4
p4	3,392857143	2,304347826	16,92%	-20,59%	2	1	5	5
p3	3,821428571	2,47826087	18,84%	-22,93%	2	1	5	5
p2	3,285714286	2,565217391	10,97%	-13,36%	1	1	5	5
p1	3,607142857	2,652173913	13,56%	-16,51%	2	1	5	5

	Cluster 1	Cluster 2	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 1 minimum	Cluster 2 minimum	Cluster 1 maximum	Cluster 2 maximum
k1	3,5	3,043478261	6,25%	-7,61%	1	1	5	4
s9	3,607142857	2,956521739	8,85%	-10,78%	2	1	4	5
s8	3,964285714	3,217391304	9,29%	-11,30%	3	2	5	4
s7	3,75	2,782608696	13,17%	-16,03%	2	1	5	4
s6	3,678571429	2,869565217	11,01%	-13,40%	2	1	5	5
s5	4,035714286	3,173913043	10,66%	-12,97%	3	1	5	5
s4	3,785714286	3,434782609	4,36%	-5,31%	2	2	5	4
s3	3,607142857	2,652173913	13,56%	-16,51%	2	1	5	4
s2	4,035714286	3,260869565	9,48%	-11,54%	2	1	5	5
s1	3,642857143	3,391304348	3,21%	-3,91%	2	2	5	5
i7	3	2,043478261	16,79%	-20,44%	2	1	4	4
i6	3	1,826086957	21,43%	-26,09%	2	1	4	3
i5	2,928571429	1,826086957	20,45%	-24,89%	2	1	4	3
i4	2,857142857	2,47826087	6,36%	-7,74%	2	1	5	5
i3	2,928571429	2,260869565	11,46%	-13,95%	2	1	5	4
i2	3,214285714	2,304347826	14,64%	-17,82%	2	1	5	5
i1	3,25	2	20,99%	-25,55%	2	1	4	4
f5	3,642857143	2,739130435	12,60%	-15,34%	2	1	5	5
f4	3,321428571	2,52173913	12,18%	-14,83%	2	1	5	5
f3	3,642857143	2,47826087	16,85%	-20,51%	2	1	5	5
f2	3,607142857	3,217391304	5,12%	-6,24%	1	1	5	5
f1	3,75	2,739130435	13,84%	-16,85%	2	1	5	5

Cluster 1 weight (%)	Cluster 2 weight (%)
54,90%	45,10%

Demographics Analysis (Overall)

Department	No. of individuals	Percent
medicine	5	9,80%
surgery	9	17,65%
obstetrics	5	9,80%
anasthetics	8	15,69%
radiation oncology	9	17,65%
radiology	2	3,92%
pharmacy	5	9,80%
physiotherapy	3	5,88%
speech therapy	2	3,92%
audiology	3	5,88%
	51	

Clinical Heirarchy	No. of individuals	Percent
intern	14	27,45%
registrar	7	13,73%
specialist	8	15,69%
HOD	4	7,84%
other	18	35,29%
	51	

Department	Cluster1	Percent	Cluster2	Percent
medicine	1	3,57%	4	17,39%
surgery	6	21,43%	3	13,04%
obstetrics & gynaecology	0	0,00%	5	21,74%
anasthetics	5	17,86%	3	13,04%
radiation oncology	8	28,57%	1	4,35%
radiology	1	3,57%	1	4,35%
pharmacy	3	10,71%	2	8,70%
physiotherapy	1	3,57%	2	8,70%
speech therapy	2	7,14%	0	0,00%
audiology	1	3,57%	2	8,70%
	28		23	

Description	No. of individuals	Percent
dr	33	64,71%
pharmacist	5	9,80%
admin	4	7,84%
other	9	17,65%
	51	

Age	No. of individuals	Percent
1	4	7,84%
2	1	1,96%
3	3	5,88%
4	15	29,41%
5	28	54,90%
	51	

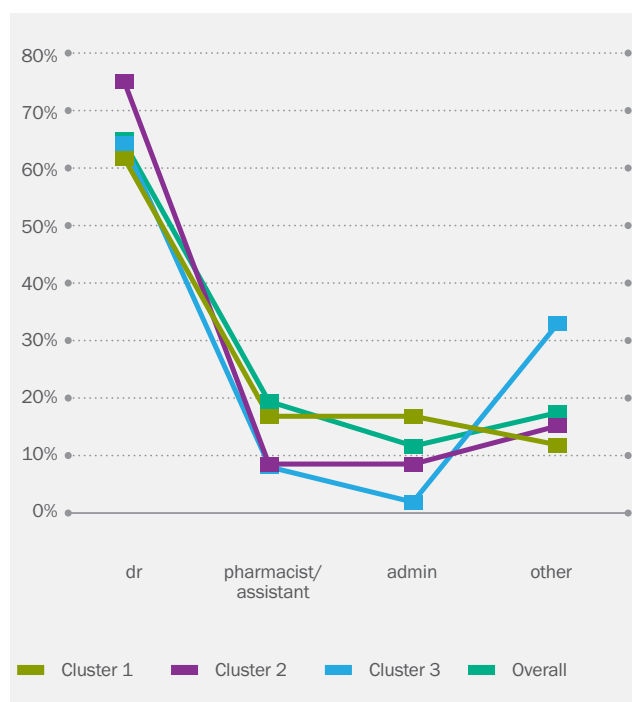
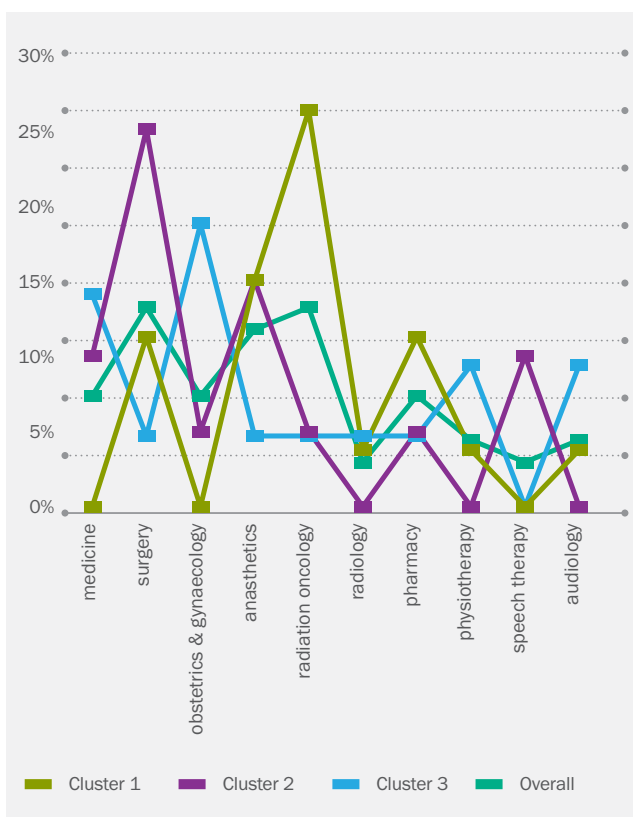
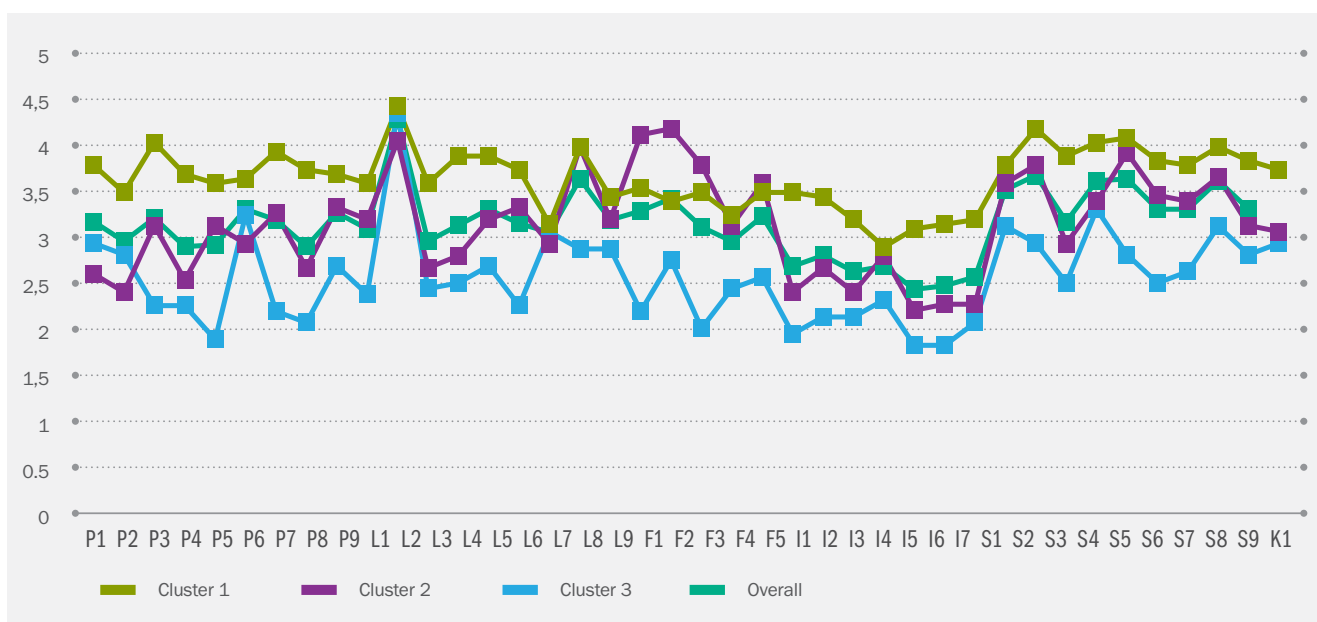
GSH Experience	No. of individuals	Percent
1	5	9,80%
2	1	1,96%
3	4	7,84%
4	10	19,61%
5	31	60,78%
	51	

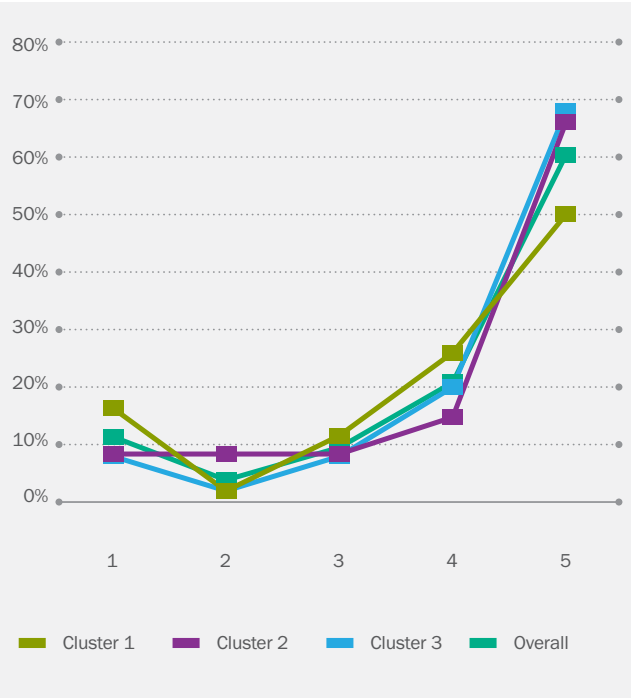
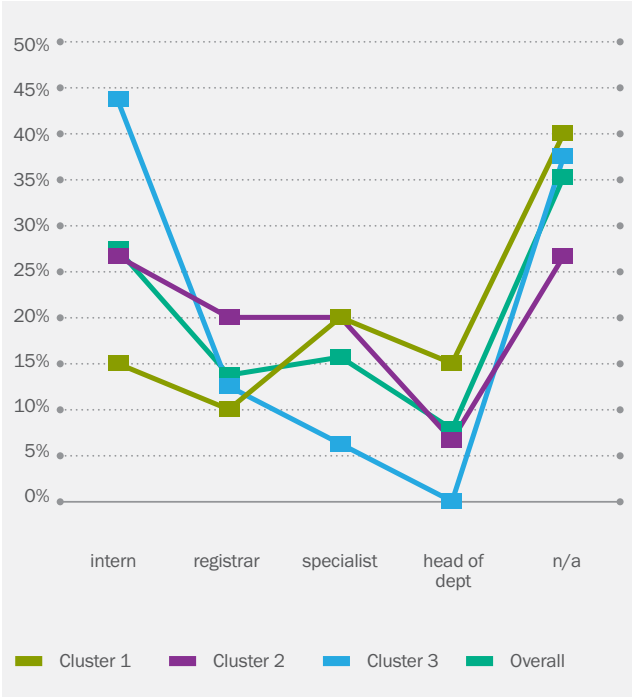
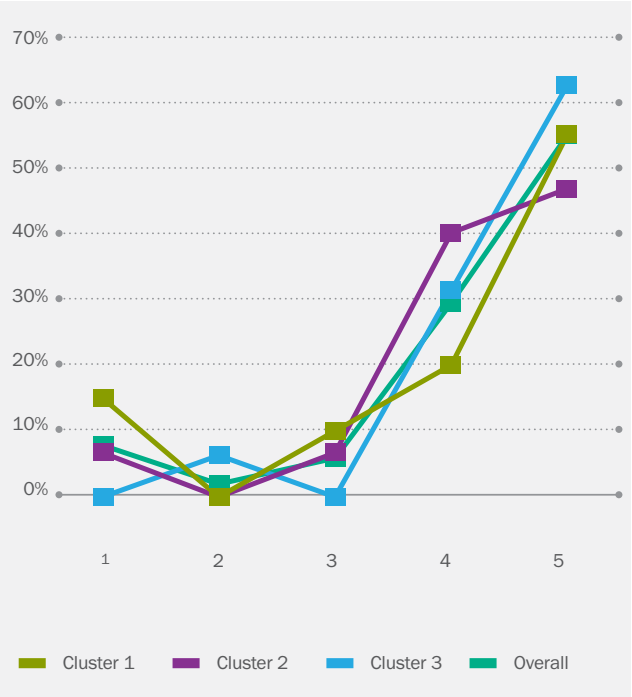
Description	Cluster1	Percent	Cluster2	Percent
dr	17	60,71%	16	69,57%
pharmacist/ assistant	3	10,71%	2	8,70%
admin	4	14,29%	0	0,00%
other	4	14,29%	5	21,74%
	<u>28</u>		<u>23</u>	

Age	Cluster1	Percent	Cluster2	Percent
1	3	10,71%	1	4,35%
2	0	0,00%	1	4,35%
3	3	10,71%	0	0,00%
4	7	25,00%	8	34,78%
5	15	53,57%	13	56,52%
	<u>28</u>		<u>23</u>	

Clinical Heirarchy	Cluster1	Percent	Cluster2	Percent
intern	5	17,86%	9	39,13%
registrar	3	10,71%	4	17,39%
specialist	6	21,43%	2	8,70%
head of dept	3	10,71%	1	4,35%
n/a	11	39,29%	7	30,43%
	<u>28</u>		<u>23</u>	

GSH Experience	Cluster1	Percent	Cluster2	Percent
1	3	0,107142857	2	0,086956522
2	1	0,035714286	0	0
3	2	0,071428571	2	0,086956522
4	7	0,25	3	0,130434783
5	15	0,535714286	16	0,695652174
	<u>28</u>		<u>23</u>	





Respondent Number	Age	Clinical heirarchy	GSH experience	Description	Department	p1	p2	p3	p4	p5	p6	p7	p8	p9	I1	I2	I3	I4	I5	I6	I7	I8	I9	f1	f2	f3	f4	f5	i1	i2	i3	i4	i5	i6	i7	s1	s2	s3	s4	s5	s6	s7	s8	s9	k1	Clusters	
1	5	registrar	5	dr	anasthetics	5	4	5	3	3	4	3	4	3	3	5	5	4	4	4	3	4	2	5	3	4	3	4	3	3	3	2	2	2	2	3	5	3	4	5	5	5	5	4	5	1	
2	3	n/a	4	admin	radiation oncology	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	2	2	2	2	2	4	2	2	4	2	2	2	2	4	4	4	4	4	4	4	4	4	4	1	
3	4	registrar	4	dr	radiation oncology	4	4	4	2	2	4	4	3	2	2	5	2	3	4	4	2	5	4	4	4	2	4	4	4	4	2	3	4	3	4	4	3	4	4	4	4	4	2	4	4	4	1
6	5	n/a	3	audiologist	audiology	2	2	4	4	4	2	4	4	5	4	5	4	5	4	4	4	5	2	2	4	2	4	3	4	4	2	4	3	4	4	4	4	5	5	4	5	4	4	4	4	1	
11	4	specialist	4	dr	anasthetics	4	4	4	4	3	4	4	2	2	3	5	3	4	5	4	3	4	2	4	4	4	5	5	4	3	3	2	3	4	2	4	4	2	4	4	2	4	2	4	1		
12	4	specialist	3	dr	radiation oncology	4	4	4	5	4	4	4	4	3	5	4	4	4	4	2	5	4	3	3	3	2	2	4	4	4	3	2	2	3	4	4	4	4	4	4	4	4	4	4	1		
14	1	head of dept	1	dr	radiation oncology	3	3	4	4	4	4	3	4	4	4	3	4	4	4	4	4	5	5	4	4	3	4	3	4	5	2	3	3	3	4	4	4	4	4	4	3	4	4	4	1		
16	4	specialist	4	dr	anasthetics	3	4	5	4	4	3	4	4	4	4	4	3	4	4	2	3	3	3	2	2	2	4	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	1		
17	3	specialist	4	dr	anasthetics	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	2	4	4	4	2	2	4	2	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4	3	1	
18	1	head of dept	1	dr	radiation oncology	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	2	2	4	2	2	5	5	5	5	5	4	4	5	4	4	1	
19	5	n/a	5	admin	radiation oncology	4	1	4	4	4	4	4	4	4	5	3	4	4	4	3	5	4	2	1	4	2	2	3	4	2	3	4	3	4	4	4	5	4	4	4	4	4	4	3	1		
24	5	n/a	5	pharmacist/assistant	pharmacy	3	3	3	3	4	4	3	4	4	5	3	3	4	4	1	4	2	4	4	4	4	3	3	4	3	4	4	4	5	5	5	5	3	3	4	4	4	1	1	1	1	
25	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	2	4	4	4	4	3	3	3	4	4	4	3	4	4	2	3	2	3	4	4	3	3	2	3	3	3	3	3	4	4	3	4	4	3	4	4	1		
26	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1		
29	5	n/a	5	admin	radiation oncology	5	5	5	5	4	4	5	5	4	5	4	5	4	3	2	4	2	4	5	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4	3	3	4	5	1			
31	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	5	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	3	1		
37	5	intern	5	dr	surgery	4	3	4	4	4	4	4	3	4	4	3	3	3	4	4	4	4	3	3	4	4	3	3	4	3	2	3	3	4	4	4	4	4	4	5	5	4	4	4	1		
39	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	4	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	3	1		
45	5	n/a	5	physiotherapist	physiotherapy	5	5	5	5	5	4	5	5	5	5	4	5	5	5	4	5	5	4	5	5	4	5	3	3	3	5	5	3	4	3	4	3	5	5	5	5	4	4	4	1		
E3	1	head of dept	1	dr	radiology	4	4	3	3	3	2	3	2	3	3	4	3	3	3	3	4	3	4	4	4	4	4	4	3	3	3	3	4	3	3	4	3	4	3	3	3	4	3	4	1		
4	4	registrar	5	dr	anasthetics	3	3	3	3	4	3	3	3	3	4	4	4	3	3	4	4	3	3	4	3	2	3	3	3	3	2	2	3	2	3	3	2	3	3	3	2	2	4	2	2		
8	5	registrar	5	dr	obstetrics & gynaecology	2	2	5	2	3	4	3	4	4	4	3	3	4	4	3	4	2	4	5	5	2	3	1	2	1	3	1	1	1	4	4	3	4	4	4	3	4	4	3	2		
9	5	n/a	5	speech therapist	speech therapy	2	2	2	3	3	3	3	3	3	3	4	4	3	3	3	3	3	4	4	4	4	4	3	3	2	2	2	2	2	4	4	4	4	4	4	4	4	3	3	2		
10	5	n/a	5	speech therapist	speech therapy	4	2	3	2	4	2	4	3	2	4	4	2	2	4	3	3	4	3	4	4	4	4	4	3	3	3	2	3	3	3	4	4	4	3	4	4	3	4	4	2		
15	4	specialist	3	dr	anasthetics	2	2	3	2	3	2	2	3	3	4	4	3	2	3	2	4	3	4	4	4	4	4	2	2	2	2	2	2	4	4	3	4	4	3	3	4	3	2	2			
20	4	specialist	5	dr	anasthetics	4	4	3	2	4	4	3	4	2	4	2	3	4	3	2	4	3	5	5	4	2	4	3	2	2	2	3	4	3	2	3	3	4	3	3	2	3	2	2			
28	3	n/a	2	admin	radiation oncology	2	2	4	2	4	2	4	2	4	3	4	4	2	4	4	4	4	4	3	4	4	4	4	4	3	2	2	2	2	4	4	2	3	4	4	4	4	2	4	2		
32	5	intern	5	dr	surgery	2	2	3	2	3	4	2	3	4	3	4	2	4	2	2	3	4	4	4	4	3	3	4	2	2	2	2	3	2	2	4	4	4	4	4	3	3	4	4	2		
33	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	2		
34	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	2		
43	5	intern	5	dr	medicine	2	2	4	2	2	2	2	2	4	2	2	4	2	2	3	4	2	5	5	5	4	4	2	2	2	2	2	2	2	4	4	1	4	4	4	3	3	3	4	2		
E2	1	head of dept	1	dr	surgery	2	2	2	5	4	2	4	2	5	4	5	3	3	4	4	5	4	3	4	4	3	3	1	4	4	5	1	1	1	5	5	4	3	5	5	3	3	2	2			
E4	4	registrar	4	dr	surgery	4	2	4	5	3	4	4	4	4	2	4	2	2	4	2	5	4	4	4	4	4	4	2	2	2	4	2	2	2	2	2	2	2	4	2	4	4	3	2	2		
E5	4	specialist	4	dr	medicine	3	4	4	3	4	2	4	3	4	4	5	3	3	4	2	3	4	1	5	5	4	2	4	2	3	2	4	2	2	4	4	3	4	4	2	3	4	2	3	2		
23	4	n/a	5	pharmacist/assistant	pharmacy	1	1	1	1	2	2	1	4	1	5	1	2	4	5	1	4	5	1	4	5	4	2	1	1	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	2		
44	4	n/a	3	physiotherapist	physiotherapy	5	4	3	3	2	3	3	3	3	3	4	3	3	3	3	4	4	4	1	1	2	1	2	2	2	4	2	2	3	4	4	4	4	4	4	4	3	2	3	3		
5	5	n/a	5	audiologist	audiology	4	3	3	3	3	4	2	2	2	3	5	3	2	4	3	3	4	2	1	2	3	1	2	2	2	2	1	1	2	3	3	3	3	3	2	2	3	2	1	3		
7	2	n/a	1	audiologist	audiology	4	2	2	2	2	3	3	3	2	4	3	3	3	3	4	4	1	1	1	1	2	2	1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	
13	4	registrar	5	dr	radiation oncology	2	2	2	2	3	3	3	4	3	4	5	2	2	4	2	5	5	4	2	4	2	3	2	2	4	2	2	2	2	2	4	4	2	4	2	2	2	4	2	4	3	
21	5	n/a	4	radiographer	radiology	4	3	1	5	1	4	4	1	1	2	3	2	3	3	1	5	5	4	2	4	2	2	4	1	5	1	4	1	1	1	2	3	1	3	3	2	3	3	2	3		
22	4	registrar	5	dr	anasthetics	2	3	3	3	2	2	3	2	3	1	3	4	2	3	4	2	4	2	2	3	2	2	2	2	4	3	2	2	2	4	4	2	4	4	4	4	3	4	3			
27	5	n/a	5	pharmacist/assistant	pharmacy	3	2	2	2	4	2	2	4	4	3	4	2	2	2	4	2	2	2	2	2	2	2	2	3	2	4	2	2	3	3	4	2	4	3	3	3	2	2	2	3		
30	5	intern	5	dr	obstetrics & gynaecology	3	2	2	1	1	3	1	2	4	2	5	2	3																													

	Cluster 1	Cluster 2	Cluster 3	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 minimum
I9	3,45	3,2	2,875	7,94%	0,12%	-10,05%	2	1	1	5	5	4
I8	4	4	2,875	9,68%	9,68%	-21,17%	2	3	1	5	5	5
I7	3,15	2,933333333	3,0625	2,98%	-4,10%	0,12%	1	1	1	5	5	5
I6	3,75	3,333333333	2,25	18,79%	5,59%	-28,73%	2	2	1	5	5	3
I5	3,9	3,2	2,6875	17,69%	-3,43%	-18,90%	3	2	1	5	4	4
I4	3,9	2,8	2,5	24,31%	-10,75%	-20,31%	3	2	1	5	4	4
I3	3,6	2,666666667	2,4375	21,59%	-9,93%	-17,67%	2	1	1	5	4	3
I2	4,45	4,066666667	4,375	3,16%	-5,73%	1,42%	3	2	1	5	5	5
I1	3,6	3,2	2,375	16,20%	3,29%	-23,34%	2	1	1	5	4	4
p9	3,7	3,333333333	2,6875	12,99%	1,80%	-17,93%	2	2	1	5	5	4
p8	3,75	2,666666667	2,0625	29,22%	-8,11%	-28,93%	2	1	1	5	4	4
p7	3,95	3,266666667	2,1875	23,59%	2,21%	-31,56%	3	2	1	5	4	4
p6	3,65	2,933333333	3,25	10,15%	-11,48%	-1,92%	2	2	1	4	4	5
p5	3,6	3,133333333	1,875	23,22%	7,25%	-35,82%	2	2	1	5	4	3
p4	3,7	2,533333333	2,25	27,50%	-12,70%	-22,47%	2	1	1	5	5	5
p3	4,05	3,133333333	2,25	25,95%	-2,56%	-30,03%	3	1	1	5	5	4
p2	3,5	2,4	2,8125	18,21%	-18,94%	-5,01%	1	1	1	5	4	5
p1	3,8	2,6	2,9375	19,63%	-18,15%	-7,52%	2	1	1	5	4	5

	Cluster 1	Cluster 2	Cluster 3	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum
k1	3,75	3,066666667	2,9375	13,84%	-6,90%	-10,83%	1	2	1	5	4	4
s9	3,85	3,133333333	2,8125	16,18%	-5,44%	-15,13%	2	2	1	4	4	5
s8	4	3,666666667	3,125	10,27%	1,08%	-13,85%	3	2	2	5	4	4
s7	3,8	3,4	2,625	14,67%	2,60%	-20,78%	2	3	1	5	4	4
s6	3,85	3,466666667	2,5	16,18%	4,62%	-24,56%	2	2	1	5	5	4
s5	4,1	3,933333333	2,8125	12,42%	7,85%	-22,88%	3	3	1	5	5	4
s4	4,05	3,4	3,3125	11,65%	-6,27%	-8,68%	3	2	2	5	4	4
s3	3,9	2,933333333	2,5	22,78%	-7,65%	-21,30%	2	1	1	5	4	4
s2	4,2	3,8	2,9375	13,94%	3,09%	-20,31%	3	2	1	5	5	4
s1	3,8	3,6	3,125	7,67%	2,00%	-11,46%	3	2	2	5	5	5
i7	3,2	2,266666667	2,0625	24,58%	-11,76%	-19,70%	2	1	1	4	4	3
i6	3,15	2,266666667	1,8125	27,50%	-8,25%	-26,64%	2	1	1	4	4	3
i5	3,1	2,2	1,8125	27,50%	-9,52%	-25,45%	2	1	1	4	3	3
i4	2,9	2,8	2,3125	7,96%	4,23%	-13,91%	2	2	1	5	5	4
i3	3,2	2,4	2,125	21,79%	-8,66%	-19,12%	2	1	1	5	4	4
i2	3,45	2,666666667	2,125	23,04%	-4,90%	-24,21%	2	2	1	5	4	5
i1	3,5	2,4	1,9375	30,29%	-10,66%	-27,87%	2	1	1	4	4	3
f5	3,5	3,6	2,5625	8,18%	11,27%	-20,80%	2	1	1	5	4	5
f4	3,25	3,133333333	2,4375	9,77%	5,83%	-17,67%	2	1	1	5	4	5
f3	3,5	3,8	2	12,26%	21,89%	-35,85%	2	2	1	5	5	4
f2	3,4	4,2	2,75	-0,91%	22,40%	-19,86%	1	3	1	5	5	5
f1	3,55	4,133333333	2,1875	7,77%	25,48%	-33,59%	2	3	1	5	5	5

Cluster 1 weight (%)	Cluster 2 weight (%)	Cluster 3 weight (%)
39,22%	29,41%	31,37%

Demographics Analysis (Overall)

Department	No. of individuals	Percent
medicine	5	9,80%
surgery	9	17,65%
obstetrics	5	9,80%
anasthetics	8	15,69%
radiation oncology	9	17,65%
radiology	2	3,92%
pharmacy	5	9,80%
physiotherapy	3	5,88%
speech therapy	2	3,92%
audiology	3	5,88%
	51	

Clinical Heirarchy	No. of individuals	Percent
intern	14	27,45%
registrar	7	13,73%
specialist	8	15,69%
HOD	4	7,84%
other	18	35,29%
	51	

Department	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent
medicine	0	0	2	0,133333333	3	0,1875
surgery	3	0,15	5	0,333333333	1	0,0625
obstetrics & gynaecology	0	0	1	0,066666667	4	0,25
anasthetics	4	0,2	3	0,2	1	0,0625
radiation oncology	7	0,35	1	0,066666667	1	0,0625
radiology	1	0,05	0	0	1	0,0625
pharmacy	3	0,15	1	0,066666667	1	0,0625
physiotherapy	1	0,05	0	0	2	0,125
speech therapy	0	0	2	0,133333333	0	0
audiology	1	0,05	0	0	2	0,125
	20		15		16	

Description	No. of individuals	Percent
dr	33	64,71%
pharmacist	5	9,80%
admin	4	7,84%
other	9	17,65%
	51	

Age	No. of individuals	Percent
1	4	7,84%
2	1	1,96%
3	3	5,88%
4	15	29,41%
5	28	54,90%
	51	

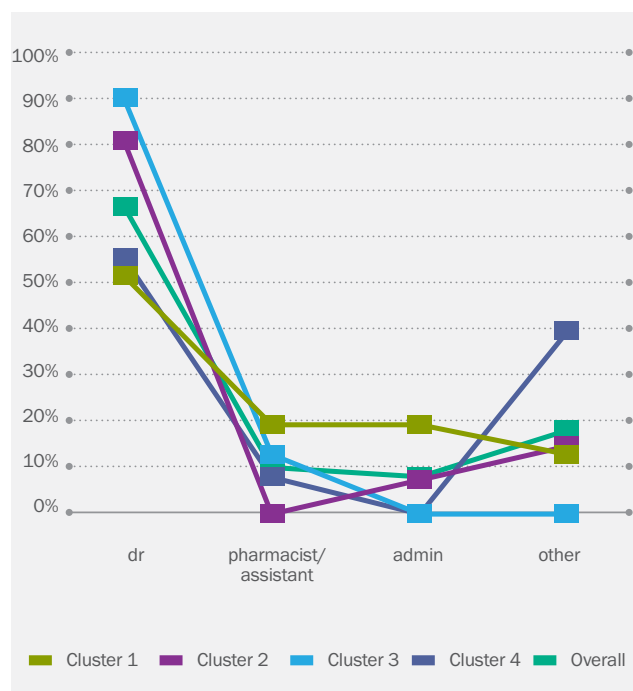
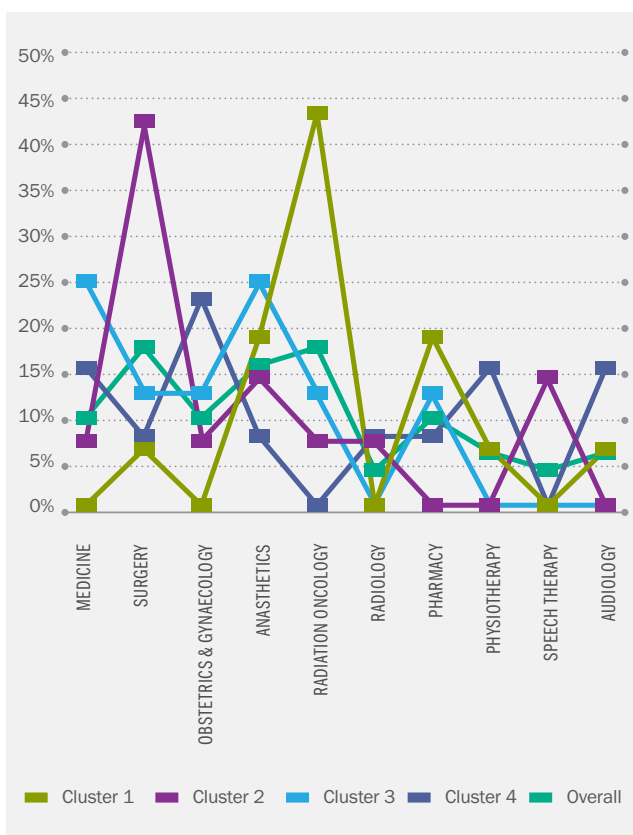
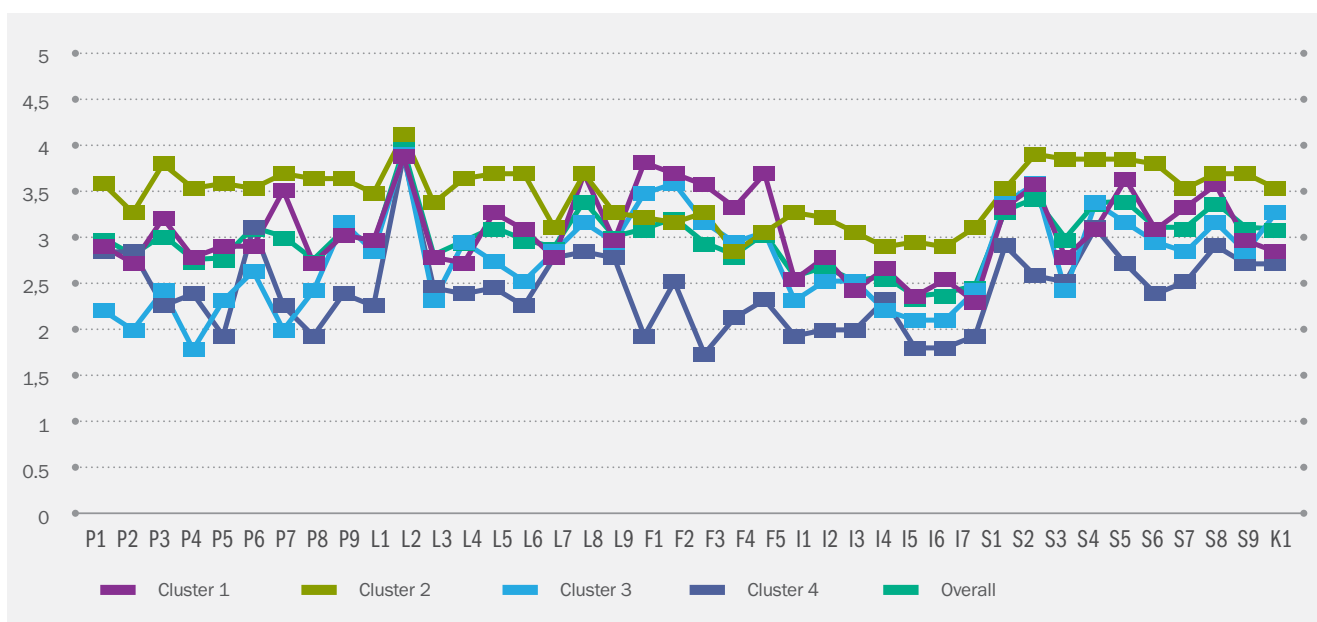
GSH Experience	No. of individuals	Percent
1	5	9,80%
2	1	1,96%
3	4	7,84%
4	10	19,61%
5	31	60,78%
	51	

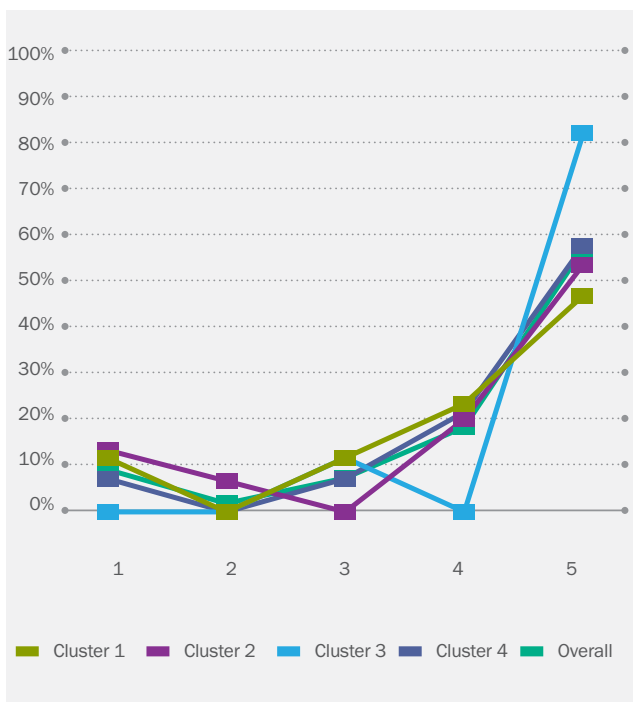
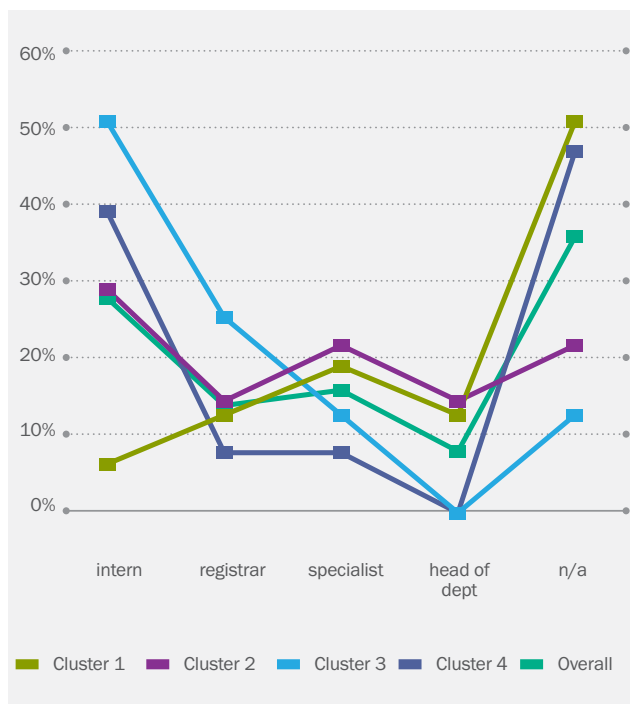
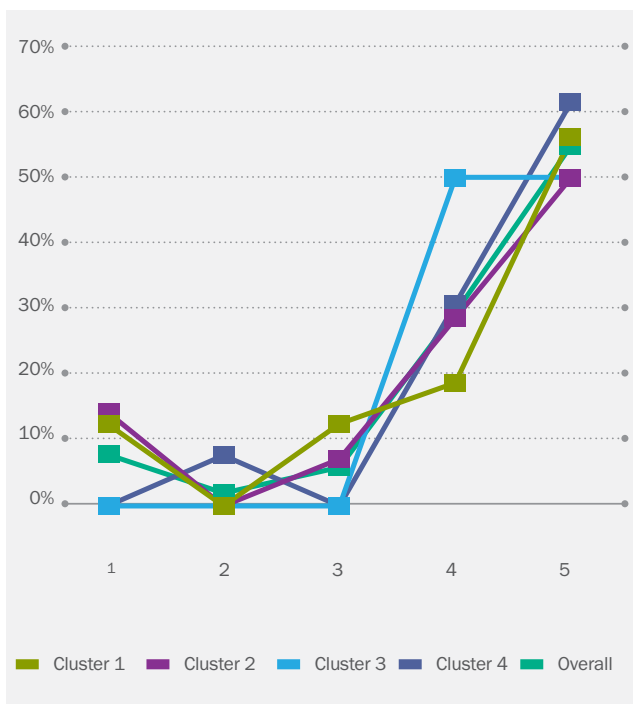
Description	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent
dr	12	60,00%	11	73,33%	10	62,50%
pharmacist/ assistant	3	15,00%	1	6,67%	1	6,25%
admin	3	15,00%	1	6,67%	0	0,00%
other	2	10,00%	2	13,33%	5	31,25%
	<u>20</u>		<u>15</u>		<u>16</u>	

Age	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent
1	3	15,00%	1,000	6,67%	0,000	0,00%
2	0	0,00%	0,000	0,00%	1,000	6,25%
3	2	10,00%	1,000	6,67%	0,000	0,00%
4	4	20,00%	6,000	40,00%	5,000	31,25%
5	11	55,00%	7,000	0,466666667	10,000	62,50%
	<u>20</u>		<u>15</u>		<u>16</u>	

Clinical Hierarchy	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent
intern	3	0,15	4	0,266666667	7	0,4375
registrar	2	0,1	3	0,2	2	0,125
specialist	4	0,2	3	0,2	1	0,0625
head of dept	3	0,15	1	0,066666667	0	0
n/a	8	0,4	4	0,266666667	6	0,375
	<u>20</u>		<u>15</u>		<u>16</u>	

GSH Experience	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent
1	3	15,00%	1	6,67%	1	6,25%
2	0	0,00%	1	6,67%	0	0,00%
3	2	10,00%	1	6,67%	1	6,25%
4	5	25,00%	2	13,33%	3	18,75%
5	10	50,00%	10	66,67%	11	68,75%
	<u>20</u>		<u>15</u>		<u>16</u>	





Respondent Number	Age	Clinical heirarchy	GSH experience	Description	Department	p1	p2	p3	p4	p5	p6	p7	p8	p9	I1	I2	I3	I4	I5	I6	I7	I8	I9	f1	f2	f3	f4	f5	i1	i2	i3	i4	i5	i6	i7	s1	s2	s3	s4	s5	s6	s7	s8	s9	k1	Clusters
1	5	registrar	5	dr	anasthetics	5	4	5	3	3	4	3	4	3	3	5	5	4	4	4	3	4	2	5	3	4	3	4	3	3	3	2	2	2	2	3	5	3	4	5	5	5	5	4	5	1
2	3	n/a	4	admin	radiation oncology	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	2	2	2	2	2	4	2	2	4	2	2	2	2	4	4	4	4	4	4	4	4	4	4	1
3	4	registrar	4	dr	radiation oncology	4	4	4	2	2	4	4	3	2	2	5	2	3	4	4	2	5	4	4	4	2	4	4	4	4	2	3	4	3	4	4	3	4	4	4	4	2	4	4	4	1
6	5	n/a	3	audiologist	audiology	2	2	4	4	4	2	4	4	5	4	5	4	5	4	4	4	5	2	2	4	2	4	3	4	4	2	4	3	4	4	4	5	5	4	5	4	4	4	4	1	
12	4	specialist	3	dr	radiation oncology	4	4	4	5	4	4	4	4	3	5	4	4	4	4	2	5	4	3	3	3	2	2	4	4	4	3	2	2	3	4	4	4	4	4	4	4	4	4	4	1	
14	1	head of dept	1	dr	radiation oncology	3	3	4	4	4	4	4	3	4	4	4	3	4	4	4	4	4	5	5	4	4	3	4	3	4	5	2	3	3	3	4	4	4	4	4	4	3	4	4	4	1
16	4	specialist	4	dr	anasthetics	3	4	5	4	4	3	4	4	4	4	4	3	4	4	2	3	3	3	2	2	2	4	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	1	
17	3	specialist	4	dr	anasthetics	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	2	4	4	4	2	2	4	2	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4	3	1
18	1	head of dept	1	dr	radiation oncology	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	2	2	4	2	2	5	5	5	5	5	4	4	5	4	4	1
19	5	n/a	5	admin	radiation oncology	4	1	4	4	4	4	4	4	4	5	3	4	4	4	3	5	4	2	1	4	2	2	3	4	2	3	4	3	4	4	4	5	4	4	4	4	4	4	4	3	1
24	5	n/a	5	pharmacist/assistant	pharmacy	3	3	3	3	4	4	3	4	4	5	3	3	4	4	1	4	2	4	4	4	4	3	3	3	4	3	4	4	4	5	5	5	5	3	3	4	4	4	1	1	
26	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	
29	5	n/a	5	admin	radiation oncology	5	5	5	5	4	4	4	5	4	5	4	5	4	4	3	2	4	2	4	5	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4	3	3	4	5	1	
37	5	intern	5	dr	surgery	4	3	4	4	4	4	4	3	4	4	3	3	3	4	4	4	4	4	3	3	4	4	3	3	2	3	3	4	4	4	4	4	4	4	4	5	5	4	4	4	1
45	5	n/a	5	physiotherapist	physiotherapy	5	5	5	5	5	4	5	5	5	5	4	5	5	5	5	4	5	5	4	5	3	3	3	5	5	3	4	3	4	3	5	5	5	5	5	4	4	4	1		
25	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	2	4	4	4	4	3	3	3	4	4	4	3	4	4	2	3	2	3	4	4	3	3	2	3	3	3	3	3	4	4	3	4	4	3	4	4	1	
9	5	n/a	5	speech therapist	speech therapy	2	2	2	3	3	3	3	3	3	3	4	4	3	3	3	3	3	4	4	4	4	3	3	2	2	2	2	2	4	4	4	4	4	4	4	4	4	3	2		
10	5	n/a	5	speech therapist	speech therapy	4	2	3	2	4	2	4	3	2	4	4	2	2	4	3	3	4	3	4	4	4	4	4	3	3	3	2	3	3	3	4	4	4	3	4	4	3	4	4	2	
11	4	specialist	4	dr	anasthetics	4	4	4	4	3	4	4	2	2	3	5	3	4	5	4	3	4	2	4	4	5	5	4	3	3	2	3	4	2	4	4	2	4	4	2	4	4	2	4	2	
20	4	specialist	5	dr	anasthetics	4	4	3	2	4	4	4	3	4	2	4	2	3	4	3	2	4	3	5	5	4	2	4	3	2	2	2	3	4	3	2	3	2	3	3	4	3	3	2	3	2
28	3	n/a	2	admin	radiation oncology	2	2	4	2	4	2	4	2	4	3	4	4	2	4	4	4	4	4	3	4	4	4	4	4	3	2	2	2	2	4	4	2	3	4	4	4	4	2	4	2	
31	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	5	3	4	3	2	3	3	4	4	3	3	4	4	3	4	4	4	3	2
39	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	4	3	4	3	2	3	3	4	4	3	3	4	3	4	4	4	3	2	
E2	1	head of dept	1	dr	surgery	2	2	2	5	4	2	4	2	5	4	5	3	3	4	4	5	4	3	4	4	3	3	3	1	4	4	5	1	1	1	5	5	4	3	5	5	3	3	3	2	
E3	1	head of dept	1	dr	radiology	4	4	3	3	3	2	3	2	3	3	4	3	3	3	3	4	3	4	4	4	4	4	4	3	3	3	3	4	3	3	4	3	4	3	3	3	4	3	4	2	
E5	4	specialist	4	dr	medicine	3	4	4	3	4	2	4	3	4	4	5	3	3	4	2	3	4	1	5	5	4	2	4	2	3	2	4	2	2	4	4	3	4	4	2	3	4	2	3	2	
8	5	registrar	5	dr	obstetrics & gynaecology	2	2	5	2	3	4	3	4	4	4	3	3	4	4	3	4	2	4	5	5	2	3	1	2	1	3	1	1	1	4	4	3	4	4	4	3	4	4	3	2	
33	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	2	
34	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	2	
E4	4	registrar	4	dr	surgery	4	2	4	5	3	4	4	4	4	2	4	2	2	4	4	2	5	4	4	4	4	4	4	2	2	2	4	2	2	2	2	2	2	2	2	4	2	4	3	2	
4	4	registrar	5	dr	anasthetics	3	3	3	3	4	3	3	3	3	4	4	4	3	3	4	4	3	3	4	3	2	3	3	3	3	2	2	3	2	3	3	3	3	3	3	2	2	4	3		
13	4	registrar	5	dr	radiation oncology	2	2	2	2	3	3	4	3	4	5	2	2	4	2	5	5	4	2	4	2	3	2	2	4	2	2	2	2	2	2	4	4	2	4	2	2	2	4	2	4	3
15	4	specialist	3	dr	anasthetics	2	2	3	2	3	2	2	3	3	4	4	3	2	3	2	4	3	4	4	4	4	4	2	2	2	2	2	2	2	4	4	3	4	4	3	3	4	3	2	3	
23	4	n/a	5	pharmacist/assistant	pharmacy	1	1	1	1	2	2	1	4	1	5	1	2	4	5	1	4	5	4	4	2	1	1	4	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	3	
32	5	intern	5	dr	surgery	2	2	3	2	3	4	2	3	4	3	4	2	4	2	2	3	4	4	4	4	3	3	4	2	2	2	2	3	2	2	4	4	4	4	4	3	3	4	4	4	3
43	5	intern	5	dr	medicine	2	2	4	2	2	2	2	2	4	2	2	4	2	2	3	4	2	5	5	5	4	4	2	2	2	2	2	2	2	4	1	4	4	4	3	3	3	4	3		
30	5	intern	5	dr	obstetrics & gynaecology	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	4	3	4	4	4	2	2	3	2	2	3	3	4	2	3	3	3	3	3	3	3	3	
38	5	intern	5	dr	medicine	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	4	3	4	4	4	2	2	3	2	2	3	3	4	2	3	3	3	3	3	3	3	3	3
22	4	registrar	5	dr	anasthetics	2	3	3	3	2	2	2	3	2	3	1	3	4	2	3	4	2	4	2	2	3	2	2	2	2	2	2	4	3	2	2	2	4	4	2	4	4	4	3	4	
44	4	n/a	3	physiotherapist	physiotherapy	5	4	3	3	2	3	3	3	3	3	4	3	3	3	3	4	4	4	1	1	2	1	2	2	2	2	4	2	2	3	4	4	4	4	4	4	4	3	2	3	4
5	5	n/a	5	audiologist	audiology	4	3	3	3	3	4	2	2	2	3	5	3	2	4	3	3	4	2	1	2	3	1	2	2	2	2	1	1	2	3	3	3	3	3	2	2	3	2	1	4	
7	2	n/a	1	audiologist	audiology	4	2	2	2	2	3	3	3	2	4	3	3	3	3	4	4	1	1	1	1	2	2	1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	
21	5	n/a	4	radiographer	radiology	4	3	1	5	1	4	4	1	1																																

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum
I9	3,5	3,142857143	3,125	2,923076923	9,51%	-1,67%	-2,22%	-8,54%	2	1	2	1
I8	4	4	3,375	3	9,68%	9,68%	-7,46%	-17,74%	2	3	1	1
I7	3,3125	2,928571429	3	2,923076923	8,29%	-4,26%	-1,92%	-4,44%	1	2	1	1
I6	4	3,285714286	2,625	2,307692308	26,71%	4,08%	-16,85%	-26,90%	3	2	2	1
I5	4	3,5	2,875	2,538461538	20,71%	5,62%	-13,24%	-23,40%	3	2	2	1
I4	3,9375	2,857142857	3,125	2,461538462	25,51%	-8,93%	-0,39%	-21,54%	3	2	2	1
I3	3,625	2,928571429	2,375	2,538461538	22,43%	-1,09%	-19,78%	-14,26%	2	2	1	1
I2	4,5	4,214285714	4,25	4,230769231	4,32%	-2,31%	-1,48%	-1,92%	3	4	2	1
I1	3,75	3,142857143	3	2,307692308	21,04%	1,45%	-3,16%	-25,51%	2	2	1	1
p9	3,9375	3,214285714	3,375	2,461538462	20,25%	-1,84%	3,07%	-24,83%	2	2	2	1
p8	3,9375	2,857142857	2,5	1,923076923	35,68%	-1,54%	-13,85%	-33,73%	3	2	1	1
p7	4	3,785714286	2	2,307692308	25,15%	18,45%	-37,42%	-27,80%	3	3	1	1
p6	3,8125	3,071428571	2,75	3,307692308	15,05%	-7,31%	-17,01%	-0,18%	2	2	2	1
p5	3,875	3,071428571	2,375	1,923076923	32,63%	5,13%	-18,71%	-34,18%	2	2	1	1
p4	3,8125	2,928571429	1,75	2,461538462	31,38%	0,92%	-39,70%	-15,18%	2	2	1	1
p3	4,125	3,428571429	2,5	2,307692308	28,28%	6,62%	-22,26%	-28,24%	3	2	1	1
p2	3,5	2,857142857	2	3	18,21%	-3,50%	-32,45%	1,32%	1	2	1	1
p1	3,875	3,071428571	2,25	3	21,99%	-3,31%	-29,17%	-5,56%	2	2	1	1

	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum
l9	5	4	5	4
l8	5	5	5	5
l7	5	5	5	5
l6	5	4	5	3
l5	5	5	4	4
l4	5	4	4	4
l3	5	4	4	3
l2	5	5	5	5
l1	5	4	4	4
p9	5	5	4	4
p8	5	4	4	3
p7	5	4	3	4
p6	4	4	4	5
p5	5	4	4	3
p4	5	5	3	5
p3	5	5	4	4
p2	5	4	3	5
p1	5	4	3	5

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum
k1	3,8125	3	3,5	2,846153846	15,74%	-8,93%	6,25%	-13,60%	1	2	2	1
s9	4	3,142857143	3	2,846153846	20,71%	-5,16%	-9,47%	-14,11%	4	2	2	1
s8	4	3,857142857	3,375	3,076923077	10,27%	6,33%	-6,96%	-15,18%	3	3	2	2
s7	3,8125	3,571428571	3	2,615384615	15,05%	7,78%	-9,47%	-21,07%	2	3	2	1
s6	4,125	3,285714286	3,125	2,461538462	24,48%	-0,85%	-5,70%	-25,72%	3	2	2	1
s5	4,1875	3,928571429	3,375	2,846153846	14,82%	7,72%	-7,46%	-21,96%	3	3	2	1
s4	4,1875	3,285714286	3,625	3,307692308	15,44%	-9,42%	-0,07%	-8,81%	4	2	3	2
s3	4,1875	2,928571429	2,5	2,615384615	31,83%	-7,80%	-21,30%	-17,66%	3	2	1	1
s2	4,25	3,857142857	3,875	2,692307692	15,29%	4,64%	5,12%	-26,96%	3	2	3	1
s1	3,8125	3,571428571	3,625	3,076923077	8,02%	1,19%	2,71%	-12,82%	3	2	3	2
i7	3,3125	2,357142857	2,5	1,923076923	28,96%	-8,23%	-2,67%	-25,13%	2	1	2	1
i6	3,0625	2,642857143	2,125	1,769230769	23,96%	6,97%	-13,99%	-28,39%	2	1	2	1
i5	3,125	2,428571429	2,125	1,769230769	28,53%	-0,12%	-12,60%	-27,23%	2	1	2	1
i4	3,0625	2,785714286	2,25	2,384615385	14,01%	3,70%	-16,24%	-11,23%	2	2	2	1
i3	3,25	2,5	2,625	2	23,69%	-4,85%	-0,09%	-23,88%	2	1	2	1
i2	3,4375	2,928571429	2,625	2	22,60%	4,45%	-6,38%	-28,67%	2	2	2	1
i1	3,5	2,642857143	2,375	1,923076923	30,29%	-1,62%	-11,59%	-28,41%	2	1	2	1
f5	3,25	4	3,25	2,384615385	0,45%	23,64%	0,45%	-26,29%	2	3	1	1
f4	3	3,571428571	3,125	2,153846154	1,32%	20,62%	5,55%	-27,25%	2	2	1	1
f3	3,5	3,857142857	3,375	1,692307692	12,26%	23,72%	8,25%	-45,72%	2	3	2	1
f2	3,375	4	3,875	2,615384615	-1,64%	16,57%	12,93%	-23,78%	1	3	3	1
f1	3,4375	4,142857143	3,75	1,923076923	4,35%	25,77%	13,84%	-41,62%	2	4	2	1

	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum
k1	5	4	4	4
s9	4	4	4	5
s8	5	4	4	4
s7	5	4	4	4
s6	5	5	4	4
s5	5	5	4	4
s4	5	4	4	4
s3	5	4	4	4
s2	5	5	4	4
s1	5	5	4	5
i7	4	3	4	3
i6	4	4	3	3
i5	4	3	3	3
i4	5	5	4	4
i3	5	4	4	4
i2	5	4	4	5
i1	4	4	4	3
f5	4	5	4	5
f4	4	5	4	5
f3	5	5	5	3
f2	5	5	5	5
f1	5	5	5	5

Cluster 1 weight (%)	Cluster 2 weight (%)	Cluster 3 weight (%)	Cluster 4 weight (%)
31,37%	27,45%	15,69%	25,49%

Demographics Analysis (Overall)

Department	No. of individuals	Percent
medicine	5	9,80%
surgery	9	17,65%
obstetrics	5	9,80%
anasthetics	8	15,69%
radiation oncology	9	17,65%
radiology	2	3,92%
pharmacy	5	9,80%
physiotherapy	3	5,88%
speech therapy	2	3,92%
audiology	3	5,88%
	51	

Clinical Heirarchy	No. of individuals	Percent
intern	14	27,45%
registrar	7	13,73%
specialist	8	15,69%
HOD	4	7,84%
other	18	35,29%
	51	

Department	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent
medicine	0	0,00%	1	7,14%	2	25,00%	2	15,38%
surgery	1	6,25%	6	42,86%	1	12,50%	1	7,69%
obstetrics & gynaecology	0	0,00%	1	7,14%	1	12,50%	3	23,08%
anasthetics	3	18,75%	2	14,29%	2	25,00%	1	7,69%
radiation oncology	7	43,75%	1	7,14%	1	12,50%	0	0,00%
radiology	0	0,00%	1	7,14%	0	0,00%	1	7,69%
pharmacy	3	18,75%	0	0,00%	1	12,50%	1	7,69%
physiotherapy	1	6,25%	0	0,00%	0	0,00%	2	15,38%
speech therapy	0	0,00%	2	14,29%	0	0,00%	0	0,00%
audiology	1	6,25%	0	0,00%	0	0,00%	2	15,38%
	16		14		8		13	

Description	No. of individuals	Percent
dr	33	64,71%
pharmacist	5	9,80%
admin	4	7,84%
other	9	17,65%
	51	

Age	No. of individuals	Percent
1	4	7,84%
2	1	1,96%
3	3	5,88%
4	15	29,41%
5	28	54,90%
	51	

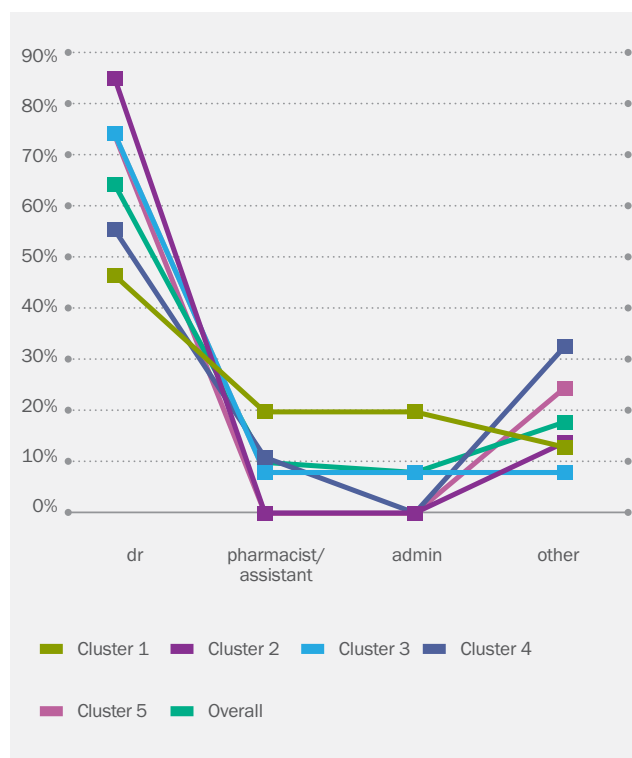
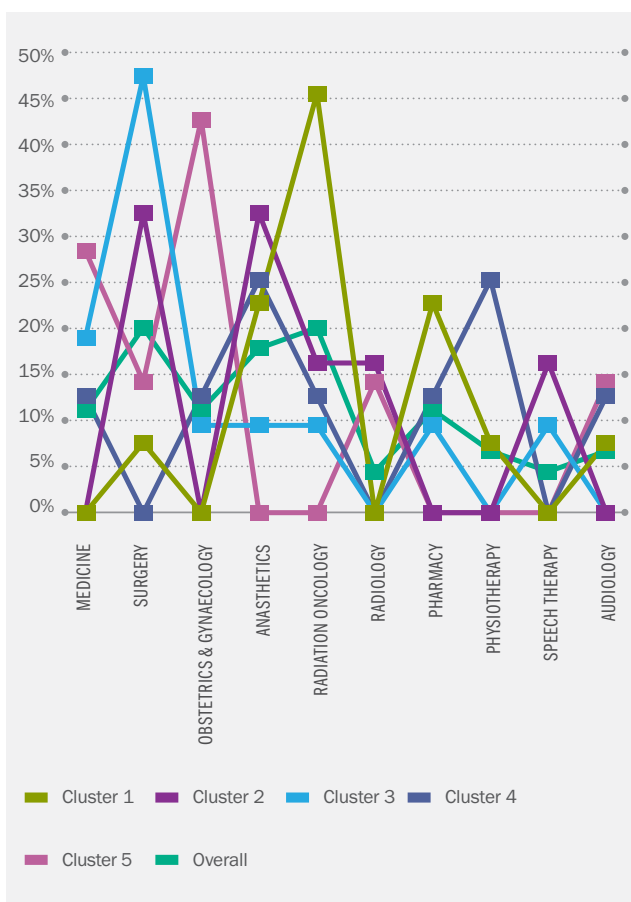
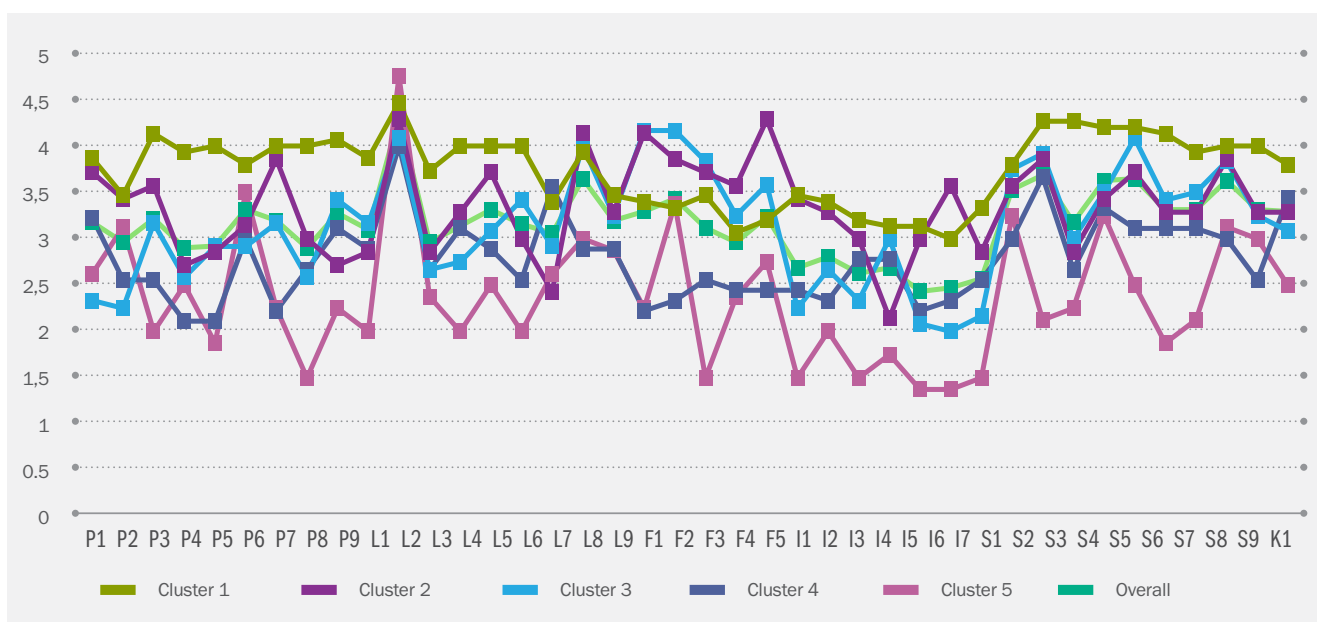
GSH Experience	No. of individuals	Percent
1	5	9,80%
2	1	1,96%
3	4	7,84%
4	10	19,61%
5	31	60,78%
	51	

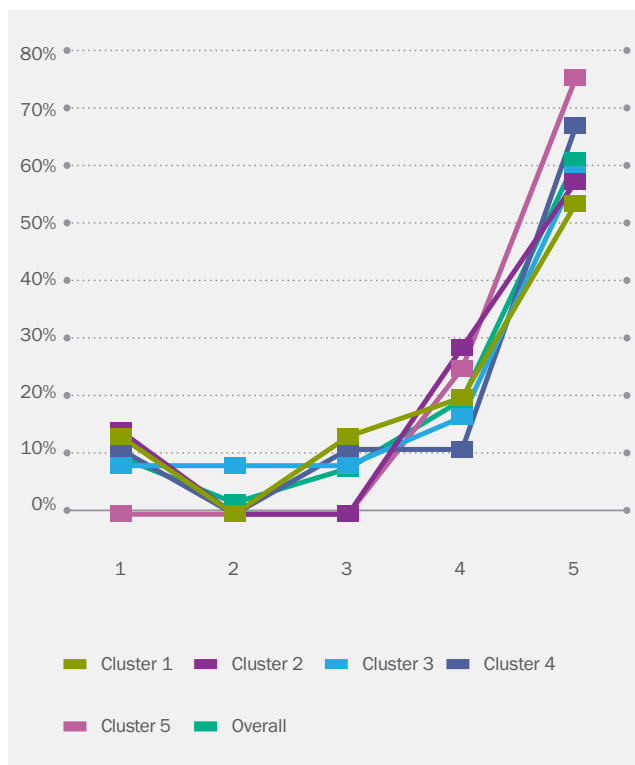
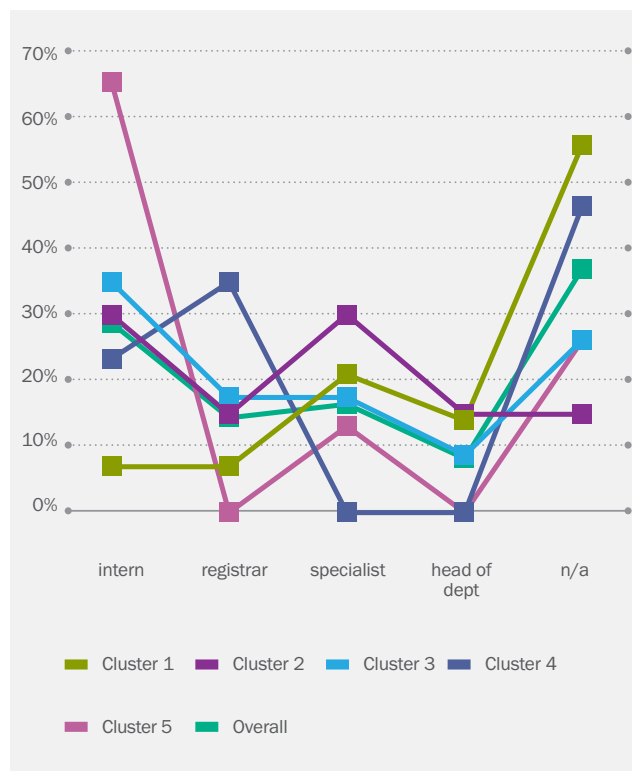
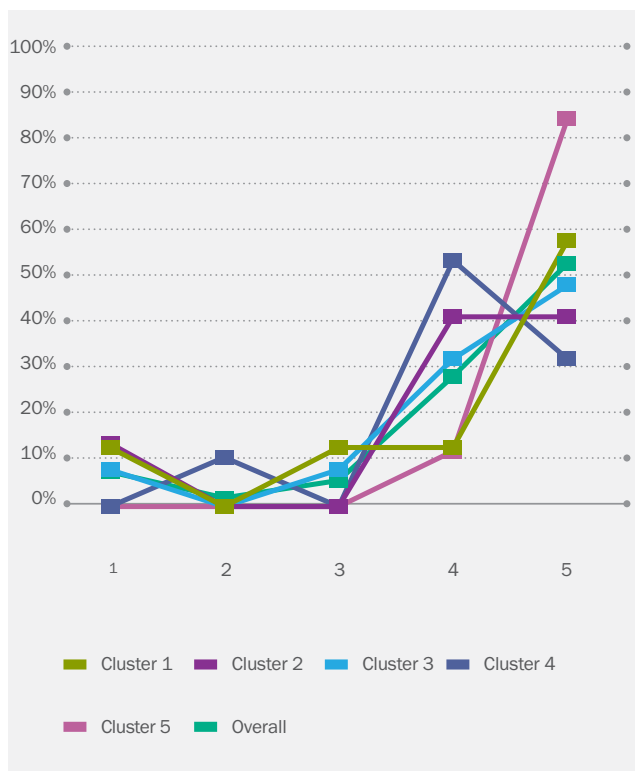
Description	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent
dr	8	50,00%	11	78,57%	7	87,50%	7	53,85%
pharmacist/ assistant	3	18,75%	0	0,00%	1	12,50%	1	7,69%
admin	3	18,75%	1	7,14%	0	0,00%	0	0,00%
other	2	12,50%	2	14,29%	0	0,00%	5	38,46%
	<u>16</u>		<u>14</u>		<u>8</u>		<u>13</u>	

Age	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent
1	2	12,50%	2	14,29%	0	0,00%	0	0,00%
2	0	0,00%	0	0,00%	0	0,00%	1	7,69%
3	2	12,50%	1	7,14%	0	0,00%	0	0,00%
4	3	18,75%	4	28,57%	4	50,00%	4	30,77%
5	9	56,25%	7	50,00%	4	50,00%	8	61,54%
	<u>16</u>		<u>14</u>		<u>8</u>		<u>13</u>	

Clinical Heirarchy	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent
intern	1	6,25%	4	28,57%	4	50,00%	5	38,46%
registrar	2	12,50%	2	14,29%	2	25,00%	1	7,69%
specialist	3	18,75%	3	21,43%	1	12,50%	1	7,69%
head of dept	2	12,50%	2	14,29%	0	0,00%	0	0,00%
n/a	8	50,00%	3	21,43%	1	12,50%	6	46,15%
	<u>16</u>		<u>14</u>		<u>8</u>		<u>13</u>	

GSH Experience	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent
1	2	12,50%	2	14,29%	0	0,00%	1	7,69%
2	0	0,00%	1	7,14%	0	0,00%	0	0,00%
3	2	12,50%	0	0,00%	1	12,50%	1	7,69%
4	4	25,00%	3	21,43%	0	0,00%	3	23,08%
5	8	50,00%	8	57,14%	7	87,50%	8	61,54%
	<u>16</u>		<u>14</u>		<u>8</u>		<u>13</u>	





Respondent Number	Age	Clinical heirarchy	GSH experience	Description	Department	p1	p2	p3	p4	p5	p6	p7	p8	p9	I1	I2	I3	I4	I5	I6	I7	I8	I9	f1	f2	f3	f4	f5	i1	i2	i3	i4	i5	i6	i7	s1	s2	s3	s4	s5	s6	s7	s8	s9	k1	Clusters
1	5	registrar	5	dr	anasthetics	5	4	5	3	3	4	3	4	3	3	5	5	4	4	4	3	4	2	5	3	4	3	4	3	3	3	2	2	2	2	3	5	3	4	5	5	5	5	4	5	1
2	3	n/a	4	admin	radiation oncology	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	2	2	2	2	2	4	2	2	4	2	2	2	2	4	4	4	4	4	4	4	4	4	1
6	5	n/a	3	audiologist	audiology	2	2	4	4	4	2	4	4	5	4	5	4	5	4	4	4	5	2	2	4	2	4	3	4	4	2	4	3	4	4	4	5	5	4	5	4	4	4	4	1	
12	4	specialist	3	dr	radiation oncology	4	4	4	5	4	4	4	4	3	5	4	4	4	4	2	5	4	3	3	3	2	2	4	4	4	3	2	2	3	4	4	4	4	4	4	4	4	4	1		
14	1	head of dept	1	dr	radiation oncology	3	3	4	4	4	4	3	4	4	4	3	4	4	4	4	4	4	5	5	4	4	3	4	3	4	5	2	3	3	3	4	4	4	4	4	4	3	4	4	1	
16	4	specialist	4	dr	anasthetics	3	4	5	4	4	3	4	4	4	4	4	3	4	4	2	3	3	3	2	2	2	4	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	1		
17	3	specialist	4	dr	anasthetics	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	2	4	4	4	2	2	4	2	4	3	4	3	4	4	4	4	4	4	4	4	4	4	3	1	
18	1	head of dept	1	dr	radiation oncology	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	2	2	4	2	2	5	5	5	5	5	4	4	5	4	1	
19	5	n/a	5	admin	radiation oncology	4	1	4	4	4	4	4	4	4	5	3	4	4	4	3	5	4	2	1	4	2	2	3	4	2	3	4	3	4	4	4	5	4	4	4	4	4	4	3	1	
24	5	n/a	5	pharmacist/assistant	pharmacy	3	3	3	3	4	4	3	4	4	5	3	3	4	4	1	4	2	4	4	4	4	3	3	3	4	3	4	4	4	5	5	5	5	3	3	4	4	4	1	1	
26	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1		
29	5	n/a	5	admin	radiation oncology	5	5	5	5	4	4	5	5	4	5	4	5	4	4	3	2	4	2	4	5	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4	3	4	5	1		
37	5	intern	5	dr	surgery	4	3	4	4	4	4	4	3	4	4	3	3	3	4	4	4	4	3	3	4	4	3	3	2	3	3	4	4	4	4	4	4	5	5	4	4	4	4	1		
45	5	n/a	5	physiotherapist	physiotherapy	5	5	5	5	5	4	5	5	5	5	4	5	5	5	5	4	5	5	4	5	3	3	5	5	3	4	3	4	3	5	5	5	5	5	4	4	4	1			
25	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	2	4	4	4	4	3	3	3	4	4	4	3	4	4	2	3	2	3	4	4	3	3	2	3	3	3	3	3	4	4	3	4	3	4	4	1		
3	4	registrar	4	dr	radiation oncology	4	4	4	2	2	4	4	3	2	2	5	2	3	4	4	2	5	4	4	4	2	4	4	4	2	3	4	3	4	4	3	4	4	4	2	4	4	4	2		
10	5	n/a	5	speech therapist	speech therapy	4	2	3	2	4	2	4	3	2	4	4	2	2	4	3	3	4	3	4	4	4	4	4	3	3	2	3	3	3	4	4	4	3	4	4	3	4	4	2		
11	4	specialist	4	dr	anasthetics	4	4	4	4	3	4	4	2	2	3	5	3	4	5	4	3	4	2	4	4	5	5	4	3	3	2	3	4	2	4	4	2	4	4	2	4	4	2	2		
20	4	specialist	5	dr	anasthetics	4	4	3	2	4	4	3	4	2	4	2	3	4	3	2	4	3	5	5	4	2	4	3	2	2	2	3	4	3	2	3	3	3	4	3	3	2	3	2		
31	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	5	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	3	2	
39	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	4	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	3	2	
E3	1	head of dept	1	dr	radiology	4	4	3	3	3	2	3	2	3	3	4	3	3	3	3	3	4	3	4	4	4	4	4	3	3	3	3	4	3	3	4	3	4	3	3	3	4	3	4	2	
28	3	n/a	2	admin	radiation oncology	2	2	4	2	4	2	4	2	4	3	4	4	2	4	4	4	4	4	3	4	4	4	4	3	2	2	2	2	4	4	2	3	4	4	4	4	2	4	3		
E2	1	head of dept	1	dr	surgery	2	2	2	5	4	2	4	2	5	4	5	3	3	4	4	5	4	3	4	4	3	3	1	4	4	5	1	1	1	5	5	4	3	5	5	3	3	2	3		
8	5	registrar	5	dr	obstetrics & gynaecology	2	2	5	2	3	4	3	4	4	4	3	3	4	4	3	4	2	4	5	5	2	3	1	2	1	3	1	1	1	4	4	3	4	4	4	3	4	4	3		
9	5	n/a	5	speech therapist	speech therapy	2	2	2	3	3	3	3	3	3	3	4	4	3	3	3	3	3	4	4	4	4	4	3	3	2	2	2	2	2	4	4	4	4	4	4	4	3	3	3		
15	4	specialist	3	dr	anasthetics	2	2	3	2	3	2	2	3	3	4	4	3	2	3	2	4	3	4	4	4	4	4	2	2	2	2	2	2	2	4	4	3	4	3	3	4	3	2	3		
23	4	n/a	5	pharmacist/assistant	pharmacy	1	1	1	1	2	2	1	4	1	5	1	2	4	5	1	4	5	4	4	2	1	1	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	4	3	
32	5	intern	5	dr	surgery	2	2	3	2	3	4	2	3	4	3	4	2	2	3	4	4	4	4	3	3	4	2	2	2	3	2	2	4	4	4	4	4	4	4	3	3	4	4	4	3	
33	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	2	4	3	4	4	4	4	4	4	2	2	2	3	3	3	3	3	4	3	3	4	3	4	4	4	3	3	
34	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	2	4	3	4	4	4	4	4	4	2	2	2	3	3	3	3	3	4	3	3	4	3	4	4	4	3	3	
43	5	intern	5	dr	medicine	2	2	4	2	2	2	2	2	4	2	2	4	2	2	3	4	2	5	5	5	4	4	2	2	2	2	2	2	2	4	4	1	4	4	4	3	3	4	3		
E4	4	registrar	4	dr	surgery	4	2	4	5	3	4	4	4	4	2	4	2	2	4	2	5	4	4	4	4	4	4	2	2	2	4	2	2	2	2	2	2	2	4	2	4	4	3	2	3	
E5	4	specialist	4	dr	medicine	3	4	4	3	4	2	4	3	4	4	5	3	3	4	2	3	4	1	5	5	4	2	4	2	3	2	4	2	2	2	4	4	3	4	4	2	3	4	2	3	
4	4	registrar	5	dr	anasthetics	3	3	3	3	4	3	3	3	3	4	4	4	3	3	4	4	3	3	4	3	2	3	3	3	3	2	2	3	2	3	3	3	3	3	3	2	2	4	4		
13	4	registrar	5	dr	radiation oncology	2	2	2	2	3	3	3	4	3	4	5	2	2	4	2	5	5	4	2	4	2	3	2	2	4	2	2	2	2	2	4	4	2	4	2	2	2	4	4		
22	4	registrar	5	dr	anasthetics	2	3	3	3	2	2	2	3	2	3	1	3	4	2	3	4	2	4	2	2	3	2	2	2	2	4	3	2	2	2	4	4	2	4	4	4	4	3	4		
44	4	n/a	3	physiotherapist	physiotherapy	5	4	3	3	2	3	3	3	3	3	3	4	3	3	3	4	4	1	1	2	1	2	2	2	2	4	2	2	3	4	4	4	4	4	4	4	3	2	3	4	
7	2	n/a	1	audiologist	audiology	4	2	2	2	2	2	3	3	3	2	4	3	3	3	3	4	4	1	1	1	2	2	1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	
27	5	n/a	5	pharmacist/assistant	pharmacy	3	2	2	2	4	2	2	4	4	3	4	2	2	2	4	2	2	2	2	2	2	2	3	2	4	2	2	3	3	3	4	2	4	3	3	3	2	2	2	4	
30	5	intern	5	dr	obstetrics & gynaecology	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	4	3	4	4	4	2	2	3	2	2	3	3	4	2	3	3	3	3	3	3	3	4	
38	5	intern	5	dr	medicine	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	4	3	4	4	4	2	2	3	2	2	3	3	4	2	3	3	3	3	3	3	3	3	4
46	4	n/a	4	physiotherapist	physiotherapy	4	3	4	2	2	4	2	2	2	4	2	2	3	3	3	1	4	1	1	1	2	2	3	2	3	4	2	2	2	2	3	3	4	3	3	3</					

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 5 weighted average (%)
I9	3,466666667	3,285714286	3,25	2,888888889	2,875	8,47%	2,80%	1,69%	-9,61%	-10,05%
I8	3,933333333	4,142857143	4	2,888888889	3	7,85%	13,59%	9,68%	-20,79%	-17,74%
I7	3,4	2,428571429	2,916666667	3,555555556	2,625	11,15%	-20,60%	-4,65%	16,24%	-14,18%
I6	4	3	3,416666667	2,555555556	2	26,71%	-4,97%	8,23%	-19,05%	-36,65%
I5	4	3,714285714	3,083333333	2,888888889	2,5	20,71%	12,09%	-6,95%	-12,82%	-24,56%
I4	4	3,285714286	2,75	3,111111111	2	27,50%	4,73%	-12,34%	-0,83%	-36,25%
I3	3,733333333	2,857142857	2,666666667	2,666666667	2,375	26,09%	-3,50%	-9,93%	-9,93%	-19,78%
I2	4,466666667	4,285714286	4,083333333	4	4,75	3,55%	-0,65%	-5,34%	-7,27%	10,11%
I1	3,866666667	2,857142857	3,166666667	2,888888889	2	24,81%	-7,78%	2,22%	-6,75%	-35,44%
p9	4,066666667	2,714285714	3,416666667	3,111111111	2,25	24,19%	-17,11%	4,34%	-4,99%	-31,29%
p8	4	3	2,583333333	2,666666667	1,5	37,84%	3,38%	-10,98%	-8,11%	-48,31%
p7	4	3,857142857	3,166666667	2,222222222	2,25	25,15%	20,68%	-0,92%	-30,47%	-29,60%
p6	3,8	3,142857143	2,916666667	3	3,5	14,67%	-5,16%	-11,98%	-9,47%	5,62%
p5	4	2,857142857	2,916666667	2,111111111	1,875	36,91%	-2,21%	-0,17%	-27,74%	-35,82%
p4	3,933333333	2,714285714	2,583333333	2,111111111	2,5	35,54%	-6,47%	-10,98%	-27,25%	-13,85%
p3	4,133333333	3,571428571	3,166666667	2,555555556	2	28,54%	11,06%	-1,52%	-20,53%	-37,80%
p2	3,466666667	3,428571429	2,25	2,555555556	3,125	17,09%	15,80%	-24,01%	-13,69%	5,55%
p1	3,866666667	3,714285714	2,333333333	3,222222222	2,625	21,73%	16,93%	-26,54%	1,44%	-17,36%

	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum	Cluster 5 minimum	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum	Cluster 5 maximum
l9	2	2	1	1	2	5	4	5	4	4
l8	2	4	3	1	1	5	5	5	5	5
l7	1	2	1	2	1	5	3	5	5	5
l6	3	2	2	2	1	5	4	5	3	3
l5	3	3	2	2	1	5	5	4	4	4
l4	3	2	2	2	1	5	4	4	4	3
l3	3	2	1	2	1	5	4	4	4	3
l2	3	4	2	1	3	5	5	5	5	5
l1	3	2	1	2	1	5	4	4	4	3
p9	3	2	2	2	1	5	4	5	4	4
p8	3	2	1	2	1	5	4	4	4	2
p7	3	3	2	1	1	5	4	4	3	4
p6	2	2	2	2	1	4	4	4	4	5
p5	3	2	2	1	1	5	4	4	4	3
p4	2	2	1	1	1	5	4	5	3	5
p3	3	3	1	2	1	5	4	5	4	3
p2	1	2	1	2	1	5	4	4	4	5
p1	2	3	1	2	1	5	4	4	5	4

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 5 weighted average (%)
k1	3,84	3,2857142863,285714286	3,0833333333,25	3,4444444442,555555556	2,53	15,36%20,71%	-0,26%-0,85%	-6,40%-1,92%	4,56%-22,88%	-24,11%-9,47%
s8	4	3,857142857	3,833333333	3	3,125	10,27%	6,33%	5,68%	-17,30%	-13,85%
s7	3,933333333	3,285714286	3,5	3,111111111	2,125	18,70%	-0,85%	5,62%	-6,11%	-35,87%
s6	4,133333333	3,285714286	3,416666667	3,111111111	1,875	24,73%	-0,85%	3,11%	-6,11%	-43,42%
s5	4,2	3,714285714	4,083333333	3,111111111	2,5	15,16%	1,84%	11,96%	-14,70%	-31,45%
s4	4,2	3,428571429	3,5	3,333333333	3,25	15,78%	-5,48%	-3,51%	-8,11%	-10,41%
s3	4,266666667	2,857142857	3	2,666666667	2,25	34,32%	-10,05%	-5,56%	-16,05%	-29,17%
s2	4,266666667	3,857142857	3,916666667	3,666666667	2,125	15,74%	4,64%	6,25%	-0,53%	-42,35%
s1	3,8	3,571428571	3,75	3	3,25	7,67%	1,19%	6,25%	-15,00%	-7,92%
i7	3,333333333	2,857142857	2,166666667	2,555555556	1,5	29,77%	11,23%	-15,65%	-0,51%	-41,60%
i6	3	3,571428571	2	2,333333333	1,375	21,43%	44,56%	-19,05%	-5,56%	-44,35%
i5	3,133333333	3	2,083333333	2,222222222	1,375	28,87%	23,39%	-14,31%	-8,60%	-43,45%
i4	3,133333333	2,142857143	3	2,777777778	1,75	16,64%	-20,23%	11,68%	3,41%	-34,85%
i3	3,2	3	2,333333333	2,777777778	1,5	21,79%	14,18%	-11,19%	5,72%	-42,91%
i2	3,4	3,285714286	2,666666667	2,333333333	2	21,26%	17,18%	-4,90%	-16,78%	-28,67%
i1	3,466666667	3,428571429	2,25	2,444444444	1,5	29,05%	27,63%	-16,24%	-9,00%	-44,16%
f5	3,2	4,285714286	3,583333333	2,444444444	2,75	-1,09%	32,47%	10,76%	-24,44%	-15,00%
f4	3,066666667	3,571428571	3,25	2,444444444	2,375	3,58%	20,62%	9,77%	-17,44%	-19,78%
f3	3,466666667	3,714285714	3,833333333	2,555555556	1,5	11,19%	19,14%	22,96%	-18,03%	-51,89%
f2	3,333333333	3,857142857	4,166666667	2,333333333	3,375	-2,86%	12,41%	21,43%	-32,00%	-1,64%
f1	3,4	4,142857143	4,166666667	2,222222222	2,25	3,21%	25,77%	26,49%	-32,54%	-31,70%

	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum	Cluster 5 minimum	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum	Cluster 5 maximum
k1	1	2	2	2	1	5	4	4	4	4
s9	4	2	2	2	1	4	4	4	3	5
s8	3	3	3	2	3	5	4	4	4	4
s7	3	2	3	2	1	5	4	4	4	3
s6	3	2	2	2	1	5	4	5	4	3
s5	3	3	4	2	1	5	4	5	4	3
s4	4	3	2	2	3	5	4	4	4	4
s3	3	2	1	2	1	5	4	4	4	3
s2	3	3	2	3	1	5	4	5	4	3
s1	3	2	2	2	2	5	4	5	4	5
i7	2	2	1	2	1	4	3	4	3	2
i6	2	3	1	2	1	4	4	3	3	2
i5	2	3	1	2	1	4	3	3	3	2
i4	2	2	2	2	1	5	3	5	4	4
i3	2	2	1	2	1	5	4	4	4	2
i2	2	2	2	2	1	5	4	4	4	5
i1	2	3	1	2	1	4	4	4	3	2
f5	2	4	1	1	1	4	5	4	4	5
f4	2	2	1	1	1	4	5	4	4	5
f3	2	3	2	1	1	5	4	5	4	3
f2	1	3	3	1	2	5	5	5	4	5
f1	2	4	4	1	1	5	5	5	4	5

Cluster 1 weight (%)	Cluster 2 weight (%)	Cluster 3 weight (%)	Cluster 4 weight (%)	Cluster 5 weight (%)
29,41%	13,73%	23,53%	17,65%	15,69%

Demographics Analysis (Overall)

Department	No. of individuals	Percent
medicine	5	9,80%
surgery	9	17,65%
obstetrics	5	9,80%
anasthetics	8	15,69%
radiation oncology	9	17,65%
radiology	2	3,92%
pharmacy	5	9,80%
physiotherapy	3	5,88%
speech therapy	2	3,92%
audiology	3	5,88%
	51	

Clinical Heirarchy	No. of individuals	Percent
intern	14	27,45%
registrar	7	13,73%
specialist	8	15,69%
HOD	4	7,84%
other	18	35,29%
	51	

Description	No. of individuals	Percent
dr	33	64,71%
pharmacist	5	9,80%
admin	4	7,84%
other	9	17,65%
	51	

Age	No. of individuals	Percent
1	4	7,84%
2	1	1,96%
3	3	5,88%
4	15	29,41%
5	28	54,90%
	51	

GSH Experience	No. of individuals	Percent
1	5	9,80%
2	1	1,96%
3	4	7,84%
4	10	19,61%
5	31	60,78%
	51	

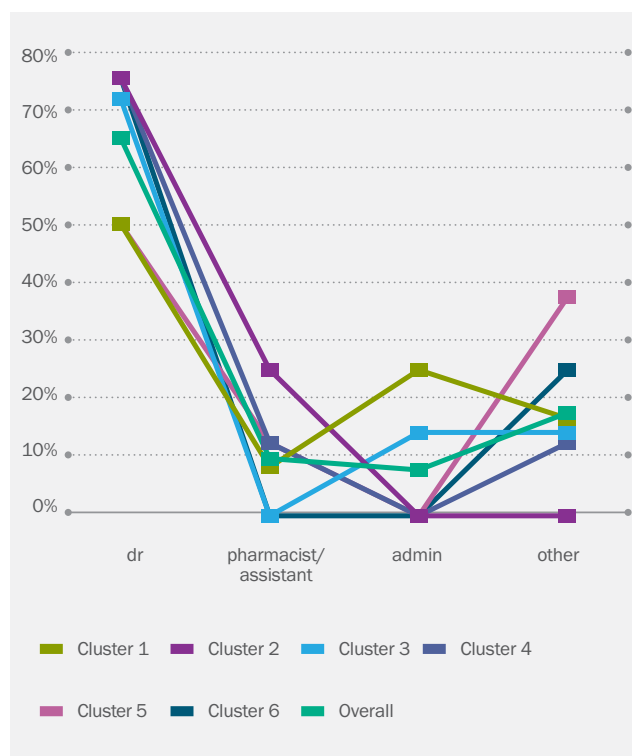
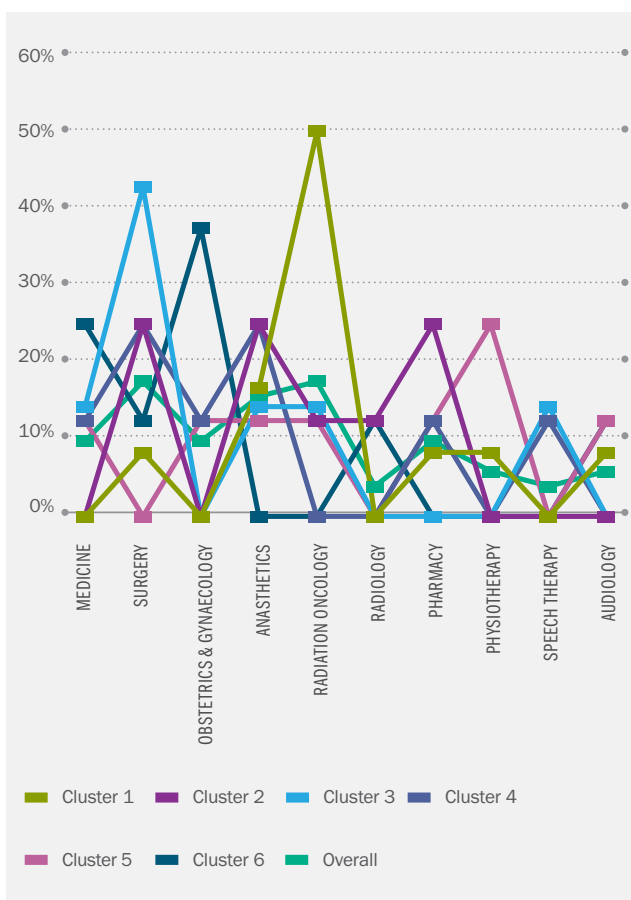
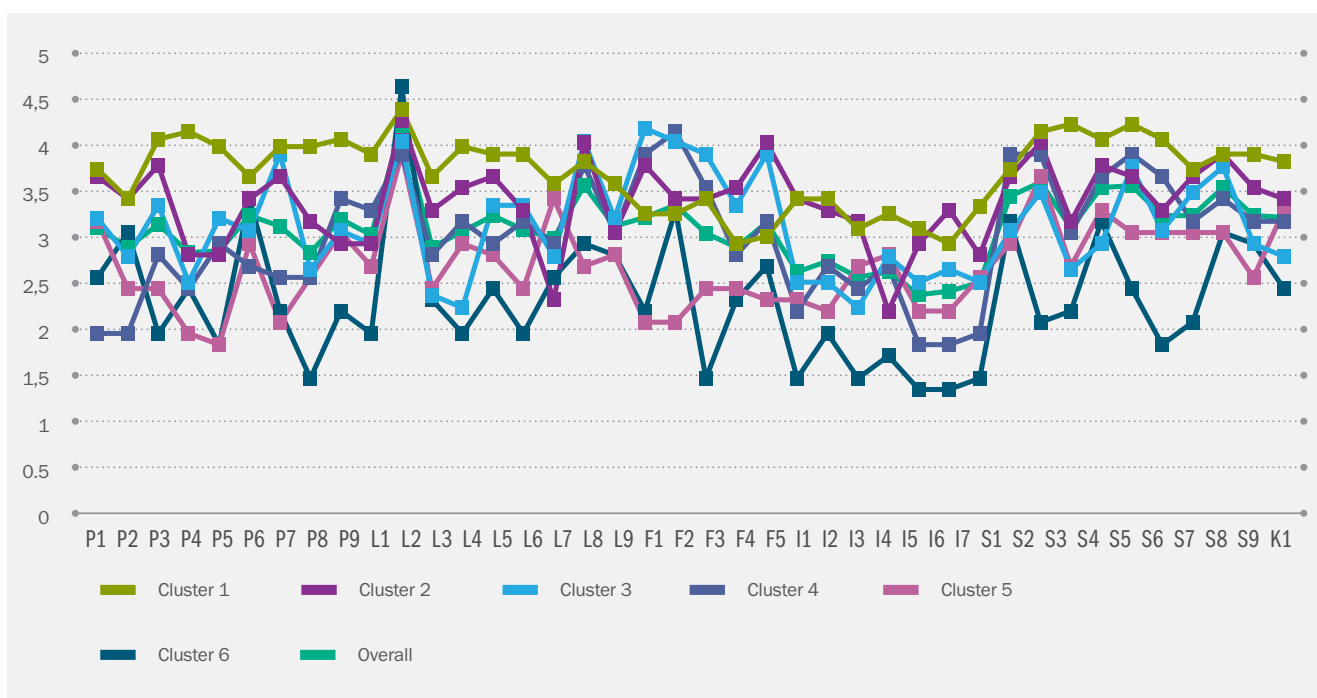
Department	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent
medicine	0	0,00%	0	0,00%	2	16,67%	1	11,11%	2	25,00%
surgery	1	6,67%	2	28,57%	5	41,67%	0	0,00%	1	12,50%
obstetrics & gynaecology	0	0,00%	0	0,00%	1	8,33%	1	11,11%	3	37,50%
anasthetics	3	20,00%	2	28,57%	1	8,33%	2	22,22%	0	0,00%
radiation oncology	6	40,00%	1	14,29%	1	8,33%	1	11,11%	0	0,00%
radiology	0	0,00%	1	14,29%	0	0,00%	0	0,00%	1	12,50%
pharmacy	3	20,00%	0	0,00%	1	8,33%	1	11,11%	0	0,00%
physiotherapy	1	6,67%	0	0,00%	0	0,00%	2	22,22%	0	0,00%
speech therapy	0	0,00%	1	14,29%	1	8,33%	0	0,00%	0	0,00%
audiology	1	6,67%	0	0,00%	0	0,00%	1	11,11%	1	12,50%
	15		7		12		9		8	

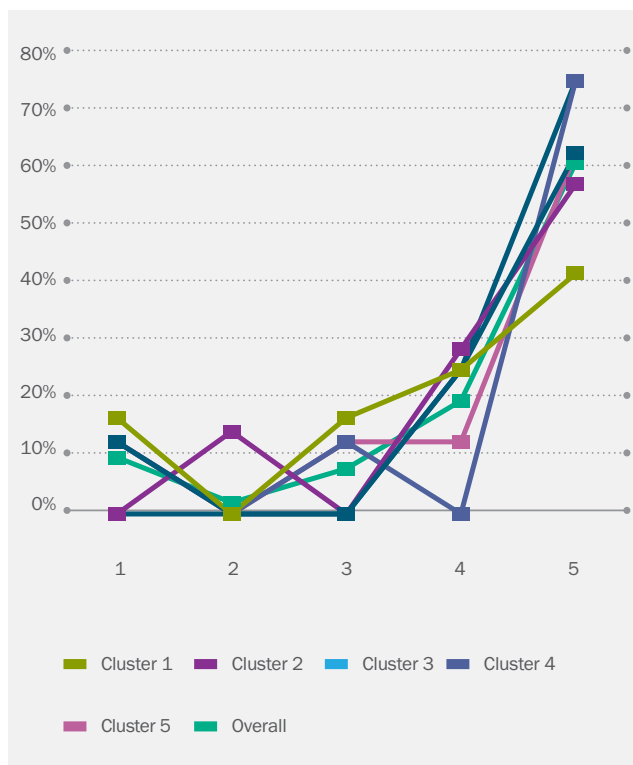
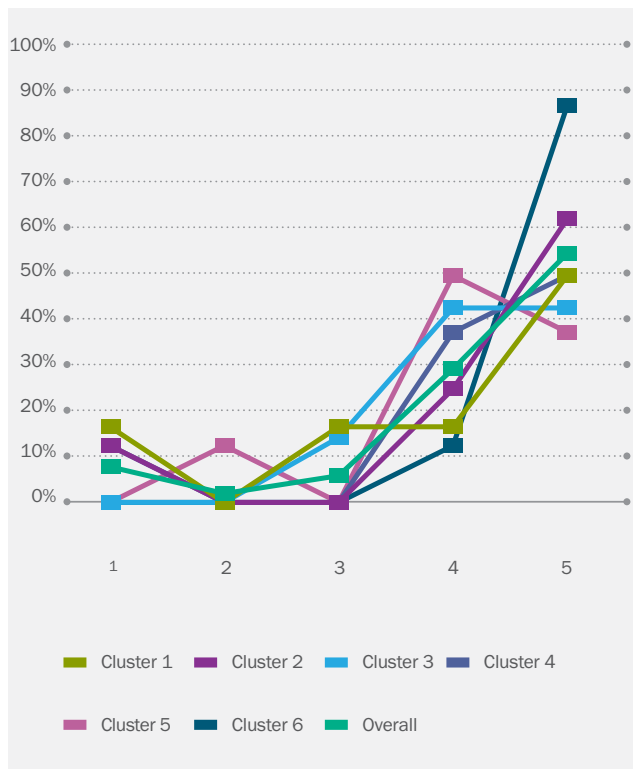
Description	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent
dr	7	46,67%	6	85,71%	9	75,00%	5	55,56%	6	75,00%
pharmacist/ assistant	3	20,00%	0	0,00%	1	8,33%	1	11,11%	0	0,00%
admin	3	20,00%	0	0,00%	1	8,33%	0	0,00%	0	0,00%
other	2	13,33%	1	14,29%	1	8,33%	3	33,33%	2	25,00%
	<u>15</u>		<u>7</u>		<u>12</u>		<u>9</u>		<u>8</u>	

Age	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent
1	2	13,33%	1	14,29%	1	8,33%	0	0,00%	0	0,00%
2	0	0,00%	0	0,00%	0	0,00%	1	11,11%	0	0,00%
3	2	13,33%	0	0,00%	1	8,33%	0	0,00%	0	0,00%
4	2	13,33%	3	42,86%	4	33,33%	5	55,56%	1	12,50%
5	9	60,00%	3	42,86%	6	50,00%	3	33,33%	7	87,50%
	<u>15</u>		<u>7</u>		<u>12</u>		<u>9</u>		<u>8</u>	

Clinical Heirarchy	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent
intern	1	6,67%	2	28,57%	4	33,33%	2	22,22%	5	62,50%
registrar	1	6,67%	1	14,29%	2	16,67%	3	33,33%	0	0,00%
specialist	3	20,00%	2	28,57%	2	16,67%	0	0,00%	1	12,50%
head of dept	2	13,33%	1	14,29%	1	8,33%	0	0,00%	0	0,00%
n/a	8	53,33%	1	14,29%	3	25,00%	4	44,44%	2	25,00%
	<u>15</u>		<u>7</u>		<u>12</u>		<u>9</u>		<u>8</u>	

GSH Experience	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent
1	2	13,33%	1	14,29%	1	8,33%	1	11,11%	0	0,00%
2	0	0,00%	0	0,00%	1	8,33%	0	0,00%	0	0,00%
3	2	13,33%	0	0,00%	1	8,33%	1	11,11%	0	0,00%
4	3	20,00%	2	28,57%	2	16,67%	1	11,11%	2	25,00%
5	8	53,33%	4	57,14%	7	58,33%	6	66,67%	6	75,00%
	<u>15</u>		<u>7</u>		<u>12</u>		<u>9</u>		<u>8</u>	





Respondent Number	Age	Clinical heirarchy	GSH experience	Description	Department	p1	p2	p3	p4	p5	p6	p7	p8	p9	I1	I2	I3	I4	I5	I6	I7	I8	I9	f1	f2	f3	f4	f5	i1	i2	i3	i4	i5	i6	i7	s1	s2	s3	s4	s5	s6	s7	s8	s9	k1	Clusters		
2	3	n/a	4	admin	radiation oncology	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	2	2	2	2	2	4	2	2	4	2	2	4	2	2	2	4	4	4	4	4	4	4	4	4	4	1
6	5	n/a	3	audiologist	audiology	2	2	4	4	4	2	4	4	5	4	5	4	5	4	4	4	4	5	2	2	4	2	4	3	4	4	2	4	3	4	4	4	5	5	4	5	4	4	4	4	4	1	
12	4	specialist	3	dr	radiation oncology	4	4	4	5	4	4	4	4	3	5	4	4	4	4	4	2	5	4	3	3	3	2	2	4	4	4	3	2	2	3	4	4	4	4	4	4	4	4	4	4	4	1	
14	1	head of dept	1	dr	radiation oncology	3	3	4	4	4	4	3	4	4	4	3	4	4	4	4	4	4	5	5	4	4	3	4	3	4	5	2	3	3	3	4	4	4	4	4	4	4	3	4	4	1		
16	4	specialist	4	dr	anasthetics	3	4	5	4	4	3	4	4	4	4	4	3	4	4	4	2	3	3	3	2	2	2	4	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	1		
17	3	specialist	4	dr	anasthetics	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	2	4	4	4	2	2	4	2	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4	3	1		
18	1	head of dept	1	dr	radiation oncology	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	2	2	4	2	2	5	5	5	5	5	4	4	5	4	4	1		
19	5	n/a	5	admin	radiation oncology	4	1	4	4	4	4	4	4	4	5	3	4	4	4	3	5	4	2	1	4	2	2	3	4	2	3	4	3	4	4	4	5	4	4	4	4	4	4	3	1			
26	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1			
29	5	n/a	5	admin	radiation oncology	5	5	5	5	4	4	4	5	5	4	5	4	5	4	4	3	2	4	2	4	5	3	4	4	4	4	3	3	3	3	3	4	4	4	4	4	3	3	4	5	1		
37	5	intern	5	dr	surgery	4	3	4	4	4	4	4	3	4	4	3	3	3	3	4	4	4	4	3	3	4	4	3	3	2	3	3	4	4	4	4	4	4	4	5	5	4	4	4	1			
45	5	n/a	5	physiotherapist	physiotherapy	5	5	5	5	5	4	5	5	5	5	5	4	5	5	5	5	4	5	5	4	5	3	3	3	5	5	3	4	3	4	3	5	5	5	5	5	4	4	4	1			
1	5	registrar	5	dr	anasthetics	5	4	5	3	3	4	3	4	3	5	5	4	4	4	3	4	2	5	3	4	3	4	3	3	2	2	2	2	3	5	3	4	5	5	5	5	4	5	2				
24	5	n/a	5	pharmacist/assistant	pharmacy	3	3	3	3	4	4	3	4	4	5	3	3	4	4	1	4	2	4	4	4	4	3	3	3	4	3	4	4	5	5	5	5	3	3	4	4	4	1	2				
3	4	registrar	4	dr	radiation oncology	4	4	4	2	2	4	4	3	2	2	5	2	3	4	4	2	5	4	4	4	2	4	4	4	2	3	4	3	4	4	4	3	4	4	4	2	4	4	2	2			
11	4	specialist	4	dr	anasthetics	4	4	4	4	3	4	4	2	2	3	5	3	4	5	4	3	4	2	4	4	5	5	4	3	3	2	3	4	2	4	4	2	4	4	2	4	2	4	2				
25	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	2	4	4	4	4	3	3	4	4	4	3	4	4	2	3	2	3	4	4	3	3	2	3	3	3	3	3	3	4	4	3	4	4	3	4	4	2			
31	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	5	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	3	2			
39	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	3	3	4	4	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	3	2			
E3	1	head of dept	1	dr	radiology	4	4	3	3	2	3	2	3	3	4	3	3	3	3	4	3	4	4	4	4	4	4	3	3	3	3	4	3	3	4	3	3	4	3	3	3	4	3	4	2			
10	5	n/a	5	speech therapist	speech therapy	4	2	3	2	4	2	4	3	2	4	4	2	2	4	3	3	4	3	4	4	4	4	3	3	2	3	3	3	4	4	4	3	4	4	3	4	4	2	3				
20	4	specialist	5	dr	anasthetics	4	4	3	2	4	4	3	4	2	4	2	3	4	3	2	4	3	5	5	4	2	4	3	2	2	2	3	4	3	2	3	3	3	4	3	3	2	3	3				
28	3	n/a	2	admin	radiation oncology	2	2	4	2	4	2	4	3	4	4	2	4	4	4	4	4	4	3	4	4	4	4	3	2	2	2	4	2	3	4	4	4	4	2	4	3	4	2	4	3			
33	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	3				
34	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	4	3	4	4	4	4	4	4	4	2	2	2	3	3	3	3	4	3	3	4	3	4	4	4	3	3				
E4	4	registrar	4	dr	surgery	4	2	4	5	3	4	4	4	4	2	2	4	4	2	5	4	4	4	4	4	4	4	2	2	2	4	2	2	2	2	2	2	2	4	2	4	4	3	2	3			
E5	4	specialist	4	dr	medicine	3	4	4	3	4	2	4	3	4	5	3	3	4	2	3	4	1	5	5	4	2	4	2	3	2	4	2	2	2	4	4	3	4	4	2	3	4	2	3	3			
9	5	n/a	5	speech therapist	speech therapy	2	2	2	3	3	3	3	3	3	3	4	4	3	3	3	3	3	4	4	4	4	3	3	2	2	2	2	2	2	4	4	4	4	4	4	4	4	3	3	4			
15	4	specialist	3	dr	anasthetics	2	2	3	2	3	2	2	3	3	4	4	3	2	3	2	4	3	4	4	4	4	4	2	2	2	2	2	2	2	4	4	3	4	4	3	3	4	3	2	4			
32	5	intern	5	dr	surgery	2	2	3	2	3	4	2	3	4	3	4	2	4	2	3	4	4	4	3	3	4	2	2	2	2	3	2	2	4	4	4	4	4	3	3	4	4	4	4	4			
43	5	intern	5	dr	medicine	2	2	4	2	2	2	2	2	4	2	2	4	2	2	3	4	2	5	5	5	4	4	2	2	2	2	2	2	2	4	4	1	4	4	4	3	3	3	4	4			
4	4	registrar	5	dr	anasthetics	3	3	3	3	4	3	3	3	4	4	4	4	3	3	4	4	3	3	4	3	2	3	3	3	3	2	2	3	2	3	3	2	3	3	3	3	2	2	4	4			
8	5	registrar	5	dr	obstetrics & gynaecology	2	2	5	2	3	4	3	4	4	4	3	3	4	4	3	4	2	4	5	5	2	3	1	2	1	3	1	1	1	4	4	3	4	4	4	3	4	4	3	4			
23	4	n/a	5	pharmacist/assistant	pharmacy	1	1	1	1	2	2	1	4	1	5	1	2	4	5	1	4	5	4	4	2	1	1	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4			
E2	1	head of dept	1	dr	surgery	2	2	2	5	4	2	4	2	5	4	5	3	3	4	4	5	4	3	4	4	3	3	1	4	4	5	1	1	1	5	4	3	5	5	3	3	2	4	4				
13	4	registrar	5	dr	radiation oncology	2	2	2	2	3	3	4	3	4	5	2	2	4	2	5	5	4	2	4	2	3	2	2	4	2	2	2	2	2	4	4	2	4	2	2	2	4	2	4	5			
22	4	registrar	5	dr	anasthetics	2	3	3	3	2	2	2	3	2	3	1	3	4	2	3	4	2	4	2	2	3	2	2	2	2	2	4	3	2	2	2	4	4	2	4	4	4	4	3	4	5		
44	4	n/a	3	physiotherapist	physiotherapy	5	4	3	3	2	3	3	3	3	3	4	3	3	3	4	4	4	1	1	2	1	2	2	2	2	4	2	2	3	4	4	4	4	4	4	4	3	2	3	5			
7	2	n/a	1	audiologist	audiology	4	2	2	2	2	2	3	3	2	4	3	3	3	3	4	4	1	1	1	2	2	1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	5		
27	5	n/a	5	pharmacist/assistant	pharmacy	3	2	2	2	2	4	2	2	4	4	3	4	2	2	4	2	2	2	2	2	2	2	3	2	4	2	2	3	3	3	4	2	4	3	3	3	2	2	2	5			
46	4	n/a	4	physiotherapist	physiotherapy	4	3	4	2	2	4	2	2	2	4	2	2	3	3	3	1	4	1	1	1	2	2	3	2	3	4	2	2	2	2	3	3	4	3	3	3	3	3	4	5			
30	5	intern	5	dr	obstetrics & gynaecology	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	4	3	4	4	4	2	2	3	2	2	2	3	3	4	2	3	3	3	3	3	3	3	5		
38	5	intern	5	dr	medicine	3	2	2	1	1	3	1	2	4	2	5</																																

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6
l9	3,66666667	3,125	3,285714286	3,125	2,875	2,875
l8	3,916666667	4,125	4,142857143	3,875	2,75	3
l7	3,666666667	2,375	2,857142857	3	3,5	2,625
l6	4	3,375	3,428571429	3,25	2,5	2
l5	4	3,75	3,428571429	3	2,875	2,5
l4	4,083333333	3,625	2,285714286	3,25	3	2
l3	3,75	3,375	2,428571429	2,875	2,5	2,375
l2	4,5	4,375	4,142857143	4	4	4,75
l1	4	3	3	3,375	2,75	2
p9	4,166666667	3	3,142857143	3,5	3,125	2,25
p8	4,083333333	3,25	2,714285714	2,625	2,625	1,5
p7	4,083333333	3,75	4	2,625	2,125	2,25
p6	3,75	3,5	3,142857143	2,75	3	3,5
p5	4,083333333	2,875	3,285714286	3	1,875	1,875
p4	4,25	2,875	2,571428571	2,5	2	2,5
p3	4,166666667	3,875	3,428571429	2,875	2,5	2
p2	3,5	3,5	2,857142857	2	2,5	3,125
p1	3,833333333	3,75	3,285714286	2	3,25	2,625

	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 5 weighted average (%)	Cluster 6 weighted average (%)
I9	14,72%	-2,22%	2,80%	-2,22%	-10,05%	-10,05%
I8	7,39%	13,10%	13,59%	6,25%	-24,60%	-17,74%
I7	19,87%	-22,36%	-6,59%	-1,92%	14,42%	-14,18%
I6	26,71%	6,91%	8,61%	2,95%	-20,81%	-36,65%
I5	20,71%	13,17%	3,47%	-9,47%	-13,24%	-24,56%
I4	30,16%	15,55%	-27,14%	3,59%	-4,38%	-36,25%
I3	26,66%	13,99%	-17,98%	-2,90%	-15,56%	-19,78%
I2	4,32%	1,42%	-3,96%	-7,27%	-7,27%	10,11%
I1	29,11%	-3,16%	-3,16%	8,94%	-11,23%	-35,44%
p9	27,25%	-8,38%	-4,02%	6,89%	-4,57%	-31,29%
p8	40,71%	11,99%	-6,47%	-9,54%	-9,54%	-48,31%
p7	27,76%	17,33%	25,15%	-17,87%	-33,51%	-29,60%
p6	13,17%	5,62%	-5,16%	-17,01%	-9,47%	5,62%
p5	39,77%	-1,59%	12,46%	2,68%	-35,82%	-35,82%
p4	46,45%	-0,93%	-11,39%	-13,85%	-31,08%	-13,85%
p3	29,57%	20,50%	6,62%	-10,59%	-22,26%	-37,80%
p2	18,21%	18,21%	-3,50%	-32,45%	-15,56%	5,55%
p1	20,68%	18,06%	3,44%	-37,04%	2,31%	-17,36%

	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum	Cluster 5 minimum	Cluster 6 minimum
l9	2	2	1	2	1	2
l8	2	4	4	3	1	1
l7	2	1	2	1	2	1
l6	3	2	2	2	2	1
l5	3	3	2	2	2	1
l4	3	3	2	2	2	1
l3	3	2	2	1	2	1
l2	4	3	4	2	1	3
l1	3	2	2	1	2	1
p9	3	2	2	2	2	1
p8	3	2	2	1	2	1
p7	4	3	4	2	1	1
p6	2	2	2	2	2	1
p5	4	2	2	2	1	1
p4	4	2	2	1	1	1
p3	3	3	3	1	2	1
p2	1	3	2	1	2	1
p1	2	3	2	1	2	1

	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum	Cluster 5 maximum	Cluster 6 maximum
l9	5	4	4	5	4	4
l8	5	5	5	4	5	5
l7	5	3	4	5	5	5
l6	5	4	4	5	3	3
l5	5	5	4	4	4	4
l4	5	4	3	4	4	3
l3	4	5	4	4	3	3
l2	5	5	5	5	5	5
l1	5	4	4	4	4	3
p9	5	4	4	5	4	4
p8	5	4	4	4	4	2
p7	5	4	4	4	3	4
p6	4	4	4	4	4	5
p5	5	4	4	4	3	3
p4	5	4	5	5	3	5
p3	5	5	4	5	4	3
p2	5	4	4	3	4	5
p1	5	5	4	3	5	4

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6
k1	3,916666667	3,5	2,857142857	3,25	3,375	2,5
s9	4	3,625	3	3,25	2,625	3
s8	4	4	3,857142857	3,5	3,125	3,125
s7	3,833333333	3,75	3,571428571	3,25	3,125	2,125
s6	4,166666667	3,375	3,142857143	3,75	3,125	1,875
s5	4,333333333	3,75	3,857142857	4	3,125	2,5
s4	4,166666667	3,875	3	3,75	3,375	3,25
s3	4,333333333	3,25	2,714285714	3,125	2,75	2,25
s2	4,25	4,125	3,571428571	4	3,75	2,125
s1	3,833333333	3,75	3,142857143	4	3	3,25
i7	3,416666667	2,875	2,571428571	2	2,625	1,5
i6	3	3,375	2,714285714	1,875	2,25	1,375
i5	3,166666667	3	2,571428571	1,875	2,25	1,375
i4	3,333333333	2,25	2,857142857	2,75	2,875	1,75
i3	3,166666667	3,25	2,285714286	2,5	2,75	1,5
i2	3,5	3,375	2,571428571	2,75	2,25	2
i1	3,5	3,5	2,571428571	2,25	2,375	1,5
f5	3,083333333	4,125	4	3,25	2,375	2,75
f4	3	3,625	3,428571429	2,875	2,5	2,375
f3	3,5	3,5	4	3,625	2,5	1,5
f2	3,333333333	3,5	4,142857143	4,25	2,125	3,375
f1	3,333333333	3,875	4,285714286	4	2,125	2,25

	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 5 weighted average (%)	Cluster 6 weighted average (%)
k1	18,90%	6,25%	-13,27%	-1,34%	2,46%	-24,11%
s9	20,71%	9,39%	-9,47%	-1,92%	-20,78%	-9,47%
s8	10,27%	10,27%	6,33%	-3,51%	-13,85%	-13,85%
s7	15,68%	13,17%	7,78%	-1,92%	-5,70%	-35,87%
s6	25,74%	1,85%	-5,16%	13,17%	-5,70%	-43,42%
s5	18,82%	2,82%	5,76%	9,68%	-14,31%	-31,45%
s4	14,86%	6,82%	-17,30%	3,38%	-6,96%	-10,41%
s3	36,42%	2,31%	-14,55%	-1,62%	-13,43%	-29,17%
s2	15,29%	11,90%	-3,12%	8,51%	1,73%	-42,35%
s1	8,61%	6,25%	-10,95%	13,33%	-15,00%	-7,92%
i7	33,02%	11,93%	0,11%	-22,14%	2,19%	-41,60%
i6	21,43%	36,61%	9,86%	-24,11%	-8,93%	-44,35%
i5	30,24%	23,39%	5,76%	-22,88%	-7,46%	-43,45%
i4	24,09%	-16,24%	6,36%	2,37%	7,03%	-34,85%
i3	20,52%	23,69%	-13,01%	-4,85%	4,66%	-42,91%
i2	24,83%	20,37%	-8,29%	-1,92%	-19,76%	-28,67%
i1	30,29%	30,29%	-4,28%	-16,24%	-11,59%	-44,16%
f5	-4,70%	27,50%	23,64%	0,45%	-26,59%	-15,00%
f4	1,32%	22,43%	15,80%	-2,90%	-15,56%	-19,78%
f3	12,26%	12,26%	28,30%	16,27%	-19,81%	-51,89%
f2	-2,86%	2,00%	20,73%	23,86%	-38,07%	-1,64%
f1	1,19%	17,63%	30,10%	21,43%	-35,49%	-31,70%

Cluster 1 weight (%)	Cluster 2 weight (%)	Cluster 3 weight (%)	Cluster 4 weight (%)	Cluster 5 weight (%)
29,41%	13,73%	23,53%	17,65%	15,69%

	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum	Cluster 5 minimum	Cluster 6 minimum
k1	3	1	2	2	2	1
s9	4	2	2	2	2	1
s8	3	3	3	2	2	3
s7	3	2	3	3	2	1
s6	4	2	2	3	2	1
s5	4	3	3	3	2	1
s4	4	3	2	3	2	3
s3	4	2	2	1	2	1
s2	4	3	2	3	3	1
s1	3	3	2	3	2	2
i7	2	2	2	1	2	1
i6	2	2	2	1	2	1
i5	2	2	2	1	2	1
i4	2	2	2	2	2	1
i3	2	3	2	1	2	1
i2	2	3	2	2	2	1
i1	2	3	2	1	2	1
f5	2	3	4	1	1	1
f4	2	2	2	1	1	1
f3	2	2	4	2	1	1
f2	1	3	3	4	1	2
f1	2	2	4	3	1	1

	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum	Cluster 5 maximum	Cluster 6 maximum
k1	5	5	4	4	4	4
s9	4	4	4	4	3	5
s8	5	5	4	4	4	4
s7	4	5	4	4	4	3
s6	5	5	4	5	4	3
s5	5	5	4	5	4	3
s4	5	5	4	4	4	4
s3	5	5	4	4	4	3
s2	5	5	4	5	4	3
s1	5	5	4	5	4	5
i7	4	4	3	4	3	2
i6	4	4	4	3	3	2
i5	4	4	3	3	3	2
i4	5	3	4	5	4	4
i3	5	4	3	4	4	2
i2	5	4	4	4	4	5
i1	4	4	4	4	3	2
f5	4	5	4	4	4	5
f4	4	5	4	4	4	5
f3	5	4	4	5	4	3
f2	5	4	5	5	4	5
f1	5	5	5	5	4	5

Demographics Analysis (Overall)

Department	No. of individuals	Percent
medicine	5	9,80%
surgery	9	17,65%
obstetrics	5	9,80%
anasthetics	8	15,69%
radiation oncology	9	17,65%
radiology	2	3,92%
pharmacy	5	9,80%
physiotherapy	3	5,88%
speech therapy	2	3,92%
audiology	3	5,88%
	51	

Clinical Heirarchy	No. of individuals	Percent
intern	14	27,45%
registrar	7	13,73%
specialist	8	15,69%
HOD	4	7,84%
other	18	35,29%
	51	

Description	No. of individuals	Percent
dr	33	64,71%
pharmacist	5	9,80%
admin	4	7,84%
other	9	17,65%
	51	

Age	No. of individuals	Percent
1	4	7,84%
2	1	1,96%
3	3	5,88%
4	15	29,41%
5	28	54,90%
	51	

GSH Experience	No. of individuals	Percent
1	5	9,80%
2	1	1,96%
3	4	7,84%
4	10	19,61%
5	31	60,78%
	51	

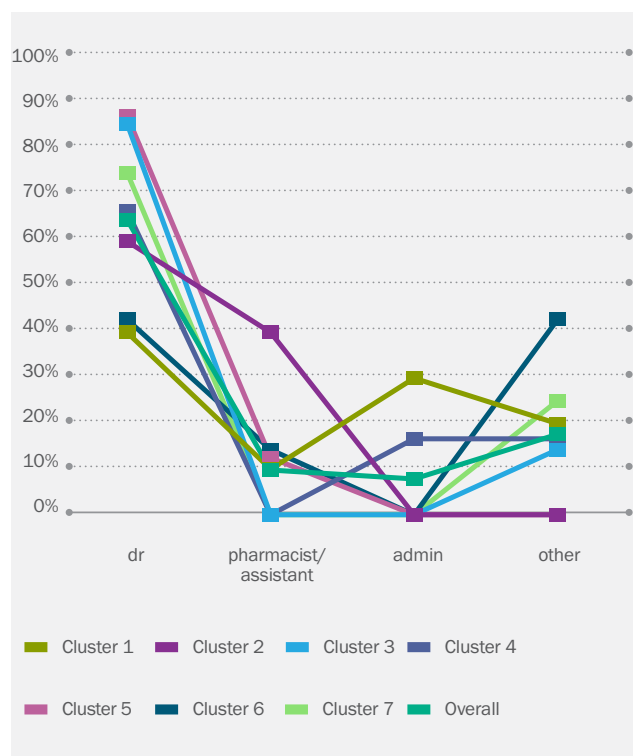
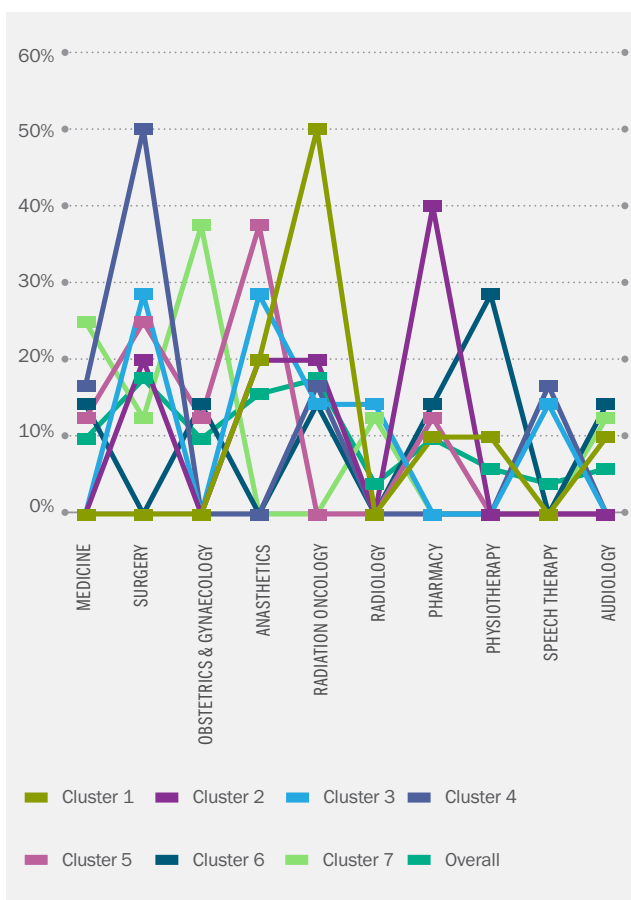
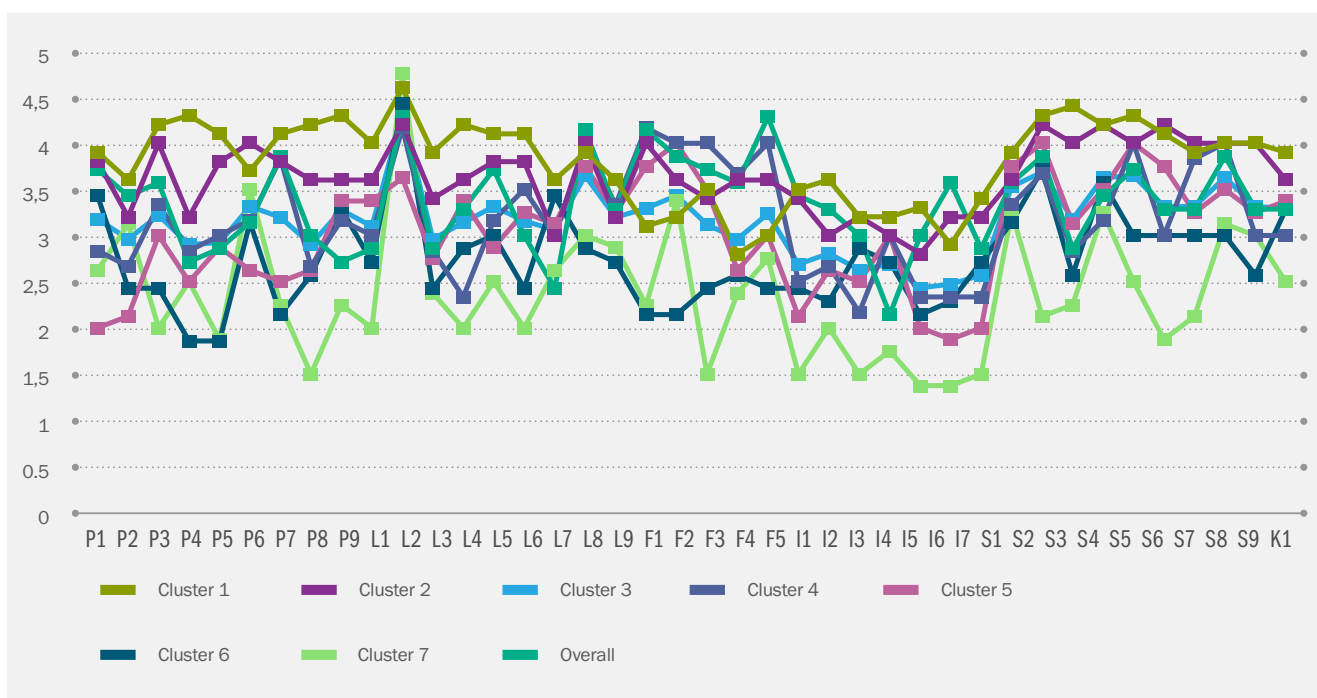
Department	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent
medicine	0	0,00%	0	0,00%	1	14,29%	1	12,50%	1	12,50%	2	25,00%
surgery	1	8,33%	2	25,00%	3	42,86%	2	25,00%	0	0,00%	1	12,50%
obstetrics & gynaecology	0	0,00%	0	0,00%	0	0,00%	1	12,50%	1	12,50%	3	37,50%
anasthetics	2	16,67%	2	25,00%	1	14,29%	2	25,00%	1	12,50%	0	0,00%
radiation oncology	6	50,00%	1	12,50%	1	14,29%	0	0,00%	1	12,50%	0	0,00%
radiology	0	0,00%	1	12,50%	0	0,00%	0	0,00%	0	0,00%	1	12,50%
pharmacy	1	8,33%	2	25,00%	0	0,00%	1	12,50%	1	12,50%	0	0,00%
physiotherapy	1	8,33%	0	0,00%	0	0,00%	0	0,00%	2	25,00%	0	0,00%
speech therapy	0	0,00%	0	0,00%	1	14,29%	1	12,50%	0	0,00%	0	0,00%
audiology	1	8,33%	0	0,00%	0	0,00%	0	0,00%	1	12,50%	1	12,50%
	12		8		7		8		8		8	

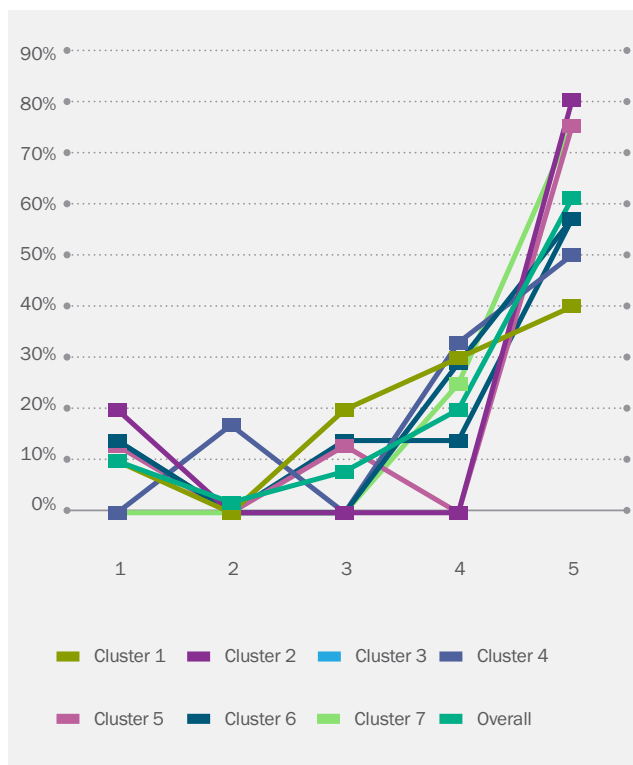
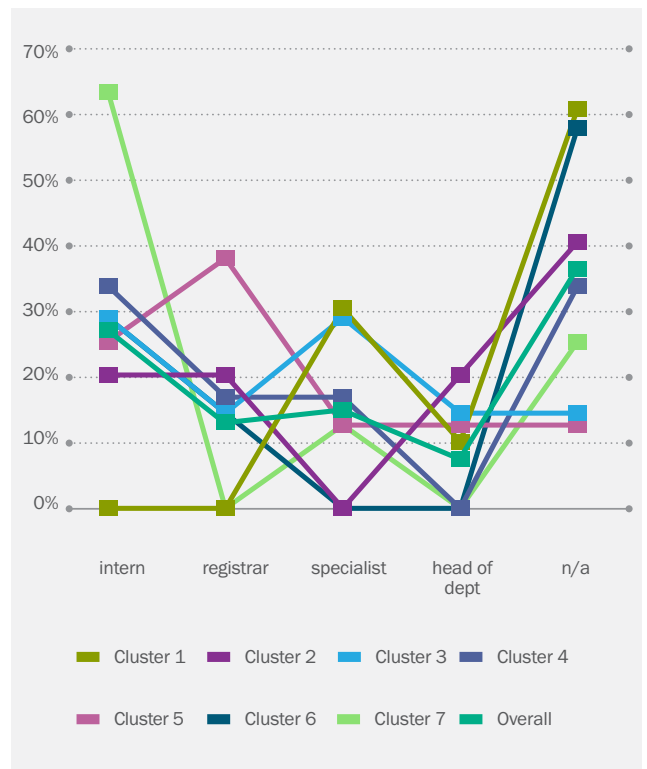
Description	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent
dr	6	50,00%	6	75,00%	5	71,43%	6	75,00%	4	50,00%	6	75,00%
pharmacist/ assistant	1	8,33%	2	25,00%	0	0,00%	1	12,50%	1	12,50%	0	0,00%
admin	3	25,00%	0	0,00%	1	14,29%	0	0,00%	0	0,00%	0	0,00%
other	2	16,67%	0	0,00%	1	14,29%	1	12,50%	3	37,50%	2	25,00%
	12		8		7		8		8		8	

Age	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent
1	2	16,67%	1	12,50%	0	0,00%	1	12,50%	0	0,00%	0	0,00%
2	0	0,00%	0	0,00%	0	0,00%	0	0,00%	1	12,50%	0	0,00%
3	2	16,67%	0	0,00%	1	14,29%	0	0,00%	0	0,00%	0	0,00%
4	2	16,67%	2	25,00%	3	42,86%	3	37,50%	4	50,00%	1	12,50%
5	6	50,00%	5	62,50%	3	42,86%	4	50,00%	3	37,50%	7	87,50%
	12		8		7		8		8		8	

Clinical Heirarchy	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent
intern	1	8,33%	2	25,00%	2	28,57%	2	25,00%	2	25,00%	5	62,50%
registrar	0	0,00%	2	25,00%	1	14,29%	2	25,00%	2	25,00%	0	0,00%
specialist	3	25,00%	1	12,50%	2	28,57%	1	12,50%	0	0,00%	1	12,50%
head of dept	2	16,67%	1	12,50%	0	0,00%	1	12,50%	0	0,00%	0	0,00%
n/a	6	50,00%	2	25,00%	2	28,57%	2	25,00%	4	50,00%	2	25,00%
	12		8		7		8		8		8	

GSH Experience	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent
1	2	16,67%	1	12,50%	0	0,00%	1	12,50%	1	12,50%	0	0,00%
2	0	0,00%	0	0,00%	1	14,29%	0	0,00%	0	0,00%	0	0,00%
3	2	16,67%	0	0,00%	0	0,00%	1	12,50%	1	12,50%	0	0,00%
4	3	25,00%	2	25,00%	2	28,57%	0	0,00%	1	12,50%	2	25,00%
5	5	41,67%	5	62,50%	4	57,14%	6	75,00%	5	62,50%	6	75,00%
	12		8		7		8		8		8	





Respondent Number	Age	Clinical heirarchy	GSH experience	Description	Department	p1	p2	p3	p4	p5	p6	p7	p8	p9	I1	I2	I3	I4	I5	I6	I7	I8	I9	f1	f2	f3	f4	f5	i1	i2	i3	i4	i5	i6	i7	s1	s2	s3	s4	s5	s6	s7	s8	s9	k1	Clusters	
2	3	n/a	4	admin	radiation oncology	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	2	2	2	2	2	4	2	2	4	2	2	4	2	2	2	4	4	4	4	4	4	4	4	1
6	5	n/a	3	audiologist	audiology	2	2	4	4	4	2	4	4	5	4	5	4	5	4	4	4	5	2	2	2	4	2	4	3	4	4	4	2	4	3	4	4	4	5	5	4	5	4	4	4	4	1
12	4	specialist	3	dr	radiation oncology	4	4	4	5	4	4	4	4	3	5	4	4	4	4	4	2	5	4	4	3	3	3	2	2	4	2	2	4	4	3	2	2	3	4	4	4	4	4	4	4	4	1
16	4	specialist	4	dr	anasthetics	3	4	5	4	4	3	4	4	4	4	4	4	3	4	4	2	3	4	3	3	2	2	2	4	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	1	
17	3	specialist	4	dr	anasthetics	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	2	4	4	4	2	2	4	2	4	2	4	3	4	3	4	4	4	4	4	4	4	4	1	
18	1	head of dept	1	dr	radiation oncology	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	2	4	4	4	4	4	4	2	4	2	2	4	2	2	5	5	5	5	5	5	4	4	5	4	1	
19	5	n/a	5	admin	radiation oncology	4	1	4	4	4	4	4	4	4	5	3	4	4	4	3	5	4	4	2	1	4	2	2	3	4	2	3	4	3	4	4	4	5	4	4	4	4	4	4	4	1	
26	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	
29	5	n/a	5	admin	radiation oncology	5	5	5	5	4	4	4	5	5	4	5	4	5	4	4	3	2	4	4	2	4	5	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4	4	3	3	4	1
45	5	n/a	5	physiotherapist	physiotherapy	5	5	5	5	5	4	5	5	5	5	4	5	5	5	5	4	4	5	5	4	5	3	3	3	5	5	3	4	3	4	3	5	5	5	5	5	5	4	4	4	1	
24	5	n/a	5	pharmacist/assistant	pharmacy	3	3	3	3	4	4	3	4	4	5	3	3	4	4	1	4	4	2	4	4	4	4	3	3	3	4	3	4	4	4	5	5	5	5	3	3	4	4	4	4	2	
25	5	n/a	5	pharmacist/assistant	pharmacy	4	3	4	2	4	4	4	4	3	3	3	4	4	4	3	4	5	4	2	3	2	3	4	3	3	2	3	3	3	3	3	4	4	4	3	4	4	3	4	4	2	
37	5	intern	5	dr	surgery	4	3	4	4	4	4	4	3	4	4	3	3	3	4	4	2	4	4	3	3	4	4	3	2	3	3	4	4	4	4	4	4	5	5	4	4	4	4	4	2		
1	5	registrar	5	dr	anasthetics	5	4	5	3	3	4	3	4	3	5	5	4	4	4	3	4	2	2	5	3	4	3	4	3	3	2	2	2	2	3	5	3	4	5	5	5	5	4	2			
14	1	head of dept	1	dr	radiation oncology	3	3	4	4	4	4	3	4	4	4	3	4	4	4	4	4	4	5	5	4	4	3	4	3	4	5	2	3	3	3	4	4	4	4	4	3	4	4	2			
3	4	registrar	4	dr	radiation oncology	4	4	4	2	2	4	4	3	2	2	5	2	3	4	4	2	5	2	4	4	4	4	2	4	4	4	2	3	4	3	4	4	3	4	4	4	2	4	4	3		
11	4	specialist	4	dr	anasthetics	4	4	4	4	3	4	4	2	2	3	5	3	4	5	4	3	4	4	2	4	4	4	5	5	4	3	3	2	3	4	2	4	4	2	4	4	2	4	2	3		
31	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	4	3	3	4	5	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	4	3	
39	5	intern	5	dr	surgery	3	3	4	3	2	3	4	4	3	3	4	4	4	3	2	2	4	4	4	4	3	3	4	4	3	4	3	2	3	3	3	4	4	3	3	4	3	4	4	4	3	
E3	1	head of dept	1	dr	radiology	4	4	3	3	3	2	3	2	3	3	4	3	3	3	3	4	3	3	4	4	4	4	4	4	3	3	3	3	4	3	3	4	3	3	4	3	3	4	3	3	3	
10	5	n/a	5	speech therapist	speech therapy	4	2	3	2	4	2	4	3	2	4	4	2	2	4	3	3	4	3	3	4	4	4	4	4	3	3	3	2	3	3	3	4	4	4	3	4	4	3	4	4	3	
20	4	specialist	5	dr	anasthetics	4	4	3	2	4	4	4	3	4	2	4	2	3	4	3	2	4	3	3	5	5	4	2	4	3	2	2	2	3	4	3	2	3	2	3	3	4	3	3	2	3	
9	5	n/a	5	speech therapist	speech therapy	2	2	2	3	3	3	3	3	3	3	4	4	3	3	3	3	4	3	4	4	4	4	4	3	3	2	2	2	2	2	2	4	4	4	4	4	4	4	3	4		
28	3	n/a	2	admin	radiation oncology	2	2	4	2	4	2	4	2	4	3	4	4	2	4	4	4	4	4	4	4	3	4	4	4	4	3	2	2	2	2	2	4	4	2	3	4	4	4	4	2	4	
33	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	4	3	4	4	4	4	4	4	4	4	4	2	2	2	3	3	3	3	3	4	3	3	4	3	4	4	4	4	
34	5	intern	5	dr	surgery	3	3	3	2	2	4	4	2	2	3	4	2	2	4	3	4	4	4	4	4	4	4	4	4	4	2	2	2	3	3	3	3	3	4	3	3	4	3	4	4	4	
E4	4	registrar	4	dr	surgery	4	2	4	5	3	4	4	4	4	2	4	2	2	4	4	2	5	1	4	4	4	4	4	4	2	2	2	4	2	2	2	2	2	2	2	2	4	2	4	4	3	4
E5	4	specialist	4	dr	medicine	3	4	4	3	4	2	4	3	4	4	5	3	3	4	2	3	4	3	1	5	5	4	2	4	2	3	2	4	2	2	2	4	4	3	4	4	2	3	4	2	4	
8	5	registrar	5	dr	obstetrics & gynaecology	2	2	5	2	3	4	3	4	4	4	3	3	4	4	3	4	3	4	3	2	4	5	5	2	3	1	2	1	3	1	1	1	4	4	3	4	4	4	3	4	4	5
15	4	specialist	3	dr	anasthetics	2	2	3	2	3	2	2	3	3	4	4	4	3	2	3	2	4	4	3	4	4	4	4	4	2	2	2	2	2	2	2	4	4	3	4	4	3	3	4	3	5	
32	5	intern	5	dr	surgery	2	2	3	2	3	4	2	3	4	3	4	2	4	2	2	3	4	2	4	4	4	3	3	4	2	2	2	2	3	2	2	4	4	4	4	4	4	3	3	4	4	5
43	5	intern	5	dr	medicine	2	2	4	2	2	2	2	2	4	2	2	4	2	2	3	4	3	2	5	5	5	4	4	2	2	2	2	2	2	2	2	2	4	4	1	4	4	4	3	3	3	5
E2	1	head of dept	1	dr	surgery	2	2	2	5	4	2	4	2	5	4	5	3	3	4	4	5	4	2	3	4	4	3	3	3	1	4	4	5	1	1	1	5	5	4	3	5	5	3	3	3	5	
4	4	registrar	5	dr	anasthetics	3	3	3	3	4	3	3	3	3	4	4	4	3	3	4	4	5	3	3	4	3	2	3	3	3	3	2	2	3	2	3	3	2	3	3	3	3	2	2	5		
22	4	registrar	5	dr	anasthetics	2	3	3	3	2	2	2	3	2	3	1	3	4	2	3	4	2	3	4	2	2	3	2	2	2	2	2	4	3	2	2	2	4	4	2	4	4	4	4	3	5	
23	4	n/a	5	pharmacist/assistant	pharmacy	1	1	1	1	2	2	2	1	4	1	5	1	2	4	5	1	4	4	5	4	4	2	1	1	4	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	5
13	4	registrar	5	dr	radiation oncology	2	2	2	2	3	3	4	3	4	5	2	2	4	2	5	5	4	4	2	4	2	3	2	2	4	2	2	2	2	2	2	4	4	2	4	2	2	2	4	2	6	
7	2	n/a	1	audiologist	audiology	4	2	2	2	2	3	3	3	2	4	3	3	3	4	4	4	1	1	1	2	2	1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	6
27	5	n/a	5	pharmacist/assistant	pharmacy	3	2	2	2	2	4	2	2	4	4	3	4	2	2	2	4	1	2	2	2	2	2	2	2	3	2	4	2	2	3	3	3	4	2	4	3	3	3	2	2	6	
44	4	n/a	3	physiotherapist	physiotherapy	5	4	3	3	2	3	3	3	3	4	3	3	3	3	4	4	2	4	1	1	2	1	2	2	2	2	4	2	2	2	3	4	4	4	4	4	4	4	3	2	6	
46	4	n/a	4	physiotherapist	physiotherapy	4	3	4	2	2	4	2	2	2	4	2	2	3	3	1	4	4	1	1	1	1	2	2	3	2	3	4	2	2	2	2	2	3	3	4	3	3	3	3	3	6	
30	5	intern	5	dr	obstetrics & gynaecology	3	2	2	1	1	3	1	2	4	2	5	2	3	3	2	3	1	2	2	4	3	4	4																			

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
l9	3,6	3,2	3,285714286	3,333333333	3,25	2,714285714	2,875
l8	3,9	4	4,142857143	4	3,75	2,857142857	3
l7	3,6	3	2,428571429	3	3,125	3,428571429	2,625
l6	4,1	3,8	3	3,5	3,25	2,428571429	2
l5	4,1	3,8	3,714285714	3,166666667	2,875	3	2,5
l4	4,2	3,6	3,285714286	2,333333333	3,375	2,857142857	2
l3	3,9	3,4	2,857142857	2,833333333	2,75	2,428571429	2,375
l2	4,6	4,2	4,285714286	4,166666667	3,625	4,428571429	4,75
l1	4	3,6	2,857142857	3	3,375	2,714285714	2
p9	4,3	3,6	2,714285714	3,166666667	3,375	3,285714286	2,25
p8	4,2	3,6	3	2,666666667	2,625	2,571428571	1,5
p7	4,1	3,8	3,857142857	3,833333333	2,5	2,142857143	2,25
p6	3,7	4	3,142857143	3,166666667	2,625	3,142857143	3,5
p5	4,1	3,8	2,857142857	3	2,875	1,857142857	1,875
p4	4,3	3,2	2,714285714	2,833333333	2,5	1,857142857	2,5
p3	4,2	4	3,571428571	3,333333333	3	2,428571429	2
p2	3,6	3,2	3,428571429	2,666666667	2,125	2,428571429	3,125
p1	3,9	3,8	3,714285714	2,833333333	2	3,428571429	2,625

	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 5 weighted average (%)	Cluster 6 weighted average (%)	Cluster 7 weighted average (%)
I9	12,64%	0,12%	2,80%	4,29%	1,69%	-15,07%	-10,05%
I8	6,94%	9,68%	13,59%	9,68%	2,82%	-21,66%	-17,74%
I7	17,69%	-1,92%	-20,60%	-1,92%	2,16%	12,09%	-14,18%
I6	29,88%	20,37%	-4,97%	10,87%	2,95%	-23,07%	-36,65%
I5	23,73%	14,67%	12,09%	-4,44%	-13,24%	-9,47%	-24,56%
I4	33,88%	14,75%	4,73%	-25,63%	7,58%	-8,93%	-36,25%
I3	31,72%	14,83%	-3,50%	-4,30%	-7,12%	-17,98%	-19,78%
I2	6,64%	-2,64%	-0,65%	-3,41%	-15,97%	2,66%	10,11%
I1	29,11%	16,20%	-7,78%	-3,16%	8,94%	-12,39%	-35,44%
p9	31,32%	9,94%	-17,11%	-3,29%	3,07%	0,34%	-31,29%
p8	44,73%	24,05%	3,38%	-8,11%	-9,54%	-11,39%	-48,31%
p7	28,28%	18,90%	20,68%	19,94%	-21,78%	-32,95%	-29,60%
p6	11,66%	20,71%	-5,16%	-4,44%	-20,78%	-5,16%	5,62%
p5	40,34%	30,07%	-2,21%	2,68%	-1,59%	-36,43%	-35,82%
p4	48,18%	10,27%	-6,47%	-2,36%	-13,85%	-36,00%	-13,85%
p3	30,61%	24,39%	11,06%	3,66%	-6,71%	-24,48%	-37,80%
p2	21,59%	8,08%	15,80%	-9,93%	-28,23%	-17,98%	5,55%
p1	22,78%	19,63%	16,93%	-10,80%	-37,04%	7,94%	-17,36%

	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum	Cluster 5 minimum	Cluster 6 minimum	Cluster 7 minimum
l9	2	2	2	1	2	1	2
l8	2	4	4	3	2	1	1
l7	2	1	2	2	1	2	1
l6	4	3	2	2	2	2	1
l5	4	3	3	2	2	2	1
l4	3	3	2	2	2	2	1
l3	3	3	2	2	1	2	1
l2	4	3	4	4	1	4	3
l1	3	3	2	2	1	2	1
p9	4	3	2	2	2	2	1
p8	4	3	2	2	1	2	1
p7	4	3	3	3	2	1	1
p6	2	4	2	2	2	2	1
p5	4	3	2	2	2	1	1
p4	4	2	2	2	1	1	1
p3	3	3	3	2	1	2	1
p2	1	3	2	2	1	2	1
p1	2	3	3	2	1	2	1

	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum	Cluster 5 maximum	Cluster 6 maximum	Cluster 7 maximum
l9	5	4	4	4	5	4	4
l8	5	4	5	5	4	5	5
l7	5	4	3	4	5	5	5
l6	5	4	4	4	5	3	3
l5	5	4	5	4	4	4	4
l4	5	4	4	3	4	4	3
l3	4	5	4	4	4	3	3
l2	5	5	5	5	5	5	5
l1	5	4	4	4	4	4	3
p9	5	4	4	4	5	4	4
p8	5	4	4	4	4	4	2
p7	5	4	4	4	4	3	4
p6	4	4	4	4	4	4	5
p5	5	4	4	4	4	3	3
p4	5	4	4	5	5	3	5
p3	5	5	4	4	5	4	3
p2	5	4	4	4	3	4	5
p1	5	5	4	4	3	5	4

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
k1	3,9	3,6	3,285714286	3	3,375	3,285714286	2,5
s9	4	4	3,285714286	3	3,25	2,571428571	3
s8	4	4	3,857142857	4	3,5	3	3,125
s7	3,9	4	3,285714286	3,833333333	3,25	3	2,125
s6	4,1	4,2	3,285714286	3	3,75	3	1,875
s5	4,3	4	3,714285714	4	4	3	2,5
s4	4,2	4,2	3,428571429	3,166666667	3,5	3,571428571	3,25
s3	4,4	4	2,857142857	2,833333333	3,125	2,571428571	2,25
s2	4,3	4,2	3,857142857	3,666666667	4	3,714285714	2,125
s1	3,9	3,6	3,571428571	3,333333333	3,75	3,142857143	3,25
i7	3,4	3,2	2,857142857	2,333333333	2	2,714285714	1,5
i6	2,9	3,2	3,571428571	2,333333333	1,875	2,285714286	1,375
i5	3,3	2,8	3	2,333333333	2	2,142857143	1,375
i4	3,2	3	2,142857143	3	3	2,714285714	1,75
i3	3,2	3,2	3	2,166666667	2,5	2,857142857	1,5
i2	3,6	3	3,285714286	2,666666667	2,625	2,285714286	2
i1	3,5	3,4	3,428571429	2,5	2,125	2,428571429	1,5
f5	3	3,6	4,285714286	4	3	2,428571429	2,75
f4	2,8	3,6	3,571428571	3,666666667	2,625	2,571428571	2,375
f3	3,5	3,4	3,714285714	4	3,5	2,428571429	1,5
f2	3,2	3,6	3,857142857	4	4	2,142857143	3,375
f1	3,1	4	4,142857143	4,166666667	3,75	2,142857143	2,25

	Cluster 1 weighted average (%)	Cluster 2 weighted average (%)	Cluster 3 weighted average (%)	Cluster 4 weighted average (%)	Cluster 5 weighted average (%)	Cluster 6 weighted average (%)	Cluster 7 weighted average (%)
k1	18,39%	9,29%	-0,26%	-8,93%	2,46%	-0,26%	-24,11%
s9	20,71%	20,71%	-0,85%	-9,47%	-1,92%	-22,40%	-9,47%
s8	10,27%	10,27%	6,33%	10,27%	-3,51%	-17,30%	-13,85%
s7	17,69%	20,71%	-0,85%	15,68%	-1,92%	-9,47%	-35,87%
s6	23,73%	26,75%	-0,85%	-9,47%	13,17%	-9,47%	-43,42%
s5	17,90%	9,68%	1,84%	9,68%	9,68%	-17,74%	-31,45%
s4	15,78%	15,78%	-5,48%	-12,70%	-3,51%	-1,54%	-10,41%
s3	38,52%	25,93%	-10,05%	-10,80%	-1,62%	-19,05%	-29,17%
s2	16,65%	13,94%	4,64%	-0,53%	8,51%	0,76%	-42,35%
s1	10,50%	2,00%	1,19%	-5,56%	6,25%	-10,95%	-7,92%
i7	32,37%	24,58%	11,23%	-9,16%	-22,14%	5,67%	-41,60%
i6	17,38%	29,52%	44,56%	-5,56%	-24,11%	-7,48%	-44,35%
i5	35,73%	15,16%	23,39%	-4,03%	-17,74%	-11,87%	-43,45%
i4	19,12%	11,68%	-20,23%	11,68%	11,68%	1,04%	-34,85%
i3	21,79%	21,79%	14,18%	-17,54%	-4,85%	8,74%	-42,91%
i2	28,39%	6,99%	17,18%	-4,90%	-6,38%	-18,48%	-28,67%
i1	30,29%	26,57%	27,63%	-6,93%	-20,89%	-9,59%	-44,16%
f5	-7,27%	11,27%	32,47%	23,64%	-7,27%	-24,94%	-15,00%
f4	-5,43%	21,59%	20,62%	23,84%	-11,34%	-13,15%	-19,78%
f3	12,26%	9,06%	19,14%	28,30%	12,26%	-22,10%	-51,89%
f2	-6,74%	4,91%	12,41%	16,57%	16,57%	-37,55%	-1,64%
f1	-5,89%	21,43%	25,77%	26,49%	13,84%	-34,95%	-31,70%

	Cluster 1 minimum	Cluster 2 minimum	Cluster 3 minimum	Cluster 4 minimum	Cluster 5 minimum	Cluster 6 minimum	Cluster 7 minimum
k1	3	1	2	2	2	2	1
s9	4	4	2	2	2	2	1
s8	3	3	3	4	2	2	3
s7	3	3	2	3	3	2	1
s6	4	3	2	2	3	2	1
s5	4	3	3	4	3	2	1
s4	4	4	3	2	2	3	3
s3	4	3	2	2	1	2	1
s2	4	3	3	2	3	3	1
s1	3	3	2	2	2	2	2
i7	2	2	2	2	1	2	1
i6	2	2	3	2	1	2	1
i5	2	2	3	2	1	2	1
i4	2	2	2	2	2	2	1
i3	2	2	2	2	1	2	1
i2	2	3	2	2	2	2	1
i1	2	3	3	2	1	2	1
f5	2	3	4	4	1	1	1
f4	2	3	2	2	1	1	1
f3	2	2	3	4	2	1	1
f2	1	3	3	3	2	1	2
f1	2	2	4	4	2	1	1

	Cluster 1 maximum	Cluster 2 maximum	Cluster 3 maximum	Cluster 4 maximum	Cluster 5 maximum	Cluster 6 maximum	Cluster 7 maximum
k1	5	5	4	4	4	4	4
s9	4	4	4	4	4	3	5
s8	5	5	4	4	4	4	4
s7	4	5	4	4	4	4	3
s6	5	5	4	4	5	4	3
s5	5	5	4	4	5	4	3
s4	5	5	4	4	4	4	4
s3	5	5	4	4	4	4	3
s2	5	5	4	4	5	4	3
s1	5	5	4	4	5	4	5
i7	4	4	3	3	4	3	2
i6	4	4	4	3	3	3	2
i5	4	4	3	3	3	3	2
i4	4	5	3	4	5	4	4
i3	5	4	4	3	4	4	2
i2	5	3	4	4	4	4	5
i1	4	4	4	4	4	3	2
f5	4	4	5	4	4	4	5
f4	4	4	5	4	4	4	5
f3	5	4	4	4	5	4	3
f2	4	5	5	5	5	4	5
f1	5	5	5	5	5	4	5

Cluster 1 weight (%)	Cluster 2 weight (%)	Cluster 3 weight (%)	Cluster 4 weight (%)	Cluster 5 weight (%)	Cluster 6 weight (%)	Cluster 7 weight (%)
19,61%	9,80%	13,73%	11,76%	15,69%	13,73%	15,69%

Demographics Analysis (Overall)

Department	No. of individuals	Percent
medicine	5	9,80%
surgery	9	17,65%
obstetrics	5	9,80%
anasthetics	8	15,69%
radiation oncology	9	17,65%
radiology	2	3,92%
pharmacy	5	9,80%
physiotherapy	3	5,88%
speech therapy	2	3,92%
audiology	3	5,88%
	51	

Clinical Heirarchy	No. of individuals	Percent
intern	14	27,45%
registrar	7	13,73%
specialist	8	15,69%
HOD	4	7,84%
other	18	35,29%
	51	

Description	No. of individuals	Percent
dr	33	64,71%
pharmacist	5	9,80%
admin	4	7,84%
other	9	17,65%
	51	

Age	No. of individuals	Percent
1	4	7,84%
2	1	1,96%
3	3	5,88%
4	15	29,41%
5	28	54,90%
	51	

GSH Experience	No. of individuals	Percent
1	5	9,80%
2	1	1,96%
3	4	7,84%
4	10	19,61%
5	31	60,78%
	51	

Department	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent	Cluster7	Percent
medicine	0	0,00%	0	0,00%	0	0,00%	1	16,67%	1	12,50%	1	14,29%	2	25,00%
surgery	0	0,00%	1	20,00%	2	28,57%	3	50,00%	2	25,00%	0	0,00%	1	12,50%
obstetrics & gynaecology	0	0,00%	0	0,00%	0	0,00%	0	0,00%	1	12,50%	1	14,29%	3	37,50%
anasthetics	2	20,00%	1	20,00%	2	28,57%	0	0,00%	3	37,50%	0	0,00%	0	0,00%
radiation oncology	5	50,00%	1	20,00%	1	14,29%	1	16,67%	0	0,00%	1	14,29%	0	0,00%
radiology	0	0,00%	0	0,00%	1	14,29%	0	0,00%	0	0,00%	0	0,00%	1	12,50%
pharmacy	1	10,00%	2	40,00%	0	0,00%	0	0,00%	1	12,50%	1	14,29%	0	0,00%
physiotherapy	1	10,00%	0	0,00%	0	0,00%	0	0,00%	0	0,00%	2	28,57%	0	0,00%
speech therapy	0	0,00%	0	0,00%	1	14,29%	1	16,67%	0	0,00%	0	0,00%	0	0,00%
audiology	1	10,00%	0	0,00%	0	0,00%	0	0,00%	0	0,00%	1	14,29%	1	12,50%
	10		5		7		6		8		7		8	

Description	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent	Cluster7	Percent
dr	4	40,00%	3	60,00%	6	85,71%	4	66,67%	7	87,50%	3	42,86%	6	75,00%
pharmacist/ assistant	1	10,00%	2	40,00%	0	0,00%	0	0,00%	1	12,50%	1	14,29%	0	0,00%
admin	3	30,00%	0	0,00%	0	0,00%	1	16,67%	0	0,00%	0	0,00%	0	0,00%
other	2	20,00%	0	0,00%	1	14,29%	1	16,67%	0	0,00%	3	42,86%	2	25,00%
	10		5		7		6		8		7		8	

Age	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent	Cluster7	Percent
1	1	10,00%	1	20,00%	1	14,29%	0	0,00%	1	12,50%	0	0,00%	0	0,00%
2	0	0,00%	0	0,00%	0	0,00%	0	0,00%	0	0,00%	1	14,29%	0	0,00%
3	2	20,00%	0	0,00%	0	0,00%	1	16,67%	0	0,00%	0	0,00%	0	0,00%
4	2	20,00%	0	0,00%	3	42,86%	2	33,33%	4	50,00%	3	42,86%	1	12,50%
5	5	50,00%	4	80,00%	3	42,86%	3	50,00%	3	37,50%	3	42,86%	7	87,50%
	10		5		7		6		8		7		8	

Clinical Heirarchy	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent	Cluster7	Percent
intern	0	0,00%	1	20,00%	2	28,57%	2	33,33%	2	25,00%	2	28,57%	5	62,50%
registrar	0	0,00%	1	20,00%	1	14,29%	1	16,67%	3	37,50%	1	14,29%	0	0,00%
specialist	3	30,00%	0	0,00%	2	28,57%	1	16,67%	1	12,50%	0	0,00%	1	12,50%
head of dept	1	10,00%	1	20,00%	1	14,29%	0	0,00%	1	12,50%	0	0,00%	0	0,00%
n/a	6	60,00%	2	40,00%	1	14,29%	2	33,33%	1	12,50%	4	57,14%	2	25,00%
	10		5		7		6		8		7		8	

GSH Experience	Cluster1	Percent	Cluster2	Percent	Cluster3	Percent	Cluster4	Percent	Cluster5	Percent	Cluster6	Percent	Cluster7	Percent
1	1	10,00%	1	20,00%	1	14,29%	0	0,00%	1	12,50%	1	14,29%	0	0,00%
2	0	0,00%	0	0,00%	0	0,00%	1	16,67%	0	0,00%	0	0,00%	0	0,00%
3	2	20,00%	0	0,00%	0	0,00%	0	0,00%	1	12,50%	1	14,29%	0	0,00%
4	3	30,00%	0	0,00%	2	28,57%	2	33,33%	0	0,00%	1	14,29%	2	25,00%
5	4	40,00%	4	80,00%	4	57,14%	3	50,00%	6	75,00%	4	57,14%	6	75,00%
	10		5		7		6		8		7		8	

Appendix 6

Questions for Case Study 2

VISION

Can you give an example of a decision that you had to take which has a direct effect on company policy

Which external events are likely to influence your company in the coming 5 years. How are you getting ready for these changes

ORGANISATIONAL SENSITIVITY

What were your companies major objectives over the past year

INTEGRITY

Does your organisation had to abandon its principles to achieve a particular objective

INDIVIDUAL LEADERSHIP

How often are you taking part in departmental tasks that are very different from your own

EXTRA ORGANISATIONAL AWARENESS

Has your organisation ever been confronted with the burdensome consequences of political decision. What anticipatorial steps did you take

ENERGY

Is the culture of the organisation such that gives people a lot of energy

MOTIVATION

On a scale from 1 to 10 how much are people intrinsically motivated. Can you give examples

Can you comment on the following:

- Values as a condition for being a healthy organisation
- Purpose as a condition for being a healthy organisation
- Contribution as a condition for being a healthy organisation
- Sustainable performance as a condition for being a healthy organisation
- Social responsibility as a condition for being a healthy organisation

In your organisation, how would you describe the level of coherence ?

How do you see the relationship between coherence and the functioning and/or performance of your organisation?

How do you describe the consciousness of an organisation, and illustrate with the case of your organisation

Can you comment on the relationship between consciousness and coherence

Can you comment on the relationship between consciousness and performance

What makes an organisation really healthy, above and beyond coherence, purpose, values.

Appendix 7

Transcripts of interviews

RESPONDENT 1

SP Speaker

SP1 It's recording.

SP2 My name is X, I am working as a Selection Officer, Scholarship Selection Officer, and I started working at the Foundation in 2011 and just on the 4th June, which was last week, was my [inaudible] actually, it was my fifth year in the Foundation.

SP1 Congratulations.

SP2 Yes, thank you.

SP1 Yes, so where you always in the same position?

SP2 No, I started off in the data management centre and... Well I moved layers, so in the data management space alone they were looking for just a mere, what do you call it, a paper shredder, and I had just lost my permanent job and I think I needed this space and I was like, I have a degree, I have qualifications, why would I be shredding paper. And while I was in that space then an opportunity opened up for me to be the Administrator which was basically just more a call centre agent attending to enquiries and things. And I got a year later progressed to the scholarship selection. So that's where I'm at now.

SP1 Okay, and your background is, so you're from South Africa?

SP2 Yes I'm from South Africa. A lot of people think I'm from at least Angola, if not, yes so I get that all the time but I'm not.

SP1 Yes but I'm always curious because, you know, I'm always... Because people ask me all the time and especially because of my accent and... But you know, and therefore I ask because it's also nice to talk a little bit about your background, so you're from South Africa. As I told you before the recording that I wanted to talk about a healthy organisation, that is my research about and in that research it is important, you know, how healthy do the people feel that the organisation is. So my question to you is, if you would scale it on a scale from one, very unhealthy, you know, you're almost dying, to 10, that is incredibly healthy, you're like the sky is the limit and go beyond, so how would you say is the Orbis Foundation?

SP2 My view on a score would be way below five and I would place it more along I think a three would... It feels like it's too much so it will be on a scale between two and a three and it would move towards a two than a three. So let me say 2,2, that's how I would scale it.

SP1 Okay, so basically you say we are very sick?

SP2 We are very sick yes.

SP1 Okay, can you tell me why you think that way?

SP2 Okay, I think from a broader perspective I feel like for any company to function, you made an example of my body, everything is to work together, there needs to be some level of cohesion and each side in the body use to function that perception that we're all working towards one goal, we're one unit, and that's one thing that lacking. It feels like we're working in our own silos and we're not working towards the same goal, your team is more important than that team.

Cohesion is one, and two is communication, that's one thing again. I feel that with communication, if we use the example of application of policies there must be consistency because if anything it's inconsistent it speaks to the communication. So if tomorrow I say I need a certain thing from you which you did for somebody yesterday and you don't do it for me today, the inconsistency automatically affects the level of communication because then assumptions are created.

And the third thing is, a lot of people I find, based on the fact or from their backgrounds of some things have not been resolved for long, and they're bitter. And a lot feel bitterness what goes down into their work, into their roles and in more interpersonally, their relationships with their colleagues. So there is a lot sickness if I can call it that, in a sense that negativity, gossip, that they take part, so yes.

SP1 I really understand what you try to say but for me just use examples so that I can better, even better understand what you mean. Can you give examples where you feel that was taking place, this was what's happening and that is really the consequence or the result of that?

SP2 Okay, on the example of cohesion as an example then would be, I run the selection, scholarship selection and with my manager, and we require support from our colleagues, for instance if we're conducting interviews and things like that. So what we do in terms of our planning, we let them know well before time, we get people to commit to being part of it, like you did with us now, and they will sign and confirm their availability but come the time they pull out of it. So one, it's not understanding that we're all a unit and working together towards a certain objective. It's treated as if you know what, if that scholarship selection sort of gets with other priorities we can assist you, when in essence we're a company and we're interdependent. So I find that certain programmes don't take other programmes seriously or other teams more seriously. Yes that's the one example I can use.

SP1 Yes, so that is because coherence, out of the research came that coherence indeed is very important and I don't even have to tell you what it is because some people ask what is coherence, but you already come up from yourself there is coherence, there is no coherence. So you used it as an example, what is the consequence of that?

SP2 The consequence is that it then results in your process being compromised. So one, as a constraint which would then mean because when you're working with internals you don't have to pay them consultant fees. So that way that's how we minimise our budget especially when you have a very small budget to work with. You know, you're working with talent and then them not committing or not showing up, now you have to outsource the function and doubling your costs, and also, the information that externals have is not quite the same as what the internals have. So although you take them through training it does not guarantee that they would perform on the same level at assessments compared to a person inside. So it brings a lot of... I feel it also compromises our information, if I can call it that, because with assessments and assessment tools these people also have access to the outside world, what does that mean. What is the security of that data? Well even them giving it says, it can sign a confidentiality agreement right now, but as to whether I'm going to keep it is another conversation for another day, so that's always some of my concerns.

SP1 Okay so if you do the recruitment and you outsource some of the activities, you have actually no idea what they will do with the results and they get all the details, is that what try to tell?

SP2 Not necessarily the details but the idea of what we assess. So for instance for learner coming to us, they don't know what to expect but if a parent or some aunt of theirs have been exposed to the premises they know how to prep them and they know what kind of tools we're using, and things like that. So it, to me, it speaks to the tool security and speaking of the course assessments.

SP1 Okay but I'd like to know why that is a problem, for example I worked for I&G [?] as I told, and we would immediately tell people there will be an interview and we will use the Behaviour Skill Interview Technique because we've very open about how we look into them and what we will use. But that's, it's something that you don't want to have here?

SP2 I suppose there is a lot that we can have. One way that one can succumb some of those challenges is for instance, a tool used last year to change it this year so it's not the same, and things like that. So I think there are ways around that but I just find that we haven't quite taken that seriously in [previous years, the implications of internals failing to attend to that. But more than anything the biggest concern I would have is that we're here because there's a certain objective which we need to fulfil and I feel like some people don't understand what that is.

They're so focussed in on other causes in what they're doing that they realise that, if I can put it this way, you understand what the scholarship and what the scholarship is about, so they way I see it, the scholarship is the baby and I, I don't see, yes we do the fellowship when we get learners from outside but the person or the... Not the only thing should you focus on is not the scholarship, therefore ask your fellows you need to make sure that this is taken care of. So if our recruitment is not done properly, assessment tools are not exercised or applied correctly, it ultimately feeds into the fellowship and it affects that as well. So it's that understanding, that's why I'm saying, realise that there is bigger vision, and so that's for my, the point I'm coming from.

SP1 I understand how it must be having an impact especially on the work you do as well, I have a further question because we have values in this organisation, do you feel that they are lived, I think not because you said the organisation is, in my opinion, not quite healthy, but I'd still like to ask that question to you.

SP2 I think as an individual some people may feel they're living the values, so you use the experience significance as an example, and I think that's where you're really thoughtless [?] and you can take the company and its resources and you treat that as your own. So people in that individual capacity they probably think they're living like the values, but I wonder if looked from a broader spectrum if we really are living those values. That's really the question I still need to even answer for myself. But I wouldn't, I don't know if I'm in the position to say yes or no. It's something I haven't thought about to that.

SP1 Well I would say, you mentioned already something, I think when excellence is one of them, so if you don't inform a person then your first problem is making an agreement with what that will be and take part and then all off a sudden you don't show up, that's not really working on to excellence or stewardship, for example.

SP2 So that's saying a lot, we're not living up to our values as a long term vision leads the spirit of significance. If you look at those which is to do with stewardship, it's understanding, you know, stewardship for me speaks to serving others, serving them along with the word excellence, delivering that with excellence. So I find that, the example you've just used now, any person who is excellent will be on top of their game, are actually there for there for their appointment, if not, they will have a very... They will be sincere in their apology, not just, I can't make it and that's why they... So I find that we're so used take things down in missing their appointments that it probably doesn't some of them that they didn't make it, you know, that sort of thing.

SP1 I also have already this experience here a little bit, you know, I never had that in other organisations but I always look into myself and then think what did I do wrong, do people understand when I say, perfect let us meet then, and then people are ill and the they forget to call me and you know, this kind of thing. So I agree with what I observe and of course I'm trained to look into organisations like that, I'm very trained to look to details and these kinds of things. So yes, this or that is excellent, there are some other values that are important, so what are the, for you, the values that you really feel like here we really have to work on?

SP2 Excellence.

SP1 Excellence?

SP2 That will be excellence and that I think would be more than anything also, so it will be the excellence, sorry, stewardship. I think the understanding that we did [inaudible] people that we get into contact with which is our colleagues. If we knew how to serve others I think a lot of things will be addressed or some things will just fall into place. Other things like long term approach, you cannot have a long term approach if not learned how to be excellent. If you have not learned how to serve and give it your all in that, so it doesn't happen at the long term orientation that they are giving their job. So I'm not going to weigh the [inaudible] but I feel then some so key that if lost everything else is compromised. So that's the only... That's the understanding that I think I have.

SP1 You know, to... Because you are in the recruitment, so it means that you know all the pillars, you know the values, how do you train that to the people and how do you work with this during the recruitment, for example?

SP2 It's very difficult if we explore the recruitment from the candidate side, I work with Grade 6 year candidates, they are 12 years old, at that age it's not very easy to assess some of these things just by looking at them or by taking them through a test. So when we advertise a scholarship we do say that they need to demonstrate such and such and such, but in terms of training it's not quite something that you can train from the recruitment cart, but once they land at the scholarship while they're in the programme then they have camps and other things where we can assess if they've been taught about certain things and how to, you know. So I would say recruitment, we focus on could they have the signs that they are resilient, that are they the person that, like in terms of training, our time and just get, we have to train them is from when they are placed until they're finished the programme. And I think there's enough resources in place to actually ensure that it can be.

SP1 Yes I understand that but the first meeting with them, with this very young age, and I can imagine that must be very difficult because all of them are amazing...

SP2 Absolutely, and all the mothers will call you and say, my child has got all the grades...

SP1 Like me.

SP2 My child get sevens, and that's the thing, my child gets sevens too, but anyway, that's not the conversation right now. So yes, they are and they don't really much know who they are at that age, not even what they want even. not really does, it's learning life and to identify with it.

SP1 Hopefully because... But I even, when I was 20 I didn't know what I really wanted to do. Would I experience while, you know, being in this conversation that I say, you are really very well able to express what you experience and I think you make very clear observations, so it must be for you easy to explain this in this organisation or to talk about it, is this also happening?

SP2 You mean, what's happening that...?

SP1 That they listen...?

SP2 A platform?

SP1 Yes a platform and because I think it's very easy for you to talk about things, I don't feel like, oh there is somebody that puts a wall, I like listening to you, so that is what I try to figure out. I think you have good ideas, this is what we still don't do well, how can we change that, that kind of platform. Can you...?

SP2 I think, the one thing you mentioned that's very key is, the disparities I've observed in the organisation everyone is really... Well they want to express it and given a platform I can tell you one thing, I'm sure when Anthony is sitting here and whoever else, in terms of our top management, they will also be vocal enough to say what they need to say. But what I find to be a problem is that nothing gets done after it's been said, I think that's where the issue is. So for me, if my daughter says to me, you know what, you'll always be in the top, you never listen to me, then I understand it's an issue and what can do is to [inaudible] there has been attempts to get people to speak and to say what their concerns or, and things are but I don't feel there's been enough effort in resolving it, not enough.

SP1 It can also be that it is impossible, sometimes people want something and then as a management team you think, yes it's impossible. But even that you can communicate, you can say, I loved your ideas, yes we know, we addressed it but I'm not so sure how to do it right now. That's also very honest. Come up with ideas, how will we that. Is that taking place?

SP2 It's not and I think, if I can use one example of something that really bothers me the most and that makes it really difficult for me to be up and come to work, I feel like... We work in different departments, working in different projects and things, and our policies change all the time as can be imagined. So for me in my case, if the policy affects the candidates that we recruit, such is to be communicated. Actually things which is in the process I need to communicated it so an example would be, last year we used to get tests from the school directly where after they've written certain tests, instead of taking them through our own tests we actually rely on those results, so we're getting it from the school.

But then something changed in the system and immediately because parents understand that we're going to collect it, we now had to communicate to their

parents, due to unforeseen circumstances, we now had to facilitate our own tests because the Department has delayed theirs and we need our results. So you communicate that way, the person on the receiving end understands exactly what's happening, is not surprised. However when you revert back to the Foundation or when I come back to make a reference here...

I want to use the Department of Finance as an example, as you can imagine, it's one of the centre pieces for the application with the [inaudible], so even if policy changes and I'm not aware of it, it has implications, but I don't feel they make enough effort to actually inform people of changes in the policy and I also don't feel they're consistent in applying it, Half the time, and I'm speaking from an assumption or... I say assumption because I'm not sure, I feel like people get things because of who they know but not based on one's principle. So by knowing ... I might get it but if I don't then I'm not in good books with you and I'm not going to get it. It's an assumption or it's a feeling because there have been a lot of incidents that have happened where it felt like it was more preference than principle.

SP1 I'd like to go into that because then it makes it clearer for me and then I can work it out in a better way, like where the improvements can take place. So what is happening when it comes to finances and what are they doing that is not clear?

SP2 Okay, so [inaudible]. Because as you're asking questions something, as a committee member I [inaudible].

SP1 And sometimes when you see me looking then I still look whether it's recording and then when it does, right, so that's not to be impolite to you.

SP2 So when it comes to finance it's, then not only [inaudible] change, constant change in management is the bigger...

SP1 So there are always new people?

SP2 I wouldn't necessarily... Well...

SP1 Or is there...?

SP2 There's been more, we see, there's been more people leaving in the last few months and then where... Okay than we really need. So it feels to me more like the HR Department has focused so much on recruitment to replace those who are leaving that they've lost sight of retaining those who are already here. Does that make sense?

SP1 Yes.

SP2 Yes so someone leaves, now they recruit, someone else leaves, they recruit but I don't think as much resources has actually been invested in saying, but you're the talent that we have, what can we do, how do we develop, how do we do this, how do we do that, so that's one. And in terms of change of management, I can't, I mean I feel like we, as an organisation is dependent on a person's decisions and a way of seeing things than we are on seeing from a process point of view, or process in place. When I step into a position I follow and I build on what's already there, I can't come and reconstruct something else altogether so the sense I have is that most of our processes are run by managers and not based on what our core vision is. I hope that makes sense.

SP1 Okay yes, so it's more on the structure and the procedures, then how about the mission and...?

SP2 So an example, that that I would say are too personal that I promise only to release it something happened just now, last year, it was. What one manager used

to allow me to do, the new manager won't allow to do, but there is no communication that that thing has shifts and something... The example is this, so I'm on the road but not all the time, or office bound, but there are peak periods where I have to be travelling. So I have a six year old daughter and at the time I was a single parent, so the first thing is, when I have to travel, the first stage is to either find a nanny or take her to my family, but in some cases when she's available to go with me I'll actually just take her along. Take her somewhere and then they pay for it and stuff.

Now the process I understood before is, they will pay a certain child care allowance, you either take the child with or you leave the child behind but the money is allocated for the child to be taken care of while you're away. So this particular instance, I send a request out to my manager to say I've been deployed to go this region and I'm going with my daughter, please could you make sure that when you arrange my flights arrange hers, if there's a balance, that you can pay in cash in the department. At that point in time I had the cash in account to pay for her but I can't book a flight with a minor alone, so I can't book for her and I say, you guys will book for me, it doesn't make sense.

So I did a request and the managers did not respond, I don't know if it was because they didn't have access to laptops or whatever that case might be, and I go from our events logistics proceeded as we had been doing before and booked flights and send me the quotation, and then, I mean the invoice, right after that as I was busy processing payment because I can't also put money in if I don't know what the cost is. As I was about to release that e-mail to say, herewith proof of payment, I want to do it, what-what-what, there came an e-mail from one of the seniors, kindly note that this practice is unacceptable.

Okay cool. One, you didn't communicate that, what is the process. And number two, kindly note that that it will never happen again and dah-dah-dah, I get it. In the future when such a thing happens make sure that you pay for your own flight and daughter's flight and you will be paid back from us. Now this is where I want to take a step back and think. As much as you guys had to try to make this [inaudible] financially who has money to fulfil the organisation's needs beforehand, for yourself and your daughter.

SP1 No it should be...

SP2 How you should claim and how is that possible, you want me to go there and you're making it harder for me, if impossible. So that's one of the things that I can highlight as something that has sit very uncomfortably and as a result it makes you quite bitter I think, to a certain extend...

SP1 Because you feel not trusted?

SP2 Exactly and a day later I was busy sorting this out and I said, I told somebody that is not acceptable, I [inaudible] but this person said, mine just got approved.

SP1 Okay. So you sort of... Yes.

SP2 So they, that's the way it's some things like if you... Not how things work and so like it's examples like that.

SP1 Yes, but I understand very well what you're saying because you know, if you have to travel for you work and then, you know, if you have a huge banking account and it's maybe not so difficult to pay immediately, but I'm not sure that you can expect this from everybody that they have this money available for yourself and your

daughter and then later to get it back. I would think it is important to work on trust, trust is also one the aspects in the healthy organisation, that people are honest about their situation, you know. And if you have proof that this is not the case then you say, in this case, you know, what you did, you know, you said that you would travel and then you were at home and you claimed money for travelling. So what is that telling you about trust?

SP2 A little bit, I think it's the element of trust you can touch on but it's... I want to find the right word, I think like it's more the... Some people in authority, I'm going use the word authority, I can walk into a space without saying much, people will get it. Right, they get it, you don't have to oppose [?] it on people. It's not fine if the biggest challenge is a lot of people are trying to oppose their position of power, it is not about power. It's really about principle, policies, that's... Tell me what the policies are, then follow it. But leave me in the dark then how will... Just walking around, floating around not sure what the policies are.

SP1 Yes, but what you did, you do in that situation because now you're there with your daughter, so what did you do?

SP2 No because our flight was already booked, they booked a flight, so what I did then was first you're apologising as well as saying what the policy is and I'd appreciate it if you become clear about what, the way forward looks like and herewith the payment approve then and that's what I did, that's all I could do but I can promise you one thing...

SP1 How did you feel?

SP2 I didn't want to make much.

SP1 No I talk about your feelings, what did happen to you inside?

SP2 [Inaudible], I didn't want to part of that process, I didn't want anything, I actually, I think that's a one day, you know, when they say, you know in a relationship context, you lost me that day you lied to me, for me they lost me that day that happened.

SP1 Because you felt not trusted?

SP2 Yes. The trust and the disrespect I felt to a certain extent because also when we're dealing with communication, let's talk about e-mails, blind copy someone or you know, blank copy, CC'ing the whole world and sending a sensitive document and information that's sensitive is also a level of disrespect and I don't think we all of that. And it's also in relation, it's degrading, there's so many other things that you can think of that I just think that, in short, our managers have not been trained to manage per se.

SP1 I experience a lot of pain and you know, if I look at you, that I really would like to do something for you. I don't feel that you would ever do something that is not honest and I want to express that towards you because I feel your sincerity in that. But I feel really your pain. And so what could they do, what, even now, what could they do to, just to do something to release you from the pain?

SP2 No I think it's, from my side it's more... The pain for that particular instance will go away but here 's certain things that are perpetuated, so there are certain things I won't even address and they keep coming back, they keep coming back, in the end it does, it does so for me personally I'm told that, say if it happened to you, move on. I'm one of those people that don't hold on to grudges and things and I'm very self reflective, I really are in touch with myself.

So the moment something bothers me I want to address it but in this particular instance I feel like in terms of addressing it for the [Inaudible], we need to really get to a point where we start treating individuals as human beings and not machines and all the time assuming that I'm dealing with a machine. In the sensitivity I found, no matter how much I enjoy the road, I need to practice a little more sensitivity that you are. I'm dealing with a life, it's not only this life of the talent here, it's the life of employees that are impacted so I find that, even that particular instance was the person forgot they're dealing with a human being. And I will not leave a child without knowing that they're taken care of, but more than anything, in my position working to [inaudible] at our own expense.

Let's just put that part in, at our own expensive, what do you get for the maintenance, the child allowance claim is not enough for a flight but I know that my kids are here, okay let's see. She's got a gap there, she can go here, she can go there, but I ended up incurring something like 2.2 just for her to tag along. And tagging along she wasn't going to be with me on my trip, I was going to drop her off at my parents, my parents were going to take her and I would do my thing. So that's really looking at things from a broad perspective. And then the last thing then also realising, it can't be why a hard worker you are, no it has to be on principle.

SP1 So the other person told you honestly, yes, but you know, my invoice is just approved and then... So what you did, what did she do with that information, did she support you and go and say why is mine approved and not this of hers?

SP2 No, no it was just, I think because I'm the person who also doesn't know how to... I don't retaliate like that, the only retaliation I suppose, formal retaliation I can have is to understand how to do it better in the future. I don't know how to go back and say, oh by the way, I hurt. It finally just feeds into that, the whole negativity sort of.

SP1 Yes it depends how you say this because sometimes I also, I interview you but I give, if you like, some of my advises. Sometimes you can say, in a certain e-mail, it was very painful for me, didn't understand, now it feels that I did something wrong and I'm sorry, I'm really, from a really best state of intentions I did nothing wrong. And when, because I was so surprised of that I talked to one of my colleagues and this person was just approved so it makes it even more difficult for me to understand. But I'm sure you have a reason to explain to me because I really want to know. You know what I mean; there must be space to do it like that.

SP2 That I did, definitely did, and it releases me. But the last part... When we do road travel there's challenges that we now get familiar with, I can use an example, we're given credit cards, and on the credit card, obviously we utilise the credit card to purchase everything you need, right, so there are certain challenges in that, for instance some filling stations don't even have credit card machines, now you need water. And you decide you can buy your own water/ and you can claim and the claim gets disapproved, so there the point I'm highlighting is, our management on top here is to understand what happens around here before making certain decisions. Because you can't make a decision that for instance, I undertook one last year when I got there, there was no credit machine, nothing...

SP1 Yes it happens to me, it happens to me.

SP2 All that they could do for me was to take a pen and write down the details for me to say she bought this, she bought that. But I can tell you, come back with that

information it gets declined. But I'm on duty for the Foundation, what was I suppose to do. So it's, the understanding is not there.

SP1 And it's also about trust. If you trust somebody then you know this person will never ask for permission for the tea that she never drunk, or you know, for the...

SP2 But the other thing also is, if I say to you I going to give you a 110 for breakfast, how you use the 110 is, actually the way I see it, because it's pretty much my business if I can put it that way, there some individuals like myself will skip breakfast and only eat lunch and supper, but the point for me is...

SP1 You know it's not healthy, yes?

SP2 Yes I know but the... The thing is, I just feel like there has to be a principle that here's an allowance for eating, whether you use it or not, as long as whatever you...

SP1 Yes I like practical things.

SP2 Yes as long as it's expenditure in the line of what you have been provisioned, that's okay. The only problem will be when I scrape [?] the allowance for 110 and come back and [inaudible], but for me to buy R20 snacks at a filling station and not have an invoice or a slip, with my credit card number on it, I'm not quite sure how these things work, I guess.

SP1 I understand that, it must be, it must feel painful. I would feel that it is painful because I really like when people trust me and when they don't trust me then I think, me, you don't trust me, really? How is this possible? But you know, I am so you know, horrible in that kind of thing so I will immediately open up and be very honest about all kinds of things. So not to be trusted is one of the worst things you can do to people, I think so. And I agree that there must be a story to tell, this is what we do, this is what we accept. Can it be that it happened because the organisation growth was so enormous over the year, over the years, last years?

SP2 No I'm looking at the organisation, I'm looking from the outside, they're growing but they're pretty much still performing and they are [inaudible] but I think as the managers not misunderstand my call, it should be from how much people are coming into my space so the bigger thing, understanding, what are we here for and what are the challenges that these people experience at different levels and that sort of thing.

So try to look at it this way, having been in data management centre I studied data from the ground, right, when I request a document now and you tell me there's certain challenge I get it because I was there, the exposure and the understanding of the systems and the challenges that are there, but if I then just jump into Anthony's seat and somebody tells me there's a problem, do you understand the misalignment, not the misalignment but the misconception that could result because I don't know what's happening in that space. So that's a typical example as to maybe, so when I say we need to familiarise ourselves with what's happening on the front in every level before we make decisions that impact the lives of those who run those consistencies.

SP1 Yes I agree on that, it's important. I was very surprised to learn that, you know, because I'm really a, yes a fanatic of flat organisations as much as possible because then people take their own responsibility, they're very autonomous in their working conditions, and then I found that here sometimes people have four layers,

you know, there is seven and then there is a manager and another manager so do you, how do you feel about that, all these levels?

SP2 It creates a whole lot, what's that word, [inaudible], I t creates a long lot, for me, so and another this one, plus this one, this one plus that one, but one thing I mentioned earlier, they're not trained, if they're ever trained. Because if I'm trained to supervise at this level and my manager at that level is trained to manage me, and the one above then we can check flow the levels, yes. I just feel we've created positions and because we're a growing organisation trying to create dah-dah-dah, I'm sure somebody somewhere should have actually sat and saying to every group, this is how I see the teams expanding.

Sometimes I get the feeling that it's surprise to say, okay wait, lets' get this [inaudible] okay there's an open here. So I don't know, it's an assumption, but yes. And also it's from what, from I'm observing it's inconsistent in terms of levels. If I use a very typical example, Government, I worked there a couple of years ago, the manager, I don't know of finance or of what, if they're on level 15 they getting the same income and that sort of thing. Not this one because in Fellowship you're getting 100 but that one is getting 20 because in Scholarship the workload could achieve it was decided they will use that side.

SP1 But if you can explain sometimes, so for example in organisations where people work directly for customers that are more verbal, that are, you know, then you can say, okay working for certain customers, I mean for big companies for example in the bank where you have to sell very expensive complicated services then you ask people, you ask for people that do actually very different things than when you work for somebody that likes to have your services that has only working, there where only 10 people work. So there is a difference, it can be, but then it's not working...

SP2 Because then if you look at an example of, I'm dealing with minors and everything I do has to go to the parents, right...?

SP1 Oh yes, so you talk as well, yes.

SP2 [Inaudible] who's dealing with these kid, is dealing with people who understand it from parents, so the layers here are a lot more, the frustrations are a lot more and different, so I'm talking from perspective where they, their work nature is the same but their responsibilities are different but you find that there's a preference to what's this more than that. It's that at...

SP1 Yes, yes-yes-yes.

SP2 Yes I hope you get me.

SP1 Yes I understand and at least you can talk about it and maybe even then they can say, but we feel that it's different for these or this reason, but then you can explain why you think like that. And sometimes maybe you can't convince other people but still then you talk about it. I think that is important, yes.

So that is, so we talked about coherence because you already talked about it yourself, values are very important but especially that the values are understand and that they are lived. So if we make values and nobody lives them does it just make so much sense and that is very important of course. So we, you talked about that as well, the whole communication and how do we communicate our... Yes how is it perceived, and you talked about that, that sometimes you find yourself very

surprised, all of a sudden there's change, and there you are with your chance, and you did actually nothing wrong.

And also that knowledge is, yes it's also part of communication and knowing the situations of people. I would never ask people to pay before or I must think the people are extremely rich to pay for the ticket, so otherwise I wouldn't have done that because you can bring people in huge problems because sometimes they can have situations in their families that just don't allow them to just immediately pay. And trust, we talked about that, trust is also something that is...

SP2 It's crucial.

SP1 Yes, in our bodies we can trust, I don't know what to do, I really trust that my temperature is regulating itself, I don't want to all the time want to look to my body temperature, are you doing well, you know, because I trust. And if it's not going well then I have a very high fever but it's also a reason because when we have a viral or a bacterial infection and the body tells me, oh wait a minute, then I trust again, it's about trust in the healthy organisation. I always make, and I've told people before, you know, in a cancerous situation the cancer cells forgot that they are taking part, that they are part of the whole. And you know, the moment that happens then the, at the end the system will die but also the cancer cells. They've completely forgot, they eat everything for themselves, they make the system very, very ill until the system dies and they die as well. So we should try to avoid that. How to make sure that we don't do that, yes.

SP2 I hope this helped it.

SP1 Yes it does.

SP2 I suppose after understanding that we didn't get to a position of say, well this is what we derived of the study and how do we then fix what we now know. If that can happen, I'm thinking, we can pretty much avoid it.

SP1 I from now already think it's, you know, that there should be something that would help people to understand each other. You know, sometimes we just don't understand and then, yes then it is up to other people try to understand and you know, make that feasible are whatever you do. And then secondly I think talking is not enough, you know. If you go to the doctor and he says, well really now you should stop smoking, I'm not sure why I always use the smoking example, and you don't do it, and three months later you start, still coughing and then he said, did you stop smoking, yes I did, but actually it's not true or maybe you said no, you know, after everything you do...

If I for example do a course and I do a lot of teaching then I talk about subjects, and then I say how do we go and change this now. I make an activity plan. So I ask participants, look into that and come up with solutions and show me that you did this because I really like, without action nothing happens, it stays the same, and that is also what you are expressing and it's true. The only thing is that when people are open like you about it then the positive aspect of it is that you really brought it into light so people will hide it, oh everything is fine. And then, you know, forget about it and look at, will absolutely not work, at least here there is, the people are very honest, this can be improved, this is not working and these kind of things.

And also then people come up, like you, with things I don't call them negative, I think you are maybe with the hands of my system that tells, I burned, now you know, I

took a pot, I was burned, you know. It's not negative; it is something that can be very important. I will stop the recording now.

RESPONDENT 2

SP Speaker

SP1 Okay my name is X, I've worked for the Foundation for three years and about eight months, about seven months, eight months. I am an Events Coordinator so I'm working with the events and logistics department.

SP2 Okay, so as I told you about the healthy organisation, I did research on that and one of the aspects is, when you look into a healthy organisation that there are values. Can you tell about what you experience about the values of the Orbis Foundation?

SP1 The values of the, of our Foundation are quite transparent and something that everyone knows, it's in every, every discussion talks about being good stewardship and spiritual significance and all of that so it is something that is communicated on a daily basis to us. And it is transparent as well but we go about whether we practice that inside the organisation or we're meeting with externals.

SP2 And if you look at that, because we can put the most beautiful values on the wall but how do you feel, are they lived, do you feel that each and everybody lives them? Everybody is striving for success, everybody is courageous?

SP1 We do strive, we do live the values. We do, we do. I think even if you don't at certain aspects you will actually because it's in your face, you will actually think before you do or even if you have done something that's against that, you won't need someone else to pinpoint that you will realise because it's something that is practised and you know about. And yes, what is expected of you.

SP2 So if you walk around here and you see what people are doing then you immediately observe that everybody lives the values?

SP1 They try, they try.

SP2 What would you like, what would you say are the strengths of the Orbis Foundation?

SP1 Sho... We as friends, so we do... I think everything we do we do with confidence knowing that it's up to, we're helping the society, we're helping South Africa with all their come and go to, live [inaudible]. To be out there and be known in a good way, so we PR and we're good in public relations. Yes so we know our common goal and we, yes it's portrayed good on the outside.

SP2 So that is one of the strengths there, can you... Are there more strengths that you observe?

SP1 More strengths, we, because we... I think our selection of talent, you know, the selection process of getting people to work with the Foundation is good because we get people that are passionate about what they do. And it's easier for them to execute their work and to... And the public to see that there's passion in each and every one of us. Sometimes you might feel like you can't do it anymore but because of the passion or the willingness to help South Africa that's in you, besides the Foundation, you end up carrying on in your struggle because you know what you're doing is benefitting the community. So I think the strengths there is actually the selection of people with passion.

SP2 Okay perfect, so that is what you observe and see and what you like, yes?

SP1 Yes what I like.

SP2 Yes, can you... then there are strengths, there are also things that maybe we can work on because that's normal, can you... And we call it sometimes weakness, it's even when we don't want to call it weaknesses, can you talk a little bit about maybe things that you feel like this can still be improved or...?

SP1 Within or on the outside, internal as in the talent within the colleagues, within the work environment...?

SP2 Everything because you know it's, an organisation is part of a whole so whatever you want to talk about.

SP1 So okay, so what I observe is that there's less of up skilling talent between more... To the next level, so a person can be in the same position for five months and that person maybe won't even not get funding to study. So that needs to be looked at, that's what we're lacking because it doesn't even mean getting the next position. It also means your manager is sitting down with you and saying, what can we do to not only wait for, that when it's appraisal time but you worked constantly making sure that people who are being up skilled are not only what they do but in they are what they want to do in maybe the five years. How are we going to plan on getting you there as me as myself and the manager.

And yes, the general lack of... and the... so we lack that. And when, you know, do have something that relating on to like why you want to do that course, which is fine because it's a benefit for the Foundation but you end up... At the end of the day saying no there's isn't enough money for you to study so we lack in that. So and positions as well, I don't, sometimes we... I think because we've got the passion any other job within the Foundation a person can do it, us job is not that, not that specialised, you hear what I'm saying, it's not as... You can take a social worker and the social worker can do that job, you can take a general person, if a person has an understanding of working good, our values and has... Works and knows the Foundation you can easily be something else, not be boxed into one department or for years, you get what I'm saying?

SP2 Yes.

SP1 So there, and also what we lack is knowing what the person is capable of so that a skills analysis of what is this person besides what you see, what is the background before coming to this position at the Foundation, what was the background. How can that background benefit, even if you don't pay the person extra but what extra can the person bring to the Foundation. That and what else? So I'm also thinking ,external we [inaudible] our complaints are not reaching everyone, the community, so I think we don't campaign enough that people know what we can offer. We go to the same places all the time, people complain. The outlying areas of South Africa that where we can get previously disadvantaged people but we're not getting there because of budget. I don't think... It's not as if there's no money is number one, there is but then the planning around that, and try not to get into the same and the same schools and the same thing every year. So we know them all but we need to get out of the comfort zone and get out there to people who need us. That's my point of view.

SP2 And when you, you have an idea about it, you now expressed it to me, is there a possibility for you and others to express that and that it as well then changes?

SP1 I don't know, so maybe the only thing I can think of is if I had, I think I know the situation, but then it's all about, no but there's no budget and we already planned on this and that and then there's no people to get to those places. So yes, so we're not involved, everyone involved in the planning stages. I know this, it sits with someone but that someone also needs to be, to be open to others.

SP2 Yes. And are there moments that you have opportunities like in meetings that this is one of the subjects that can be talked about?

SP1 No.

SP2 Okay.

SP1 No, I'm not involved, I'm not directly involved with that department so there isn't any, yes.

SP2 Yes, okay, so that is what you say can be improved, the go to different places that's also other people can... Not to always to the same schools and these kind of things, and you know, what else do you think that, well that could be still improved?

SP1 I don't think we utilise the media enough. We don't do things like... Once a campaign, we don't... So I'm in campaigning as well, you know, me personally on that, there are other mediums of campaigning that we don't look at when we want to put ourselves out there. There's other languages that we can use besides English which will reach those people. We're not there, we're not there so besides the media part as well that we need to look at local newspapers, we look at [Inaudible]. Because I remember in one of the interviews when I was doing interviewing for the scholarship one lady said, that was I think the days that she found an ad in the, one of the shop's magazines, so one of the clothing shop's magazine that she kept out but we're not doing those ads anymore, and she kept it for years waiting for her daughter to be in Grade 6.

SP2 Wow.

SP1 Well for about three years she kept that piece of paper. Because it's the medium that communities, small towns use. So I want us to maybe go back to that even if we don't fly somewhere there and talk a little about, let's just see, you know, we're not there, we're not there and I think we've lost it somehow. Another improvement I think is on engagement within the Foundation. So there's lots of instructions that comes from management, one person did something wrong, is like, don't do it ever that way, I instruct you to do this. Not engaging in a conversation on why people have done it this way, but because something went wrong there, then it comes and it's, no you're going to do it like this without any...

There's no engagement, like I might have done something, now my manager must just sit down and ask, how did this happen and so that they understand where I'm coming from so that I understand where they're coming from, whether they gave that instruction. We're also in a situation where a manager will say but the Board will decide that. I feel the Board are people, so if you are going to talk about me at a Board meeting, of course I understand where I'm coming from before, you get it, I don't want to defend me or say my part if you haven't engaged, never given that instruction, so we lack intrapersonal communications within the Foundation.

You hear something there and you hear something there, and you're like, okay but it's about me, so why didn't that person understand where I'm coming from before saying. So there's policies that when we have... It's just part of, we don't know where any affects you big time. So let's talk about travel policy, no one has said and

researched the people, from the people that actually do the travel, how those policies affect them. Do you get what I'm saying? So there's policies that...

SP2 Can you tell me a little bit more about the travel?

SP1 There's a travel policy that came through, that talks about, you're going to park your car at the airport, say, with your travelling for Monday, right, because if you take your transfer from home you take a transfer shuttle it's more money so when you park it's more money for they say, if you park at the airport we have a meeting called overnight meeting, or apparently something like that, which is good, it's about budgets. And then if you park, if you take a shuttle from home it's R300, so there's a R200 saving that you can save the Foundation if you park your car at the airport.

Now people that that I know don't like parking their cars at the airport, now people don't know find that the meetings that start at the flats at 6 am. 6 am is you wake up at 04:00 you need to drive to the airport yourself, that's not safe. There are things like travel, travel allowance, like your meals, so if there's R110 that you cannot exceed when you use your credit card, for instance, and you can't eat certain times, even if you travel, on those times, it was not around breakfast, lunch or supper.

There's policies around the credit card as well that actually you could have, if we let this pass before making... We're not saying hear us and put the policy as we want but before doing the policy consider the people that actually are affected by what you are instructing us to do. I think the policy is an instruction. And so that, going back to that instruction thing that before you give an instruction you need to know, you need to engage with the people that it will affect.

SP2 For example, are people having a car from the Orbis Foundation?

SP1 There's no cars. So we don't...

SP2 So it's your own car?

SP1 It's your own car, so I have a big problem with that.

SP2 Because maybe your partner or other people also use it and if you park it at the airport nobody has a car. So if there is emergency you...

SP1 And then there... If a person, and for a person who refuses we need to ask why, and then that person feels, why am I justifying myself, it's my car, do you ever say why am I justifying myself, it's my car. I mean if, we know about being good stewardship, it's in our values, so if you, you wouldn't do it just to milk... You're not getting the R200 that you are going to spend it working for the Foundation, so you would do it if you could. Do you want me to justify why and then it causes a lot of tension in and whatever, so.

And the uses of our vehicles as well, it's not in my contract to use my vehicle. Yet I'm an events coordinator so I do events, so I have to go buy material, and if you will buy fruit at times, and I need to get to venues, to regulate, and there's no clear understanding, there's nothing in my contract about it, but when I came here they only said, do you have a licence and I said yes. There was nothing about a car. Now I'm using my car, my car gets knocked while I'm busy buying something at a shop for an event. There's no policy that says while I'm away, I've got my own policy, right, that my insurance, that will pay out, but my insurance has a, what do you call that, like a fee that you need to pay, it's about 305, I have to pay it anyway, whether that, I can claim it back to the 3rd Party with the 3rd Party whether hit-and-run and I don't,

I don't have to pay while on duty. So there's just no support, you use your resources, there's no support.

Okay so there's no, yes so there's no support in a lot of things that we put in, so at times you feel, I'm putting so much in for the Foundation, we put in lots of passion and I know what their struggles are, but what do I get at the end of the day. And I mean, eventually later I'll move out from my house than in, I don't work no more eight hours a day, I don't know, we work more than 40 hours a week, I work even more, but there isn't any conversation for that, there's nothing that I take home that says, you worked so much overtime, there is nothing. And even if I get the hours back no one in the office will do my job while I'm away so how do I take leave, because there's just no back-up.

SP2 How many days of leave do you have?

SP1 So we have leave that's normal but then the overtime, there's no kind conversation for it because SARS says this, but I remember I worked for Government for seven years and SARS was, with the same salary because I didn't go for leave when got here and I just took the leave without the extra amount that was allowed the Foundation to for. But then income driven itself, Government said if you have 20 hours that is overtime we will pay just, if you have over 20 hours then you take time off, but we still had something to take home. You can be away from up to two weeks in this place; you come back with nothing to show at home, nothing. Just exhaustion, you can't even look at your children in the eye. So there are a lot of things that are against us than for us, and then yet were expected to use our cell phones, we're expected to use our cars, we're expected to... I don't know.

SP2 And you would like to be listened at, that people would ask you, is that doable, the car at park it there or what are the problems?

SP1 What are the problems before instructing us to, you need to do this, you need to do this, but understand where what how this have...

SP2 Yes, and that is for you also a reason that should be possible to express, I wouldn't go to the airport from Sea Point before 06:00 because I think that highway is dangerous. So I agree on that, but at least then we find solutions, you know, even after, if my husband needs to go normally I would bring him to the airport but not when it's late.

SP1 So when we sometimes arrive 22:00 after past 10, we land, 22:00 flight at night and we need to drive from the airport, there's those things that are like, sometimes this thing is not worth it, especially in my heart, which is not. It's not worth it at all.

SP2 And then what would you like then, how... Because we talked about communication as well, yes because it's communication, how could it be a difference, do you have an idea?

SP1 So all I'm asking for most times is, okay I've got an idea, there's maybe... You're sitting somewhere, you're the policy person describe [inaudible].

SP2 But who is doing that, who is creating...

SP2 I don't mean finance, because it's for financial implications [inaudible]. But we're not on the ground. What I want to say to my manager, even at home I've got a domestic person, you know what, I wouldn't just buy a broom, and say here sissy, here's a broom. Well sissy will say but I don't use such a broom, I want this type, do you get what I say?

SP2 Yes.

SP2 Yes.

SP1 Because she's the one sweeping the floors.

SP2 No I always ask Quoliswa [?].

SP1 That's, it's the same principle. So the ones that are working on the ground are affected by what you don't have experience in terms of physically doing things. So how do you tell that person how to work whereas you don't physically do it yourself. So I've got a big problem with policies that are instructions that are non-negotiable, for instance, then I won't. And then, because, that's when you're also like okay but, you find fault in this policy because you're trying to free yourself, but what about my car, what about, what about if I park at the airport the next time, the next thing something happens or on my way I decide to stop at a garage then something happens, I'm on my way, I wouldn't be on my way if it wasn't for the Foundation, then something happens and then what. You want to claim from the insurance that you pay for and still have an excess fee that you need to pay. The Foundation will never pay that excess fee, that I know. And some have heavy petrol consumption cars, when we bought our cars the Foundation wasn't earning money, because in the first place no one said in the interview you need to have a car. Do you get what I'm saying?

SP2 Yes.

SP1 So it was family cars that are this big, because when you bought it you thought of family. All of a sudden you have to run around with this heavy car, petrol thing and then when you claim your petrol it's actually not even 50% of what you actually used. Do you get what I'm saying?

SP2 Yes.

SP1 You do it with all your heart, but when you get an instruction like that [inaudible], why, so there's those things, those instructions that I have problems with.

SP2 Yes and what you should...

SP1 I don't want to call them policies, policies are done because you're trying to reach a common goal, you're trying to, yes to accommodate everyone but it's not accommodating if it's going to be from the top down without engagement.

SP2 Yes. And for example how would it be different, how could it be different?

SP1 So it can be different that a person has a choice. So if you're young, okay, say, what else can I highlight, let it be flexible, let be flexible, people mustn't feel in prison to have to, I have to do this, let it be flexible. Flexible with our hours, flexible with our cell phone, flexible on taking calls after hours, flexible on working without, overtime without pay, but yet there are things that are actually non-negotiable within the Foundation. So do policies that are more flexible and be more engaged, engage people. Even if now I tell them we're now going to drop the policy, this talk, you know, like we're doing now, let's talk about, so how does, if this happens how does affect you, so just do a random kind of survey. We love surveys in the Foundation, the electronic ones, because we don't engage personally.

SP2 Yes I agree.

SP1 So we do that a lot, so there's always a survey, fill out the survey and you fill it out, sometimes you're not in a good space, that person won't see that you're not in a good space and you're just typing away because today I'm not feeling in good

space and then you space away. Whereas you'll see how's my mood when you talk to me, as a manager or as the executive.

SP2 Yes and that you would like to just to express this kind of feelings and thinking.

SP1 Yes and it's not about emotions, personally, it's not emotions...

SP2 Well I think so, because what I hear, if I'm right, that you feel a little bit like they should better trust us.

SP1 Sure. Sure.

SP2 And that, and trust is something important. So if you trust people you know that they will take care of, not just throwing money away, and...

SP1 Trust that we will try to save as much as possible for the Foundation, because that money goes back to the children.

SP2 To the children yes.

SP1 Why would we spend unnecessarily and you said you must have good stewardship, so you're trying but sometimes we can try, but you put yourself at risk, for what? For what?

SP2 Yes and when it comes to the future of this organisation, do you have certain ideas how you see it, how it could be the future, more children, you said I would like to have in certain, other parts of South Africa in other communities, can you say a little bit more about that?

SP1 Okay so I see, okay I see, I see us growing outside this building, because our numbers will grow. I see us having more, even more, another, even if Mr Gray thinks [inaudible] another company to finance the Foundation; it's not going to be the only one, so that the Foundation groups can enrich more people. Maybe we're understaffed to be able to, not understaffed for what we do, but understaffed to be able to grow bigger.

SP2 And that would be something that you would like?

SP1 Yes and underfunded to be able to grow, to go out and seek more. Because even our selection process we are, we've got a 1 000 forms in, but we're only selecting 40. So it's a ladder, it's a ladder we, I think the moment it comes to downscaling because of funding, there's a problem because you missed out on all the, the others, even up to 100, which means they have beaten 900 from the application until 100, because you can only take 40 applications. 100 kids across South Africa, we have lost 60 because we need to take 40 for the year. And they can't reapply the next year because they, they'll be another grade, they don't, they need to wait for a varsity bursary [?]. Do you get what I'm saying?

SP2 Yes and would like that the organisation would grow so more children can have bursaries and there is money involved, yes?

SP1 Yes, because even that 100 needs, they're good, they got that far, because we pre-select, we go from interview, we go from those forms, you get their stories from the form that this is me, this is how I, you know, you get it from the downscaling maybe to 500 and then go and ask them to write tests and it's not easy tests, it's maths, it's VAT and then you select from there to go to interviews and find great kids there. But then you have to sit at the end of the day, you're sitting with this 40 that you need to select. What happened to the 49 or 41 or 42? They're great because they've been...

SP2 Yes, I have no answer for that, but I can imagine that you would like to have...

SP1 It needs to grow, this business needs to grow beyond what it is, it's great, it's really positive...

SP2 But does it have the financial foundation for that, so there is enough money to take more children in?

SP1 Yes.

SP2 Okay.

SP1 So there'll be more staff, there'll be more bigger companies, there'll be, we're not limited, we're limited, we are limited and I know there's other bursary, there's bursary things out there but this is, this benefits a lot of people. Even if we don't get to the selection to select them all, bring them all to camp, you know that an unleash something, so there's already processes of eliminating, if you only take this much from camp, so camp is like say about 80 of the 40 that you're going to take. So why not take those that have been legible [?] from the forms or from the tests already and send them to camp. Because camp educates you, it educates them, even if they don't get, because we've got, we've got a curriculum for that, so it educates them on what we're looking for, on how they're thinking out of the box. So they can tell you even though I didn't make it, I enjoyed the camp; I looked at life in a different way. You know what I mean?

SP2 Yes.

SP1 Even if you don't take them, but do something with them, do something with them.

SP2 I'm very curious what happened with the mother with the ex and the daughter, the daughter got it?

SP1 So the daughter is in.

SP2 Okay.

SP1 She's got those amazing stories and you know what the daughter said at the interview...

SP2 That she is carrying, yes can you imagine, can you imagine what a strong mother, yes.

SP1 A single mother. So she goes through the, I have the mother in the room, she says [inaudible] I spoke to my granny, my granny said her mom was a domestic worker, the granny was a domestic worker, her mom, the child's mom was a domestic worker, so three generations of domestic workers and she says I'm going to tell you now, I'm not going to be a domestic worker, I'm going to break that cycle. The same child. So you get those, you know, you think if this child doesn't make it then I want to scream, I mean... But some don't. She's lucky that she is in, but then some don't. That mindset, that mindset that is the thing. Do you get what I'm saying?

SP2 Yes.

SP1 Because the more they get to interview stage and having selected a lot to get to interview stage and there are brilliant children, they still need to stick to the numbers.

SP2 So in that sense, you know, you want to see it growing but then again you will, you will have, if you say we take in 100, then again you think that is also something that we have to think of, what to do with 101 and 102.

SP1 Yes, that's so true, but the more, 40 seems so... Across the country it's so minimal.

SP2 Yes, yes, especially because of not having always the right schools, hey.

SP1 Because that 100 actually is the, normally it's those that have passed the tests, the math and the English tests they have to write, that 100. Meaning that academically they're okay, we don't have to worry about them or anything, that simply means that. So even if we don't take the 100, but do something with the 100, because it means academically they're fine, give them another skill, give them a life skill before you let them go.

SP2 No, I see your point, yes and then maybe you can think altogether how are we going to do this.

SP1 Yes, how are we going to do that. Take them all together.

SP2 And is there space for this kind of ideas?

SP1 That's, it's the money that talks now again. I'm sure, it's about money. Because when we, at times we get external people to facilitate and whatever else, we don't even have that, permanent people that will do it, but then obviously they need to be placed, the venue needs to be placed and whatever else. It's all about the budget.

SP2 Because of the common views that they still want to have every year the 40 children, I understand that.

SP1 So maybe just do something that those that you know have passed up to the next stage, that we're looking for, because those people we still send them to interviews and you want to hear them talk, that's fine do the interviews, but do something with those special ones, because they're all so special.

SP2 Yes and you are always at the events that are taking place, yes. And you said it is sometimes difficult to go from one department to another, would you, is it possible for you to tell where you would like to work in the future or do you want to stay with events, you know, this kind of change, is there room to talk about that?

SP1 So, so I'm like, for the three and a half years I have been a [inaudible], which I resented, but that's another area. But it's only this year that I've applied for permanent positions. One was just merely a desire to move to Jo'burg, but there's just absolutely no question of it, I know I can do the job with my eyes closed, because it's what I do now. The second one was my dream job, that's my sore point though. I don't want to talk about it.

SP2 It's okay, then you don't talk about it. Yes. I respect that. But this happens in interviews.

SP1 No we'd hit a...

SP2 No our emotions coming up, shall I stop it, I will?

SP1 There is no more room for me to grow here, in the same department, that's the sad part because, yes, and I don't see myself elsewhere.

SP2 Yes because you want to stay in the Orbis Foundation, do you mean?

SP1 No I can go anytime actually if I get the opportunity, yes.

SP2 Okay.

SP1 I think I'm past the, I want to stay because I love what I do for the community. What I do in the Foundation there's, there's nothing more that I can do. I'm doing no more. There's nothing exciting here, there's nothing more than I can bring within my space that I'm in, that I'm allowed to.

SP2 So you reached your... Yes?

SP1 I reached from last year already, that's the thing. So when I, even last year, the beginning the year, I thought okay this has to be my last year in this position,

whether I'm outside the Foundation or inside. Then I said I'll give my best while I'm still here and I did. This year, what best, there's more I can offer. So from the best that I can give, I'm still giving it, but there's nothing, there's nothing, there's nothing, it's even a struggle with not coming to work, nowadays it's a struggle. There's no excitement...

SP2 Your passion is gone.

SP1 There's no excitement in your life. I do. Passion for the things I do is still there, but I'm bored, I'm really bored. I'm really bored.

SP2 I understand and I hear what you say and that's indeed how do we create in an organisation space that people can express that and let us look what we can do more.

SP1 So like up skilling, that conversation [inaudible], how can help with other, do you hear what I'm saying, it's not there.

SP2 Yes. Yes. And I see that, you know, that is, what you, what you talk about is really what you experienced and what you thought for a long time and then it's nice when people just express that they listen in here, and that's part of communication as well, that you hear what people say and what you said about the car and, you know, this kind of things. Because for you the car will be a very, as it is for me, a very expensive something and also you want to take care of our own security and safety, so your needs by driving before six o'clock is not really met. And I understand that, yes. We can stop the interview, it's almost, it is done, so I will stop it.

RESPONDENT 3

SP Speaker

SP1 My name is X; I've been working for the Foundation for about eight years. I initially started here as an events coordinator and now I'm at the Data Management Centre.

SP2 Okay thank you. So while talking about the healthy organisation, out of the research is a lot about values. I would like you talk a little bit about that, what are the values that you think are important in the Orbis Foundation?

SP1 Well I think in line with our values and we have organisational values which, you know, is long term orientation, it's, you know, Achievement Excellence, Spirit of Significance and I think these are important and it's values that we try to adhere to, but sometimes I think that it gets lost in translation almost. So I feel that sometimes bad behaviours is kind of, it's allowed and not everyone is kind of, sort of brushed with the same, or painted with same stick almost, to say. So I think there is work to be done in terms of living our values as an organisation. So we have excellent values, but I just think that, you know, we all should try to adhere to it more often.

SP2 And can you give me an example of what you would call bad behaviour?

SP1 So I think, for example if we, I mean I've known of incidents where, you know, some people have been treated badly or bullied and that behaviour has been allowed to continue for quite a while before something's been done about it. And sometimes I feel it's more about the person as opposed to what's being done to the other individual, if that makes any sense. And then, yes, I think, for me, from my

observation, in the organisation it's very much dependent upon who the perpetrator is as opposed to what's being done and that being addressed immediately.

SP2 So what you say is that even when you can have the best values it is not always that they are lived.

SP1 Correct.

SP2 Yes and I can imagine because it happens when people come together and work in the same organisation. So you used one of, you know, bullying, can you give an example of what is called here in this organisation, without telling names because I'm not...?

SP1 Of course not. No I think it, I would feel that stronger personalities they tend to be, or people who are loudest, they tend to overpower those who are more introverted or not as loud, I guess. So I think in that aspect the louder your voice is, you know, the more you're heard, the more you, more is done, I guess, about what it is you're wanting from the organisation. I think that's what I mean by bullying. So it's very subtle, but it happens.

SP2 If you observed that, for example, what would you like to do about it?

SP1 I think that, for me, I think it should just be an acknowledgement of, you know, the fact that we are a diverse group of individual and we're not all going to think the same or, you know, respond to things the same. And I think there should just be acknowledgement of that fact and then also embracing people's differences as opposed to if I'm more like this clique or this group of individuals, you know, I'm seen to be better almost than this group of individuals, I don't know. So there's definitely, for me, an underlying like, not a hierarchy, but almost like a subtle differentiator of people, class, I guess, or... Yes, I don't know.

SP2 I'd like to go a little bit deeper into that, because I think the first one we talked about health and how it is, the organisation, it's about acknowledging what is taking place and also trying to give it names. So therefore I go a little bit deeper into that, so you say it has to do with class or with hierarchy, can you tell me a little bit more about it?

SP1 So I think you definitely, if you have a sort of a title, you know, you're obviously classed into one bucket, I think we also really much, what for me comes up is how you look, how you dress, you know, that's quite important in this organisation for some people and around those things little cliques are formed and discussions and, you know, so that in itself becomes unhealthy because you're not, at times, not heard because of what you contribute but more about how you look, how you talk, yes, that's been my experience. And even that way you have that, like I would say, subtle bullying almost, in that sense, so if you're not sort of meeting that criteria then you're sort of kind of outcast in a weird way, you know.

SP2 Okay.

SP1 Or if you, you know, if you don't go with the status quo as well you could be kind of, yes just being different sometimes is not the best.

SP2 I get, I hear what you say. Coming back to my question, if you observe that what are your possibilities to bring that up?

SP1 It's quite difficult, because I think at the same time you're observing that I think that you still need to be, I think it comes to be down to being strong in itself and just knowing what you're here for, what your contribution is and does it actually serve you to, or anyone, to sort of conform to that. So I don't know if it's just, you

know, like I said, it speaks to diversity I guess in a sense to embrace, that we embrace people's differences but at the same time I think if we're looking at values, how does the organisation assist in sort of guiding its talent in achieving and building those values in essence.

So it's almost like a whammy [?], because on the one hand you see it happening, but it's not actually something that you can do something about because I think it's part of culture and culture is something that has done from the top down, I think, sometimes. Yes, sometimes from the bottom up, but if you, but if it's quite strong and, you know, dominant, then it has to come from the top level, I think.

SP2 And do you personally have that experience, do people do this to you?

SP1 Yes I have had one or two experiences and I know of a few others that, you know, have experienced that as well. But, like I say, it's about you also need, we also have our internal values and whether, you know, you decide whether you're going to conform to fit in or do you just be who you are, and that's enough.

SP2 No, because the reason I ask is that nothing in you would invite me to start bullying you. Because there is such balance or harmony, what I experience, can you respond to that?

SP1 Yes, so I think I'm quite strong in the sense of not conforming and I think when I'm forced to conform that's when I'm sort of like, I'm not going to conform, so I think that's just my personality in a sense, but I do feel for individuals who aren't that strong sometimes, those who are not able to talk up for themselves or not, you know, can't take that stand and I think that's where I feel tension or a sadness.

SP2 You know, before we go and come back to values, let us talk about communication, how is the communication in this organisation taking place?

SP1 So I think... Communication in what sense?

SP2 In everything that comes up.

SP1 So I think we, I think we're quite a busy organisation, so I think that there is an attempt to try to communicate as much as possible. But I think there are at times, and I think this happens in all organisations, where, you know, some important things aren't communicated and that is where you could also find potentially, and that's what I mentioned about transparency earlier, that sometimes just understanding how certain decisions are made and why they are made will, just a form of communication, will put people in a better position to understand, okay I see, I understand, I can move on from this. Sometimes you sort of question the decisions that are made, if it's not communicated properly and effectively.

SP2 Can you give some examples of where that happens?

SP1 So I think for me, I think a lot of those are potentially around recruitment, promotions or even opportunities given to individuals, certain individuals, and not really understanding why the opportunity, first of all, wasn't opened up to everyone, and secondly, you know, understanding why perhaps that individual was offered the opportunity and maybe someone else. So it's not about, you know, not wanting people to prosper and be promoted, but it's understanding how then do you as an individual develop, you know, and move forward and expose yourself to opportunities.

SP2 Yes I can imagine when it comes to recruitment that, of course there is a decision made, but sometimes a very simple explanation why you choose somebody, you know. I also never did, when I worked for ING, just said, you know, our choice

was because somebody else had more, yes I don't know what, but we would never do that, we would tell them we are very grateful that you, that you had trust in our organisation and for this and this reason we have chosen other candidates, and very open, and then when people said but still I have that and I said yes that is possible, but maybe we saw it more in the other candidates, but very transparent and open.

SP1 So it's actually, with some recruitments it's very open and transparent in some opportunities, but other opportunities not. So just to give you an example, last week I heard about two potential opportunities that were opened up to a team, but, I mean, it's a skill set that anyone else could simply have applied to those two opportunities. But yet these individuals were given the opportunity, so to speak. So in that sense, you know.

SP2 And you thought maybe here are also others in the organisation that would have loved maybe just to show their interest?

SP1 Correct. So it's almost as if it's the same people over and over that get exposed to opportunities and it's speak to, I think, the fact that they're exposed to people who make those decisions or are privy to that kind of information, if that makes any sense. And that is what I was speaking to in terms of, you know, those little cliques that are formed that, so, you know, it's almost like networking. So if you're not part of that network internally you won't be exposed to those opportunities, potentially.

SP2 Okay, I'm a little bit surprised because it is quite a small organisation where each and everybody knows each other.

SP1 It is yes.

SP2 So I understand what you try to address and it comes back to also the values, that if you don't, if you're not dressed like that or with these kinds of things. Okay.

SP1 And that is the shocking thing, that it is a small organisation, you'd think there'd be less of all of this but it's very much like, it's very much like a corporate as opposed to a non-profit [inaudible] environment.

SP2 Yes I hear what you say and the same happens with promotions, not just with recruitment, but also with promotions, that people have no idea why certain people are promoted and others... And this is not because people are working longer in the organisation, that this could be a reason or maybe more education?

SP1 It could be, but I, it could be, I mean I'm not saying that it's not, but sometimes there could be others that you would, I mean just working with the individuals you can see they'd be better suited and that's why I'm saying, if we just understand why certain decisions are made then that's fine. But sometimes it's not clear or apparent why these decisions are made.

SP2 So does that mean that in this organisation, as a group, you cannot tell yourself, as a group, well we think that now really this person should have this position because we all feel like that, you cannot?

SP1 No.

SP2 Okay.

SP1 I think... Yes. No. I don't think so.

SP2 Okay.

SP1 But I mean it's not that I'm not trusting, you know, the leadership of the organisation; obviously they know what they're doing, but I would like to understand as just someone on the bottom floor, just understand, because then that opens up

my mind and it allows me to grow and understand, you know, how decisions are made, what needs to be taken into account when doing that or making certain decisions as well. So it's not that I want to almost ostracise people or...

SP2 You don't do that, don't be afraid or I don't hear you saying that, just that you're curious, wanting to know and that you feel like if this is also my organisation then I'd like to understand how I myself can grow in this organisation, what do I need.

SP1 Exactly.

SP2 Is that, do you have here personal development projects that you can talk about your future longings, desires...?

SP1 We do and, but I think, the Foundation's quite small, so, you know, growth opportunities are quite limited, unless someone leaves, so to speak. And that is why the opportunities become so important just to expose yourself, because if you're sitting and doing the same thing for three, four years, you're not going to get much engagement out of an individual, you know, after maybe the second year of doing the same thing. And that is why those opportunities that do become available, you know, to work in other teams, to work on other projects, that becomes really important for people who are sitting in one position for a long time and not exposed to that. So, and that's why I touch on that, because it's important, especially when there is limited growth opportunities in terms of position. But growth in terms of exposure to other areas, other, you know, research or whatever, that becomes important.

SP2 So does that mean that there is no exchange, for example that in the organisation you cannot say I would like to do next year, I would like to go to the Finance Department for example? Even when it's not more salary or a higher position, but just to learn what they are doing?

SP1 No not really, so I think the only area in terms of where it's quite open would be in our Selection, because, you know, they look for people to do assessment, to be at camp, to assess at camp, but more than that not really that opportunity in terms of rotation. So I know that, you know, [inaudible] a rotation programme, you know, people are seconded into other areas, you know, it's three months that they get to learn a skill, you know, that speaks to knowledge management and how, you know, skills are transferred and so on.

And it's sort of a nice way to kind of see am I still interested in doing what I'm currently doing. But I think if we can sort of create that in the organisation, that would be awesome, just exposure to different people and different areas so that you don't sit doing the same thing day in and day out, you know.

SP2 Yes, yes, how many times was it possible for you to change, because you work here now eight years you said, you started to say eight years, yes, so almost from the beginning?

SP1 From the beginning yes. It was very, very hard, very difficult to, for me to move from one position to the other and I think for some people, there are other individuals that feel that way as well. So I only, only managed to move I think after four years into the position that I'm in now and currently I'm this position I think now three years, three years I think.

SP2 From research also to a few questions about what you are doing is one of the important aspects of a healthy organisation, you know, being alive, you know, like

ourselves, in the body, so you can tell a bit about that, when that comes to you, do you feel like, yay I'm going again to my work?

SP1 So yes I think, I mean in the space that I'm in now I'm quite excited because there's a lot of new, a lot of newness coming up in the sense that we're working on one project to get all our data up to date and we're also working on another project to get a system implemented and, you know, getting our department trained in that and so on, so pretty excited but anxious at the same time, not knowing what the future holds but I think currently I'm very engaged.

SP2 Yes and when it comes to what you see in other departments, yes, when you look at other people, do you have the same feeling?

SP1 Not always, no. I mean some days are better than others where you're like I can do this and I don't care what people think or what they say or whatever and then there are other days where it does get to you, where you're just like I can't believe I'm still here doing the same thing and, you know, like other people are getting away with this and... So I think it's, it's part of human nature, having good days and, you know, the bad days.

SP2 Yes and also sometimes, you know, do people feel like that there enough possibilities training, for education?

SP1 No I think there are, I think that's one thing the Foundation is very good at, you know, giving opportunities to individual to go and study and also, you know, in terms of, you mentioned earlier our benefit plan, we do have a benefit plan and as far as the Foundation is able to they do try and develop their staff. I think the only shortcoming is, in terms of developing their staff, they don't, they don't, I think they don't recognise that the staff grows, you know, so your mind grows, your expectation grows, you have an appetite for more and so they're growing you by allowing you attend this training and this, you know, university courses and stuff and so your mind grows, but you're boxed into this little position and you want to... It's almost like want to explode kind of thing as your mind grows. And I think that is potentially one of the, I think the tension that HR probably sits with it that they have these amazing individual, but you need somebody to do this work and yet, you know, you're trying to keep them engaged by allowing them to study and, you know, do these, all sorts of training but, yes, it's just not... I think it gets to a point where as an individual you're just about drowning [?] in what you're currently doing.

SP2 Is there a possibility to just leave the company, because of all the education you get it makes you more, you know, interesting as well for the Allan Gray Organisation or for other organisations?

SP1 I think there is, there definitely is but I think also that people have bought into this vision and they're very passionate about the vision, and I think it's, they're invested. So it's almost like a tension between being so invested and wanting to see this vision come to fruition and then have yourself and you want to develop yourself and you want to grow yourself and, you know, you want to get to the next opportunity.

So it's kind of weird because a lot of people are passionate about what they're contributing towards, you know, so I think it's not that easy to leave once you've invested in the vision and you've actually seen, you know, the difference that your little contribution makes to someone's life. So it's quite hard, it's not that easy to leave, I'm still here.

SP2 You know it's a question, hey, it's not that you should leave, but you know, sometimes it can be a wonderful opportunity that you learn so much and that say I'm so grateful, but now wow the world is open, now I do different, other things, and that this possibility is always there. Like the cells in your body, they need to die, if they don't die we are dead ourselves, the whole system, they sometimes need to move out.

SP1 True, true and I think maybe for some of us, like me, maybe it is time to start looking outside the organisation.

SP2 But that's what I say.

SP1 Yes, I know, I know.

SP2 No, but it can be.

SP1 But it is an option, I mean it is an option and it is something that should be considered, especially if one sees things that you don't agree with or are not happy with.

SP2 Sometimes I look, that you don't think that I'm not listening, but I check whether everything goes well on the recorder.

SP1 Okay. Yes I think it is potentially something that I should, yes, I should potentially consider. I have been here for eight years, so maybe next year.

SP2 Yes but it is not an open policy to talk about that?

SP1 Not really.

SP2 Okay.

SP1 And I think, it would not reflect well if I did speak about it openly, because I think that, I am on the Leadership Programme, so I think there is investment in me to become leader of the organisation. So I don't think it would work well or be seen well, as a good thing, seen to be talking about it quite openly. But then again there's nothing wrong with considering my next move.

SP2 But in certain organisations it's quite normal also to discuss that. So for example if people do an MBA you know that you have to be reasonable and knowing that if you pay for the MBA partly and the person as well, the individual as well, then sometimes it means that after two years they will leave your company and we felt it was not a problem because other MBAs will come and join us. So it's not that you as a person needs to talk about it, but is it, is it felt like quite normal that this could happen?

SP1 No, I don't think so, no.

SP2 No, otherwise you would have heard it, yes.

SP1 I don't think it's something that people openly discuss, yes, I don't think so.

SP2 But also not in the development programmes?

SP1 No.

SP2 Okay, yes. Yes, because I think that in certain organisations this is quite normal to do.

SP1 Yes.

SP2 Also do you know, what are your future plans and do you feel that you'll be still here or do you want to go other countries or to other departments, these kinds of things, but this is not the case because maybe also it is still a young organisation?

SP1 Yes, so I think, I think what's exciting is its young and we're still developing and growing and we, you know, just, we're becoming an organisation now using, you know, proper technology, you know, so that's quite interesting and I'm quite keen to

see how that unfolds. But I think, yes, so future-wise I don't see myself here for much longer, maybe after two years eventually. So, was that you were asking?

SP2 Sorry?

SP1 Was that the question that you were asking?

SP2 Yes that was the question. Yes more also whether this is a normal thing to talk about and I don't mean for individuals from here, I'm looking for something else, but it's very normal that people not always stay the rest of their life working for the same company but say I'm so grateful for all the opportunities that I got, but I'm now willing to take the next step, but with gratitude and not because, you know, that is what I mean. So now you perfectly responded to that, so that this is not the case and this organisation, that people in the Development Programmes also talk about this opportunities, and it's not wrong or right it's just not taking place.

SP1 Yes.

SP2 Okay if you would look into intrinsic motivation or more motivated by external factors, what do you think is this organisation more standing for?

SP1 Intrinsic in the sense of...?

SP2 That it comes out of the person, the person is intrinsic motivated, you don't need to, an alarm clock because you do exactly what you want to do. You see these people that, you know, are very in extreme, you know, with people that for example are very well in an art or in a sport, and nobody needs really to motivate them, they stand up, they put their whole foot [?] in place to make sure that this can happen and it seems almost like easy and you have that in all kinds of positions. So that is, you know, if you look into a healthy body I would say that, as far as I know, that the cells are really intrinsic motivated to support the others. I don't think there will be an exchange, so if you don't do that for me I will not do this for you. I'm not sure, but I don't think that is the case, so that is the question.

SP1 So yes, no I think intrinsically motivated, I think that everybody comes in, like I said earlier, everyone is passionate about what they do, so I think that people are like automatically motivated to do what they're supposed to. And I think specifically for me, and my team, I feel the individuals there, it's all about the big objective that needs to be achieved at the end day and people collaborate and work together to achieve that goal. And I'm speaking specifically about my team, and I think we try to extent that to working, when we work with other teams as well.

So it's, you know, it collaborative, it's not your job versus my job, you know, it's how do we achieve this goal working together. So I think individually as teams you have had that, but I think that when that doesn't happen is when teams then go to silo'd [?] projects, like my objective, I need to achieve this, you know, and me first. So it's a very weird thing, yes, there's collaboration but it's also a focus on what I need to achieve as a team first, if that makes any sense at all.

SP2 It leads me to the question about in a healthy organisation there is coherence, coherence between rhythms of heart and brain and everything, when there is harmony and perfect health it is almost automatically that there is coherence. Can you talk about that when it comes to this organisation?

SP1 Yes I think, I think at times we do have, we do have coherence. I think what, again, what drives us is the vision, you know, what we want to achieve in individuals' lives, and seeing that, I mean you see that annually in terms of people, you know, the students' achievements, you know, just how they feedback and how their lives

have impacted others. So I think that really drives people and it drives the coherence I guess, in a sense.

So we know that we're here and we know how to achieve it, I think sometimes we just get stuck in feeling my department is more important than another department and that's where then things go a bit, you know, when people take that silo'd approach. And I think the underlying intention seems to be one of coherence and working together to achieve this goal.

SP2 What are more the departments that feel a little bit like, I'm more important?

SP1 So like, I mean, if you look at the support functions, because we support the Programmes and Selection Departments, I think they feel that because they're sort of the front face of the organisation they're more important, as opposed to those departments that are supporting them to achieve their goals. And, I mean, just one of the comments that were made to me is that, you know, somebody had asked me if I'm available to assess and I said no I can't because, you know, I have to focus on my core responsibility and the response was well, you know, if it wasn't for us you wouldn't have that, so in that sense. So it's just that my work or my team's work is more important than your work, but not actually understanding if you remove the support functions you wouldn't have much to work with or you'd be over here, you know, inundated, you'd be completely overworked in essence. Does that make sense?

SP2 Yes that makes sense. So there are departments that feel a bit like we are in the front office, we are seen, so it is almost like that they feel that it's the nature that you have to serve us.

SP1 Correct, yes. So, and I mean, you can try as much as you want to maybe, and as I say, I think sometimes, I think it's not as much that, I don't think there is... Ultimately at the end of the day people do want to work together, they do want to collaborate, but I think also just in terms of maybe how it's communicated from the top in terms of the importance of certain departments versus the importance of others.

SP2 Yes, and I agree that it is important that, you know, that people see how important others can be, hey. I always tell, you know, maybe it sounds very strange, but if you do a course for example at the GSB, make sure that the coffee is of good quality and that the toilets are clean. And then people look at me and then they say Erna is about the content of the course. Oh yes, it is the content of the course, but you know I'm always very grateful with the support of the lady that cleans the building and, you know, the person that creates the most wonderful coffee, and it makes really a difference.

SP1 It's sort of the depth of [?] experience over the entire course basically that makes people want to go back to that institution, because they feel that the entire, you know, experience was good, not just the content.

SP2 Yes. Like people already before, last week, told me that there is quite a, how do you call it, layers in the organisation, what is your approach to that?

SP1 So yes I agree there are quite, I mean for such a small organisation, there's I think about four layers, in such a small organisation. So I think, I mean there's obviously been some that's been developed and I think it's so that the CEO is able to know what's happening from an operational perspective and is then able to, you know, do what he's supposed to do strategically. But I think sometimes it can

impede what needs to be done, because decisions aren't made as quickly as they should and I think that sometimes...

I think sometimes they don't have the best people in those positions. Yes, I don't know, because some people are more, you know, they're generally [?] just achieving something but a lot of time they forget the people aspect. Because of the number of layers it's just tasks, tasks, tasks, and very little focus, because, you know, this person is reporting to that person and this person is to the next and to the next and they're just getting the work done, and I think a lot of times the people aspect is forgotten, you know, the general health of the people, how they're dealing and how they're coping with achieving one goal after the next, after next goal.

So I think, I think a flatter structure, it's more open, you know, with hierarchy comes a lot of bureaucracy, almost, that people need to go through, you know, like if I don't this, you can't have that, but not understanding that actually you know what for the past week I've been working late [?] and actually I didn't have time to that. So I think it's very weird this hierarchy and, yes, just weird.

SP2 Because I can imagine that as a senior you don't want every time 59 other people to come to your meetings, it's almost impossible to make decisions. But you can of course also ask the teams to bring every week somebody else to the meeting, there is no difficulty of doing that, if that is your, if that, because that can be so that every week it's somebody else and it can still be continued, it doesn't mean that...

And also the knowledge is not just by one person, but this is a possibility. So therefore I ask why is it that its structure is like that, are there...?

SP1 I didn't really notice, when I started at the Foundation it was quite a flat structure, you could see exactly, like we had, we had the CEO, we had a Fellowship Director and we had an Ops Manager and then from there, you know, it was, yes, basically like flat structure. But I think, maybe it's just a way to contain how we grow in the sense that, I mean I think back then we were probably about, so we have doubled in size, so maybe that's the reason.

SP2 Yes but it is important to look into that, hey, are we still satisfied with that, does it work, for example, if I cut my knee or I hurt my knee and I have to wait for my brain to respond, maybe I am dead at that time, so I really like my local agents around my knee, that they are helping and that is important, you know, and these cells are very much aware of how important that is for the whole.

SP1 And I think, I mean speaking to the hierarchy, some things that is not, I think because of the amount of layers the emotion that filters down, you know, like a broken telephone, is not quite the correct information being filtered down and so not able to then support properly in that sense.

SP2 And what about procedures, new instruments that are implementing, is that going well, does everybody understanding why that is?

SP1 I think there is an attempt to sort of communicate new procedures. So if I just look at, like now for instance, we've installed a new telephone system, so for the whole day there's training taking place on that system. So new device, new procedure training is being taken, so that is, I suppose there is, there has been an improvement over how that's been communicated. I just, yes, I think in terms of policies though, that's not always communicated well throughout the organisation.

SP2 Can you give an example of where you felt like this could have been done better?

SP1 So, for example, if you look at some policies there's, there apparently was a childcare policy for people who travel and nannies had to look after their children, but that wasn't communicated throughout the organisation. So that was only communicated with certain individuals, for example, and I think the organisation did that to control it but where it looks bad is that, again, assumptions are drawn because of the lack of transparency in communicating it everyone.

SP2 Okay, so this was changed, it was always the case, the nannies, and now it is different or...?

SP1 No it's still the same, but more people are aware of it now, as opposed to before where only a few people knew about it. So I think communication in some things are good, but in other things, and it might in terms of policies, not always so good.

SP2 Okay, so people were not always aware of the opportunities that were there?

SP1 Correct.

SP2 So if one was travelling and knew about oh I can maybe make sure that there is a nanny so my children are safe and others had no idea.

SP1 Correct.

SP2 And why was that?

SP1 I think it was, I think to control potentially maybe people may take advantage of that policy, because there's no way to really believe that actually that you have a nanny, you know, that's taking care of your children. And so there's this stipend or this fee that's paid, you know, per hour for this person. So I think it's just to control that aspect, but then again it speaks to the barriers around trust and you don't trust your staff to be, you know, honest about what they need and require.

SP2 Yes I understand what you say. Trust is an important element, especially I trust that my body in some way will out fine, I trust, and if not then I feel back pain or, you know, whatever pains, you know. How is it about the trust factor because that is indeed important?

SP1 I think that is definitely something that organisation can work on. I don't think that there's a lot of trust in the organisation. I feel that people do think that they need to cover themselves constantly to make sure that, you know, I don't think if they had to do a check on trust it would be quite high on that little stick, it will be quite low.

SP2 Why is that? Because, you know, you don't have a lot of people, you recruited all of them yourself and if somebody, if I would suspicious about somebody's behaviour, not travelling and still telling that a nanny is there, I will say, you know, I have the feeling that lately you ask a lot for the nanny and I'm not so sure that you are travelling for us, but I'd like to know what was happening in your family, because is that not the case or is the case?

SP1 I think that, I think it speaks to, once again, transparency and the fact that it was not, it's not as transparent an organisation as it should be. I think that there have been individuals that had misused, you know, I think the trust of the organisation but now everyone's painted with that, you know, so one person's done something wrong, so now everyone has to pay for it. And then I think it speaks to, just again, decisions that are made and how they're being made and, you know, I think at the end of the day a lot of people are left with a lot of assumptions, as opposed to just knowing what the real issues or the real decisions are or...

So I think the fact that people assume and are scared to maybe ask why things are being done in a certain way or, you know, if I ask for something versus someone else asked for something and they've gotten the okay and I'm still waiting three months later for answer, things like that can break down trust. So, I mean, that person's situation might like warrant it, you know, immediately and mine was not as serious as that person's and I don't know that and therefore I'm left to assume, you know, okay I'm not as important as that person, for example.

So, you see, how the, again, the transparency, I don't need to know everything but I just need to maybe know that because this is like a life or death matter that is why they, you know, it was done quickly, yours is not a life and death matter, so we just need more time to really consider, you know, your request, for example. So I think in situations like that is where the trust has broken down.

SP2 Yes and also how people trust each other. Because if there is real trust then you think okay, you know, this is, this is okay, I don't even need to know.

SP1 Exactly, exactly, so there is no trust in decisions that are made and I think especially from a people perspective there's very little trust, for example... I feel that people don't believe that it's done fairly, I mean, just from my experience, I've had a few people talk to me about, you know, decisions about maybe they felt that, you know, their study being turned down was not fair, because someone else got four opportunities, you know, someone else being able to relocate somewhere, you know, just issues like that. So the perception is that decisions aren't made fairly and, yes, I think it's just not made fairly, there's inconsistency in how things are, or decisions are made, especially around recruitment and people in general.

SP2 And is that again to the people that have the privileges that are a little bit louder and belong to the certain groups or is this through the whole organisation?

SP1 I think it's a bit of, I think it's more the louder people, yes. And I think also depending on whether or not, I think it's a bit of both. Those who are louder and then also those who are kind of bolder, in a sense. There is a bit of favouritism I think in the situation of certain individuals or that's the perception or that's how they've allowed it to be perceived, in essence, because of the lack of transparency. People can only, I mean, I'm only talking about how I see things from my experience and what I've been, you know, privy to in essence based on conversations.

SP2 Okay well for me this is very helpful, because I can, because I can look into it and then see what the others have said and then see whether there are patterns. And then I still, you know, this week I have eight other people, so almost in total of 19 or 20 people, because still somebody I can't reach, so maybe this person is not, is on holiday, I have no idea, it could be. But still it's enough because it's almost the whole organisation, so that's fine. Let me just stop it for now.

RESPONDENT 4

SP Speaker

SP1 Hi, I would like to invite you just to tell a little bit as a background about yourself.

SP2 Okay, my name is X, I stay here, like near Kirstenbosch. I studied Human Resource Management and applied at the Foundation as an intern and they took me, it was last year, 2015, April. It was only for three months, it was like a training programme that we had to do to finish our course at varsity. So I went there and then they took me and they like showed me how things work like. And as we all know, that things are different from varsity when we get to the real work, it's like so different than what the book said.

So like it was April and so end of June then I went back to finish my course at varsity and then they called me again in September when the HR officer was promoted to be a Selection Manager, so they didn't have anyone to fill the space at that time. Yes so I went there to temp from September 2015 and full March 2016. So 1st April then I was appointed as a HR officer but I had to do all, I went through all the recruitment process, so interviews and all that. But I think what happened because I've been with the organisation for a few months then I adapted very easily although that I'm still learning a lot about HR officer's role. But then, yes, that's what I can say so far so I've been appointed less than two months.

SP1 Okay, well that is... And then of course and there are the months that you were in the training process or the...

SP2 Yes.

SP1 Okay. I just explained to you, shall I just stop...? So what I talked about with you already before we started the interview is that I'm looking for, and that is out of my research, that when we talk about a healthy organisation that it is often based on a value system. Can you tell me how you feel about the values in the Allan Gray Orbis Foundation please?

SP2 Okay like based on me or as I see like in the organisation?

SP1 Yes how you see them in the organisation?

SP1 Okay, we've got very good values but to be honest I think that as one of the person of HR there's a lot that we still need to do, which as now even is trying to design a programme, maybe like a workshop that because we see that talent... Okay, our employees, we call them talents, yes, talent is the name of the employees so you won't get confused if I say talent, you must know that I mean employee. So our talent as much as we do have values but they don't live according to the values about the values. For me is, I'm still learning so I'm there in that space but I could see because as an HR person it's easy to observe that okay, what's going on in the organisation. So we're trying to have like sort of a workshop which is that it can help with that because it's like, as much the values that they go with the culture, yes, of the organisation. There is a culture but we don't live with that.

SP1 Can you give, sorry, sometimes I will interrupt to make it, for the interview also a little bit more clear, can you give me an example of what the culture and where they are in the values and where they are not lived?

SP2 Yes. Okay because it is, for instance, you have to be like courageous most of the time, you must have the courage to do something, but most of our talent they don't have that in their system, I think it's because, and the other thing is, most of them they want to grow in the organisation but is limited because the NPO which is, even if you study like for instance finance, we cannot have the Head of Finance, five Head of Finance for instance.

So you can go in training, you can be developed but you stay in the same, in the same role for a long time because there's nothing that you can do with promotion and sometimes it isn't even easy to leave the organisation and go somewhere else, so they feel un... You don't feel like, like you don't have that courage to do your work if you have been doing your work for five years. And you seem like bored as much as the culture is like you have to be courageous but then that is, it stops you there, yes, yes.

SP1 So that is in indeed like courageous and then so they get a lot trainings and education, but then still the broad is not there and they don't feel like going out of the organisation and take the chance to leave and maybe look for other positions elsewhere?

SP2 Yes, and the thing is, someone would like to go other, like somewhere else but it's not easy to find a job now, so it's like you are trapped in one place. Yes you are like so developed, you are trained, you've got everything but you cannot go anywhere. So you feel de-motivated anyway because like you're doing the same job, there's nothing that you can do, you've been trained, you feel like you are educated but there's nothing that you can do.

SP1 Are there other examples when it comes to values that you feel they are not lived, you called one, that is being courageous, are there others?

SP2 Like the others I'll say... The other one I'll say is... What I'll say now, out of the five, I'm trying to think, is like being in... Because we believe that you have to be Allan Gray Orbis Foundation, even we've got sort of like the T-shirt which is you're trying to live in the culture, you have to look, you have that something inside of you that you are Allan Gray Orbis Foundation. You have to make a difference in someone's life. I think with that I'll give the credit because some of the department that are doing that, because, as you, I think you know, is like when you look the research like we use the research about the organisation, that we're trying to make a difference in like South Africa by like getting those kids to get a good education and that.

So as the talent have to live that by being an Allan Gray Orbis Foundation that I'll say I'll the talent the credit because we try so much, we push so much and you can see when you walk in like from the reception, the way that you trained, like how do you welcome your guests, if that's there. And then when you move to another department that's what you'll get, we try, we strive; we go the long way to try to help. I mean, because you know that is the foundation that you have to work achieve, here but it doesn't just stop there. The clients, someone who's visiting, that at least that we can show you that we've got that one, that, yes.

SP1 So that is the other one, but did you say, that is really, that is lived, you can see that, you can feel that and you can notice and observe, so that are two of the values that are important. And you were talking about five important values, what are the other three?

SP2 The other three, I don't know, is...

SP1 Now I'm... It doesn't matter; no it's not that important, so when they come up they come up.

SP2 Yes okay so we can move that, if it's okay I'll come back, yes.

SP1 Yes okay. So that was about values, you have values, I would like to know a little bit, you know, out of the research is, that when an organisation is coherent and

sometimes people define coherence as in a certain way and others in another way, it's almost like if your brain is coherent with your heart in the health department they would see then the person is quite healthy. Can you say something about the coherence in the Allan Gray Orbis Foundation?

SP2 Can you explain which, like in which part would you like me to go, like with that?

SP1 What comes up in your mind, so how do you see and define coherence?

SP2 In the...?

SP1 And maybe even to the external world because you work in a context, so how do you... Let's say, let us measure, from one is absolutely not coherent and nine is really now the top in coherence.

SP2 Okay. I'll say where I can see the coherence in the Foundation is when we have, for instance when we have to, when we have to deliver like when we have to deliver like the work that we have, like we have done. So I'll say that that's where I'll... I'll say that maybe it's like...

SP1 Yes let's go.

SP2 Yes I'll say when we have to deliver the work that we have done, for instance we have like sort of that lines, now we have that lines, but the thing is, when you deliver you have to make sure that you don't deliver for the sake of delivering the work. You have to make sure that it is quality, not just quantity. And there's sometimes the people will have to, for the deadline, deliver like on time but then there's no quality, so it's like the same that you didn't really do nothing. You just like, because if you have to score you can score you maybe 25% out of 100 although you'll say that, but I delivered on time. So I'll say the coherence in the Foundation is when we do that and I think if I can say, we live like the 7%, I'll give the seven out of ten, yes.

SP1 Can you give an example, for example where it happens when there was something that had to take place in time and that it didn't have? You don't have to call names because I'm not interested in that, but when you felt, no they should have better to take a little bit longer and the quality higher, for example, can you give an example of that?

SP2 Okay, then when we have, for instance we had a talent seminar in Jo'burg, like this year, and one of the departments, we worked together as a department, one of the departments what he's doing is sort of like a communication, is this sort of communication department which is, they help with the what to wear and all that. And they have to deliver that like have to have T-shirts on time for the talent. So that is like, as we're trying to push this, it's our culture, so we're trying to live with culture, and then we needed those T-shirts on time but then, like with the orders and everything that it took time for them and then they didn't come to us and let us know that it doesn't really go according as we planned.

And then after, like it was only two days left we find out then we don't have t-shirts yet, but the T-shirts are coming like... They said the T-shirts are coming but then we ended up with bad, not the quality that we were looking for, we just have to make that to call another company and just make T-shirt like quickly for us. And then we, we didn't end up with the T-shirt that we wanted. We still got the T-shirt but it was not what we wanted.

SP2 And do you have an idea why this happens?

SP2 I think the... What had happened is like to leave like with things at like a later stage is because we know that for instance, let's say now is, you're doing your research, maybe you have to submit on Friday but you say, okay maybe I'll just work on it on Wednesday then say I'll have enough time and then something happens to you, maybe you get sick on Tuesday. Let's say you get sick on Tuesday, and then meaning that you won't deliver on time because you didn't plan that you will get sick, yes. So it's like, it's like for us to plan that you'll do your job at the later stage and then something comes up and then hold you so then you cannot get to that time.

SP1 Do you have, because in the healthy organisation there are often clear responsibilities, you know, the people really know this is my responsibility and this the consequence if I deliver the T-shirts not in time, can you say something about responsibilities, how people experience it and how they act on that? Can you tell something and share?

SP2 Yes we do like have responsibilities and what, like sometimes... I know my responsibilities and what I would like to see like what I would like to see changing as much we know that for instance we do have like our responsibilities, is, I'll say is transparency between like the managers and the talent, like the employees. Because as much as I know that this is my responsibilities but there something that, as a manager, that you like me that the way that I should do one of the things. I know this is my responsibilities and maybe I've got my own way to do my responsibilities but for you, you can like, like sometimes as much you is, okay this is how you can do, but for like... What I feel that, the manager is like, okay you are employed here so you should know what to do, you know your responsibilities but there's not transparency like, okay this is how I want you to do this, this is the time that you to finish this and this... Like those, like they'll take it, okay you know everything so you can do like as, like the way that you need to do it. And then when the things are not falling apart, when things are falling apart it becomes a problem, so there's a lack of transparency, yes there's a lack of transparency.

SP1 And transparency in the sense that because normally I would feel that transparency has to do with almost like, I don't want to be transparent because it's secrets or is it that people have no clue that other people don't know, how do you mean exactly, what do you mean with this transparency?

SP2 Okay for instance I'll, with this one I'll talk with my experience. The time I was like a temp I knew that for instance I'm in an HR role which is this so much confidential that going on. So I was not permanent staff that time, so they couldn't let me to know everything about the organisation, so I got that. But now that I'm in the role now, so I feel like there should be that transparency, like for instances like... But you feel like sometimes your manager like thinks that you know everything, like oh you should know everything or you just like, okay... Like what I was saying is like, you come in, in the morning and you have to know some of the stuff that how they do things.

Like as much as I know for instance like I have to write a report, let's say about the function forum, we've got a function forum, I know that I have to write a report. But the report we have to like write, it's like the both of us, I'm the one who's writing the report, I know, but you've been doing some of the work which is I don't know about. So I think it's easier to come to me and say, okay this is what I have done, not thinking that Thembisa, because by observing at me that she saw what I was doing,

you understand, I know that she was waiting and then we were having this, the kind of discussion and then that was an outcome. So if it didn't come back to me that, so I will know that or maybe you've had the Mauritian meeting review, but it didn't come back to me so I don't know anything about the feedback. So that's how I feel that, the lack of transparency.

SP1 Yes, and it is because of that that then it is difficult to work and have it updated and efficient and this kind of thing. I don't want to put you the words in your mouth because...

SP2 Yes because you end up like you're doing your work like 50%, yes you cannot... And you're stuck, there's nothing that you can do and your manager is like expecting that, you need to deliver like 100% not knowing that he or she's the one who's like holding you.

SP1 And is there a possibility to express that, does everybody feel free to express that to the manager, this what I observe, this is what I see, this is what I hear, this is what I would like to have improved, is it easy to express that or do they feel criticised?

SP2 It's not really easy to, as much as we do have like one-on-one, like we do have one-on-one meetings every month, which is where you'll have to speak to your manager. Yes sometimes, I mean like I haven't been in my one-on-one so I haven't expressed myself and then see what the feedback. But from corridors with other managers and the talent, sometimes it is even if the employee is complaining this is how thing happen, for instance the managers will take time to respond on that or do something on that.

Because I remember like not so long ago we had a survey, yes, and so we had someone, like a workshop to see what exactly the talent is not happy about and some of the things that came out is not, like the communication between the managers and the talent, is not effectively as it should be. Because as much as some they feel like they've been complaining to their managers, but there's nothing that has been done.

SP1 So they, then they would like to have this communications and outcome of that, that this is more visible.

SP2 Yes, for instance now we're having this for you and then if you have to, for instance like I know you do your research, if you to maybe have the part that you send to the organisation as a recommendation, what the talent, even, I know that is not like only in one, like the talent, sometimes the managers also feel frustrated by the talent. But if there's some kind of recommendation that's coming from the facilitators that was facilitating whatever or the recommendation that you recommend from this kind research. At least what we're expecting, we're expecting to see the difference or like what we're expecting, we're expecting the managers to come to us and address okay this is what has been found and this is what we're willing to change, that kind of communication that gives you hope that okay things will change.

SP1 And do you have an idea why this is not taking place? Because you made an observation that it is not always taking place, so do you have an idea why this is?

SP2 I have no idea, to be honest; I have no idea why it's not taking place.

SP1 Okay perfect. Out of the research as well came that in a healthy organisation there is a high level of consciousness and with consciousness what I mean is awareness, you know, when I talk about the lower energies where people just are in

survival competences. But higher consciousness is that you have an idea, this is why we do it, this is, because of that I integrate it in everything I do, and this kind of thing. So what I'd like to know, can you describe the consciousness of the organisation and the people that work for the Allan Gray Orbis Foundation?

SP2 I'd say the consciousness is, is in a good state, is in a good level because as much as, as I mentioned to you, that as much we know that what are we there for, yes, what are we there for, what is our purpose there, but we know, like for an example, that the practice doesn't have to end with kids. The practice has to know that like as an HR officer when I go to the Finance Department, maybe I need something, like for them to do something for whatever I'm doing in HR, what I'm willing to get is like a good like deliverance.

Like for instance, like we know that, as in the organisation, what we deliver outside that people see, that is what has to happen inside, so like the consciousness about helping, about delivering good work and about assisting pupils as much as we do, like from outside to the students, that I'll say is in the good level because it is like what exactly we're doing inside in the organisation.

SP1 So that is what you see and experience when you look to all individuals working in the Allan Gray Orbis Foundation?

SP2 Yes.

SP1 You know, in a healthy organisation people feel often intrinsic motivated instead of external motivated, and with that I mean some people are motivated because of their earnings, because of extra days of holiday, I don't what all kinds of factors, you know, called by Maslow and called by [inaudible], but what would you call it? Are people more, if we call intrinsic motivated the nine and external motivated by extra money or this kind of things the one, where do you see the organisation and the people that work in the organisation?

SP2 Okay if I can just look at intrinsic, for instance like what Maslow and... Okay let's go to like the motivators, they believe that, like I know that in HR, as an HR person, like we believe that what motivates employees more is like for instance autonomy, like the growth, you know, like that motivates you like inside and outside is money. But like the reality check like in the country that we live in I'll say money, because people will never leave the organisation if they get good money. So that's what they put. For instance, as I mentioned to them, to the Orbis Foundation, the Orbis Foundation you do grow, but there's nothing that you can do, like for instance, as I said, you cannot have like five finance people, like Head of Finance, so it limits you. But because, at least what we try is to give you like a good salary which is what motivates you to stay, yes, in the organisation, that's what motivates you to stay. So I'll say that the growth itinerary [?], like you do grow but most they're not staying there because they've grown, they're staying there because of the good salaries, yes.

So as much as we believe that money is like, it motivates you from like externally, but it's in like there and because what's in the country then it has changed, because I believe if you get a good salary you will never leave your job and go somewhere where you get something that is little, because you think that... Or maybe you'll think that you'll grow when times goes by that, then you can do that. Yes, but it depends, yes.

SP1 So that means that you say like, well where is it, is it more the intrinsic motivation or more the...

SP2 External, yes.

SP1 Yes, so what is it, if you look five is halfway, is it more to the, what is it more in your...?

SP2 It's more of the external, yes of the external...

SP1 External factors?

SP2 It's more of the externals, because like, and the reason that, why I'm saying that it's not like intrinsic, it's because of... You can grow, but if, like the Foundation limits you, you understand. So because like, like what motivates you inside is the growth, it's autonomy, like when you see you there, it's like your achievements. So you can achieve so much there, you cannot go like... Because like for instance like the Escrow people, we only have five, it's a non-profit organisation although that we, we...

I think we're much better than the others, because at least we've got about 60 employees, some they've got like 15, 20, we're trying with that, but it still limits you. So it motivates you more externally than internally, because you always like live with that, okay I've studied, I'm so educated but there's nothing there where I can go, which is, that's not what you want as a person. You want to see you, like you want to get on the top, you want to be a Director, but you cannot be a Director, yes, because of the, yes of those reasons. So I'll say it's more like externally than internally, yes.

SP1 For example people have holidays, just as a question, are they really, for example it's Friday and they want to start again on Monday after their holidays, are they're thinking oh I'm so glad, happy to be back, is that what you observe, do you think that this is the case or is it...? Where do you, what kind of, how would you measure that, how would you, is it a seven or an eight or a nine or a three, are people then really oh I'm happy to work again?

SP2 I'll say with that, I'll say like I'll give it like an eight, eight points. Because what we always say, for instance like the organisation, people get loans, like you need money like urgently you do get a loan, we've got like a childminder allowance, we've got, we've got like lunches for staff, and we always say something will leave the organisation, I'll just make an example, because like you'll come back when you go on holiday then you are, like you're happy to be back because everyone is like... Most people are nice to be honest, yes, that's why even when they look for, like when they recruit they always like look if you'll fit in that culture, like in the culture, you're not a harsh person. Like some of the things that, like what kind of person, your personality and all that, so that it's nice to have sort of like people that are united. So people will leave, like the organisation, think that like no maybe you're not going in, like you cannot get growth that you want, but they always like want to come back.

SP1 Yes okay.

SP2 When they're out there they always want to come back. So we say like some people that, they cannot even see how privileged they are until you go somewhere else and see the other organisations, okay I'm not getting what I was getting in there, so I'll say, yes with the level of that I'll give an eight.

SP1 Okay so [inaudible].

SP2 Yes.

SP1 Okay, then the last question that I have for you, you know, energy is some of the, of the important, you know, aspects in a healthy organisation and you feel like people are really, are really energetic. So how do you feel about that, do you feel that, when you look around do you think yes the people are, they're really like, an example, I would say Barak Obama, he's very energetic, you know. So how do you feel about that, how is it with that kind of energy?

SP2 To be honest I will not, I won't say like everyone. I would say like everyone. Because for instance I know that there is a department where people are complaining for instance about, even if there's a promotion it always goes to some people, not to everyone, which is, it cannot happen. So for that I think they became demotivated. So they do drag, they do drag their feet to work and there are people that's so, I'd say, I won't say 50/50 but I'll say most they are energetic because the love their job and they know what is happening and they are motivated. But there are people that are demotivated, because they've been doing the same job for, since they started, like at the organisation, and there will be a post and then they will apply but someone won't get that, you know, I think that's another thing that takes their energy down, because you become demotivated, you've been trying to get somewhere but you cannot. Because you'll see maybe when they do, there's recruitment, there are a stronger pool of people than you, so you end up like... And that department, most of them what I've noticed is, is Events and Logistics. I think they're getting bored because now you have to plan things, it's all about events and all that, and they've been doing that, some of them, more than five years. And they try, I know that there are employees that have been trying to get somewhere else in the organisation, but they've been, like they can't, so they're demotivated, so their energy level is different to the employees. But if I have to weight that or I have to give a percentage I'll say it's maybe 70 energetic and 30 demotivated.

SP1 Okay thank you. There is still another question that I would like to add to the interview and then promise this will be the last one. You know, in a healthy organisation is also an organisation that has a long-term plan and knowing, you know, you want to exist and do our activities even over a longer period and then look back, almost like looking back and then did we do the right things. Can you add something to that please?

SP2 I'd say that the Orbis Foundation is doing a good job when it goes to that, because we've got that succession planning [?], which is we, as I mentioned to you that we try very hard to develop our employees, and we, we're trying to sustain what we have. For instance like we want, as much as, like for instance as Allan Gray Limited, which is the investment company and then there's Allan Gray, we do the different thing which is we are the Foundation, but I'll say when we look it's like a mother and a son or a daughter, so we're striving to get where they are, because what we do, like we make sure that our employees they get trained and we develop them and we sustain their, we sustain their, the good work that we do.

So by, like that's why by doing that, so we always like look at like what they do, we compete ourselves with them as much as we're not doing the same job, but we compete with them. Because we always ask ourselves why are they successful, why are they able to donate this money so that we can take this money to these kids. So

we compete, like we compete with them so that we can, like whatever that is working with them, so let's try to see if it will work with us. So it's like, we always liken that.

SP1 What can have an impact on your organisation, something that you foresee in five years?

SP2 In five years what I will foresee is the growth, is the growth of the organisation. And I said now we're like 60 employees, in five years I promise you we'll be like 75, because what we, we're trying to change what we're doing now but the dream is the same dream, like to get those kids a good education so that they can be able to impact, like in our county's economy. So the dream is still the same, but the way we'll be pushing for delivery there will be have to be some changes in the organisation. There will be, like some of the rules that we have are to push that, so there'll be like growth, like a lot of growth in the organisation that can help us to push, like in five years to get into that. Yes.

SP1 Okay is there any political situation or things that are organised by law that can have can have an impact on this?

SP2 Not that I can think of, not that I can think of at the moment.

SP1 Okay thank you. Then I think I'd like to stop with the interview, being very grateful for your helping in this, I would say, nice research, thank you very much.

SP2 Thank you very much, Erna, thank you.

RESPONDENT 5

SP Speaker

SP1 My name is X; I've been working at the Foundation for about four years, so since 2012, April in 2012. I originally started in the Strategy and Communications Department, I have my training in PR and communications and marketing, and then after two years I moved over to the Fellowship Department and there I am a Programme Officer, Personal Leadership Programme Officer. And there I work directly with the students at the Foundation, the university specifically.

SP2 Okay thank you, so you know a lot about the organisation. And what I see out of the research is that for example values are important, can you tell me a little bit more about the values and how they are lived in the Orbis Foundation?

SP1 Okay so we base a lot of what on do on our Five Pillars, which are our values, I would say they are one and the same. And the Five, and I always forget one but I'm going to try, Spirit of Significance and Achievement Excellence, Long-term Orientation, Stewardship and then I'm always, always going to forget the fifth. But okay so those are the four and I'll probably get to the fifth eventually.

SP2 I think, could it be courageousness?

SP1 Yes, Courageous Commitment, that's right, thank you. And how we live those values, this is a good question, often in the Foundation, we use it for, as well as for the basis of what we teach our students and how we select them, but in the Foundation it is talent specifically, and we refer to our staff as talent. We often say that we only really look at those values when we're doing our performance

appraisals, because we are rated against the values. And so there haven't been sort of active ways in which we are encouraged to, well we are encouraged to live the values of the Foundation and I guess we are selected on those as well, but not in our every day, I would say, do we go oh I'm being courageous today or achievement excellence today.

But I think recently we have started to remind ourselves more of those values, with the help of HR and Anthony as well who has started different like competitions or projects about who has done, you know, sort of been the most, the best steward this month or who has shown excellence this month, or whatever it is. But every day we try to always ensure, whether it's an e-mail that is sent out or a document that is sent out, is it excellence, is it striving for excellence. Or when we do our budgets and when we spend money on behalf of the Foundation, are we being stewards of that and making sure that we save where we can and spend the money wisely.

And then also to be courageous and take risks in what we do, because we are pioneers in the industry, to make sure that, you know, we don't lag behind, so you need to take risks in order to be a pioneer or to be, you know, a frontrunner or thought leader. So there are a few projects that we take on or a few things that we, that we initiate that no one else has done and we're taking a risk and we're basically study for what we do. And so, yes, so in our dealings we always try and say, you know, take a risk but always take a calculated risk. Intellectual Imagination was also one, did I say that?

But also to be creative in what we do and innovative and so are we doing, you know, something that's new and different and exciting and can gain the interest of our Fellows or potential Fellows or scholars. Yes I think it's just on a daily basis, I think I personally do try and remind myself of the values of the Foundation. And we're also really about being ethical, so we're grooming responsible high impact entrepreneurs. So ethics comes in quite a lot as well and I think it's a value that we, we try to stick by. So every decision that is made, to ensure that's ethical and also for your own personal values as well. I think that's all I have to say on that.

SP2 Okay and sometimes we can find all these beautiful, you know, values on the wall and we even sometimes, we have to look what were they, but do you see them when you look around, do you see in most of the things they are really a reflection in each and everybody's behaviour, actions and...?

SP1 Sometimes it's questionable, sometimes you wonder whether the person actually did read over the document that they submitted because there are spelling errors or errors in the document or the structure isn't correct or it doesn't have the proper logo. So in terms of excellence you sometimes wonder whether that person did strive for excellence or if it was a rushed process and they didn't take their time to ensure it was excellent. In terms of stewardship I think there's certain parts, certain things in the Foundation where we overspend for no reason and other areas and times when we, we are so strict on budget, again for absolutely no reason. Or they don't make sense, so we'll a whole lot of money on flying someone in as a speaker where is someone in Cape Town who could possibly give us the same value as a speaker. So sometimes I wonder how decisions get made in terms of stewardship as well. And also stewardship, someone reminded me, is always just about managing a process, so being the steward of a process and there's certain, I

feel like there's certain areas in the Foundation where we actually need more stewardship.

Sometimes we're sort of just left to our devices, like in terms of HR they're probably so overwhelmed with the amount of work they have to do and with the amount of resignations and rehiring for specific positions, they have time to steward, you know, cultural activities or, yes, things that would make us feel a bit more, I don't, more part of like we have a culture and that we, that we're reminded of our values and stuff like that. So that's excellence, stewardship, courageous commitment...

SP2 Yes I'd like to ask a little bit more about it, because you said sometimes we fly in people and, you know, I'm not here to judge whether that is good or not, but what I'd like to know is, is there a possibility then to express that, to say oh but we also have people here in Cape Town and...?

SP1 So there is a culture to not question, because sometimes when you question you're just shut off because people get defensive about why you're questioning when they, you know, obviously made the decision and they don't want anyone to think that they didn't think about the decision and that they weren't being, you know, a steward. And so last year we actually had someone come in that we brought in, because what we did was almost like a, it was a survey of feedback from talent about the Foundation, its values and culture and how we generally and in terms management etc.

The feedback that came back was, you know, obviously there was a lot of negativity as well and so we felt the need to bring in someone to talk to us about it. And she brought in someone who, and I forgot her name, but it's the, it's the notion of think, something think, I can't remember what it is, sorry, but there's a book on it and everything. And she came in and facilitated sessions, but basically the underlying message was don't assume anything, always ask the question and I think for a lot of us that quite, that shifted things because we don't ask the question, but it's because we assume we're not going to get an answer, we're not going the actual answer and they're going to make up an answer to cover the reason why they made the decision that they did or...

So I feel like there's a lot of chitter-chatter amongst talent, but I'm not sure if the questions are being asked of the right people, for instance management. So I personally made it a goal of mine to always ask. And actually someone came to me and said are you okay, in a meeting, because I was asking so many questions and I don't usually and I said no I'm just not assuming anything anymore, I'm asking questions. But unfortunately what is happening is a lot of corridor talk instead of being constructive about getting a proper answer or...

So I don't feel like, I don't want to assume that there isn't an opportunity to ask the questions, I don't think anyone has ever said don't ask questions, I think maybe based on experiences when asking and querying we didn't probably the answer we wanted or we felt like it wasn't a true answer or it wasn't actually thought through. But that's actually not a reason good enough to stop asking questions. So it's a mix I think.

SP2 Okay yes, and what about communication because also in the research communication is an important aspect when it comes to a healthy organisation. Can you say something or tell something about how the communications are here taking place?

SP1 When you say communications are you referring to management and talent, talent amongst talent, is it every...?

SP2 Just what you feel that you can talk about, I like that we have the question so open.

SP1 Okay sure, no problem. So immediately my brain goes to a few different areas, so management and talent. Communication is generally e-mail, we have a meeting once a week on a Monday in the Cape Town office, but unfortunately not in the Jo'burg office which I think is an issue, called It's a Wrap where we actually share anything that we'd like to share from our departments, which is quite nice because sometimes you don't know these things that are happening in each department, unless we have a session like that with everyone in a room and we talk about our successes or what's coming up, events coming up, etc, so that's quite nice. But otherwise it's really via e-mail that we get, you know, things get communicated. We also have two events called Talent Seminars, so in the summer months and in the winter months we have a Talent Seminar where Anthony will sort of give us an update on what's happening in the Foundation or in his space or what's coming up for us, which is also quite nice. I personally prefer, you know, face-to-face communication, so that's why I would find that nice. And we're all in one room, and for me harmony is a strength, so I love, you know, people in a room and we're all talking it out, I quite enjoy that. And I just feel like that's the one time where you actually hear from Anthony, you know, other than if it's an announcement in It's a Wrap on a Monday.

So that's the type of communication we would get from management usually and I think they're getting better at communicating with us, there was when I started here a general feeling that decisions are made and we aren't being, we aren't in the loop in terms of that and then we would find out like a few months down the line oh that was the decision made, but it was never communicated to us. Or someone was hired in a position and we didn't even know. So they are getting better at it, there are still a few, still a few glitches though, there was a position that was advertised that no one knew about recently and some people had their backs up about that. So it's getting there, I feel like. So, yes, so general communication from management is getting, I feel, getting better, especially coming from the Statutory Communications Department I know a little bit more about how we like to communicate our strategy. There is a very, the Communications Department likes things to be structured, so if it's communicated, you know, it must have the logo and it must be in a pretty looking format and professional, which is fine, but sometimes I think people feel like it takes longer.

Because then you have to take the communication to Strategy Communications, then they have to say when they can put it in a pretty structure, like PowerPoint or a flyer or whatever and that takes a bit longer and then the message is kind of lost. So certain things I feel like you could probably communicate quicker, but because of that process it takes a bit of time.

There is something called the Word on the Street that the Communications Department developed, which is a weekly, or is it biweekly, what's coming up in the next few weeks in the Foundation. And that gets out e-mailed out and it is in like a picture, PowerPoint format, which is quite nice, so interviews are coming up in the next two week or we're all going out to a camp next week. People don't necessarily

read those e-mails and so the suggestion was to put it up on clipper boards in our canteen area, which is, which I think some people read, probably. Reading e-mails is a problem, so people will open an e-mail, read the first line and then close and not read the rest of it, especially if it's an internal thing, unfortunately, there has been evidence of that.

SP2 Okay, can you give reasons for that, are there reasons?

SP1 I think people are just busy, yes.

SP2 Okay.

SP1 So internal stuff, although it is important, I have a deadline for my actual work that I do and so I'm just going to quickly see briefly what's going on, and then it's got something to do with someone who was hired, and then close it and not read like until the end. Or there's an IT announcement that the internet is going to be off tomorrow for a specific reason, you know, you just read the title, internet off tomorrow, you don't actually read the e-mail, you just know some time tomorrow the internet is going to be off. Because you have a deadline and you have stuff to do, yes, so I think that would be the reason. Talent communication amongst each other, there is a lot of, you know, meetings that we have amongst teams and then cross-functionally because of the events that we do and because of the projects that we do.

But also I feel like there's a group of us who kind of share and we have lunchtime fun during lunch and we talk and then there are other people who prefer to be, you know, sort of more personal about things and then you will see them talking in the corridors, like one-on-one with people. But news travels fast in the corridors. I would say, other than that, yes, I think that's general communication. Some teams work well together, some don't, you know, I feel like whoever's managing the team has a bit of a role to play as well, yes.

SP2 And you can give some ideas when you say some teams work together, what do you call work together very well, what happens when they work together, what you call in a good way?

SP1 I feel like when they're open and honest with each other and they can actually share and give criticism or feedback but in a good, in a constructive way and also for me personally when I see a team who, you know, they go out to lunch together and they actually, they communicate regularly with each other so they don't sort of leave people out of discussions or conversations. I can see the camaraderie amongst them. There's actually a team that did a complete 360, but a few people had to leave first, our Scholarship Team, last year there was so much tension amongst them and you could see it at events and even students could pick it up, that there was so much tension between them I don't know what the reason were exactly, but they each had very different views and very sort of strong personalities and so compromise was a bit of a problem I think.

But now the team, with a new, with the new people who've been hired and also I think there were old Foundation issues that those people were grappling with themselves, exactly what those are I can't say, they weren't promoted or someone else was promoted above them or, you know, stuff like that, it made them a bit negative and demotivated I think. But now the team that I'm seeing is, you know, smiling, happy, doing their work, they're not 100% happy with their manager, but I don't know any team that is, and, you know, they're communicating with each other

so well and they all know what's going on in the team and the project and then like meeting regularly and, yes, it just seems like a much happier space.

SP2 Okay so that's, for you, that happiness was created by having some other people that came in and...

SP1 The negativity kind of left, yes, and the positivity in those people were just more, I guess, maybe it's because they're fresh and new and they could start from scratch, I guess, I don't know. The same thing happened in our team, kind of. There's still a bit of negativity, but there are reasons for that, that person feel like they're not being heard, they're not being remunerated enough, they've done projects that they weren't acknowledged for their input in. So I would feel our team in general also works very well together and we're very open and we discuss a lot of things together and we stand by each other. Yes, but there is a bit of tension sometimes.

SP2 And when it comes to tension, let's make a metaphor, for example a healthy body is a body in which the cells, you know, they renew once in a while, hey, some cells even die, they need to die because otherwise, you know, we would die as an organisation, within the organisation. But certain tensions in the body we always like to call them negative, because you can feel back in the back and then we think we have to do something about it, but you also can look different into that, like hey the body is telling me something, maybe with a little bit of change and a little bit more careful let's what is going on and sometimes the tension can be in your stomach or in your back and actually the problems are somewhere else.

SP1 Exactly yes.

SP2 But they, you know, they show us because that is where we like to look, to the stomach or to the heart or to the lower back, so how is, because you said there is negative, why do you call it negative when there are things coming up that people express, can you explain something about that, is there a culture of seeing that negative, just I'd like to know your opinion about it?

SP1 So the reason why I'm calling it negative is, if a topic is brought up the specific person would immediately without even listening to the person until the end of their proposal say but we've done this before and it didn't work, or that would never work because our candidate Fellows would never take that up or you know that we're not getting paid to do this so why are you doing it, you're so eager, why are you so eager to do projects that are outside of your performance KPAs. Yes, so I see those types of comments as demotivating and negative, because it's almost guaranteed that there will be the kind that sort of watch the situation.

SP2 And what is the consequence of that, what in your opinion is the consequence of this kind of, yes, what you call negative comments?

SP1 Yes, so there are certain people in our team who have picked that up and are sort of defensive about it now, so why do you always have to say something negative and sort of attacking it head on. I'm kind of, I'm there but I'm also let's listen to her view and see how I can change it for her, like in trying to let her see the other view that we have and some people are just a bit, I don't know if you know the Afrikaans word gatvol, sort of up to here with the negativity and don't listen and completely ignore the person now. So, yes, that's how it's being met.

SP2 So the lower back pain, you know, we just ignore it.

SP1 It's basic, so yes, either ignoring it, attacking head on and then I'm, I have harmony as a strength, so I want to bring you to me and then let's talk about it and let's see if I can, you know, sort of change your view to at least see our side of it and possibly the potential that it has instead of immediately sort of not even accepting it as a proposal.

SP2 Okay, yes that's also part of communication, yes, how do we do this kind of, in a way, are we able to do it in a non-violent way, a non-violent if somebody says something that gives a feeling in you to recognise that is, that you are responsible for that feeling, for that emotion and that you fully take that responsibility and say this is the feeling that I have and then ignoring the events caused by the other person, but let me acknowledge that feeling and then express the unfulfilled needs in yourself, for example. You know I really like to bring up some creative ideas and I like my need to for creativity and you could do, what you could do is maybe to support that, is that possible for you, even when you know that maybe somebody else already did that, that it's also a kind of communication.

SP1 Yes, lovely, yes I'll definitely take note of that and hold on to that and use it in the team.

SP2 But I like that you bring this in because then of course, you know, we can talk about it and I can say something more about it.

SP1 Sure.

SP2 So we talked about communication, we talked about values, can say something about sustainability, sustainable performance, it's a little bit different than, you know, we all put our, we don't use plastic or all kinds of things, but performance if you know it is a long term vision and then maybe look back almost from that point that we know what to do, can you express something about that?

SP1 Just, sorry, just explain it to me a little bit more about sustainability what...?

SP2 Yes, sustainable performance is almost that, you know, you have the knowledge of where you want to be five to 10 years and of course certain things you always change and then you have to do different things, because you can't just hold very rigid to what you said you would do in five to 10 years, but still from that 10 years you can almost look back to your situation right now and knowing what to do in the here and now situation. So can you say something about that?

SP1 Are you talking about the organisation as a whole in terms of what our vision is for creating high impact entrepreneurs, is that what you're talking about?

SP2 Yes, if that is the vision of Orbis Foundation...

SP1 Yes, so our vision is looking for, searching, and then cultivating is the new word that we've recently adopted, high impact responsible entrepreneurs and we do that through our Fellowship Programme and our Scholarship Programme. And then we have an Entrepreneurial Leadership Programme and a Personal Development Programme that we do with them alongside their university studies. So in terms of sustainability, I'm finding it tough to answer your question, I'm trying to just understand how... What we have in place to ensure sustainability of the Foundation?

SP2 Yes, not only for the Foundation and also the mission of the Foundation, yes, for example I'm aware of, you know, that the Government can do certain, it's organisational awareness as well, maybe to know what can have an impact on our mission and how we look forward to do something with that, you know, that awareness of this our context in which we operate, this is what we can do to make

sure that we can do it even in five or 10 years' time or maybe even double those times.

SP1 Oh I see. So I think, obviously I think for, that would be probably a better question for sort of higher management in terms of what they're doing to ensure sustainability. But I know that based on Anthony's talks that for instance we have an endowment and we have a trust that, which is a trust I think, that has money that has been saved that could sustain the organisation for years to come if for instance there was a crash in the economy and, you know, sort of everyone ran out of money, I don't know how that works I'm not really financial. But I know for a fact that in terms of finances we are covered for a number of years to ensure, I think it's to ensure that the cohort, whatever cohort we...

I think it would be to ensure that they finish their university. So if we have so many people on the Programme and they need so many years of university to cover still, we would be able to cover them until the end of their studies, that's how much we have in terms of sustainability to ensure the project could run. And so that's from a financial point of view. In terms of succession and making sure there are talent to ensure that a role continues, I'm not exactly sure about what the succession plan is in terms of the talent. I think there's a succession plan for Anthony at least so that there's a future CEO, I think, but I, I mean HR would know that, I wouldn't, I don't really know. I don't know what else I could speak to.

We have, you know, a structured curriculum that is developed so anyone could take it and then sort of continue with it if we were all to, you know, pass on or whatever. We have, you know, everything recorded and saved on, you know, our server and we have something called the Success Profile for each of our candidate Fellows and our scholars. So if you were to start as a scholar in Grade 6 what would you like to come out at the end of the process, once you've graduated and possibly an entrepreneur. So we've worked almost from an entrepreneur backwards so that we know what to look for and we call that our Success Profile.

So in our selection process they've done a Success Profile, so this is what an entrepreneur looks like, what would that be then in terms of reverse, what would we need to teach our candidate Fellows and what skills and abilities would they need to become that. And then if we want our scholars to become Fellows, what would we need to teach them in terms of curriculum and skills imparted on them to ensure that they become Fellows. So that has been done, that I know. We also have done a Theory of Change and I was part of that process, which also spoke to the Success Profile.

So we looked at all our processes, everything that we want, from beginning to end which is, you know, high impact leaders employing 1 000s of people because that's like the ultimate vision, what each phase would need to do in order to ensure that ultimate vision. So the Theory of Change was done, which I think was good, the Successful Profile, we've got the curriculum, yes like I said, in terms of talent to ensure sustainability in terms of staff, I'm not sure exactly what that is, yes that's how I see it.

SP2 Okay, well that is, this is really a nice because you know a lot of things that come out, that there is so much knowledge inside you of what is taking place and then you know, you said it in a very straightforward way, so thank you for that. Talking about, you know, that, you know, as a healthy organisation, our cells work

perfectly together, there is a kind of balance and it likes to serve each other, what I said of the support of what is normal in what we can call normal in a human body, when it is a very healthy body. There is also joy, there is joy and if you're really a people that are alive they bring in joy, and it's passion, so can you say a little bit, tell a little bit about joy, passion and you know, for example, your holidays are over on a Thursday or Friday and you know Monday, yeah I go back to the Orbis Foundation. How do you think it will be experienced, more in general, not just for yourself but for most of the beautiful selves that work in the Orbis Foundation?

SP1 So should I speak about what I've heard and overheard people saying or...?

SP2 For example, yes what you're feeling?

SP1 Or my conviction, yes.

SP2 It sometimes becomes, so this is my perception and what, I'm like this, yes what comes on.

SP1 Okay yes. Okay so I think there are people who are generally passionate about what we do and about the candidate fellows, and about the scholars, and about the work that we're doing to ensure that the economy of the country, you know, improves and is sustainable. However there are a lot of people who, not a lot, maybe a few, I shouldn't say that, and I think obviously in tougher times where there's more work and stress the view is sometimes, you know, I can't do this every day or I need more support from management or no one is listening to me, and so I don't feel like coming to work on a Monday.

Or I'm not... Yes or I'm not getting support from my manager or my team mates have been negative or you know, candidate fellows and scholars themselves go through really trying things and that can also sometimes be like quite a, like dampen your mood because you know, they have tonnes of psychological issues, you know, and we find depression and background a lot more, coming up a lot more recently. And pressure from academics sort of crushing their hopes a little bit, you know, whether its you're choosing the wrong degree or just family pressure to be great because you're going to university and you need to pass. Yes, or self pressure so the students that we select are high achievers so to fail is not, you know...

SP2 Is not an option.

SP1 Is not an option. And so when they do, inevitably do worse because number one they're in a completely new environment with 1 000s of students as opposed to school environment, they do, it does affect them and it can affect them quite negatively and it leads to depression and then that, you know, makes some of us just, it sort of just dampens our mood a bit. And I wonder whether, you know, I can do this work every day, I'm not sure but... We're just going to make everything okay for them because they're so young and they're so fresh and you don't want them to be negative. But I think, yes I think in general there is joy and happiness, but there are some people who are just very unhappy to be here, yes.

SP2 Yes, okay.

SP1 For various reasons, like they don't feel like their manager is supporting them or they're not heard or they're not being trained properly, or they're overworked, yes for those reasons.

SP2 Yes. Okay I think we are almost at the end of the interview, I'd like to look into whether I still... I talked about coherence; I talked about the value systems and

what I said about healthiness and what she said about sustainable, so I think we covered almost all...

SP1 Okay great.

RESPONDENT 6

SP Speaker

SP1 My name is X. I've been with the Foundation for about a year and half now and my title is the PPDM manager. But what that really means is that I'm the manager for the data management sector and for the events and logistics team.

SP2 Okay, I'm happy that you said what it means. Yes, otherwise...

SP1 Yes, otherwise nobody knows, yes.

SP2 Oh okay. As I told you this is about a healthy organisation and when we look into research then there are certain things that pop up that are important. So one of the things is as well is how communication works in the organisation. Can you give some ideas about you're now there so what do you see about communication, what do you like and what maybe can be improved?

SP1 Yes, so there is a lot of communication in a foundation, on various levels via email, telephone, people just walking into each other's desks and talking. And then we've got a lot of structured meetings, like function forum and board meetings and stuff like that. So I think that there is and with, even within teams, there's lots of team meetings and stuff. So I do think that the information does get filtered down and then there's a lot of documents that get written for example, where people put out their ideas, potentially for exco, for the board to have a look at. So communication is all around. I think for me what I do like is I prefer standing up and walking to someone's desk and having face-to-face conversation.

So I prefer that, and irrespective of which company I've worked for even if it's, if I deal with colleagues in the UK, we would still have Skype and every now and again you can do a Skype call to have a face-to-face conversation. Because I think that there's a lot of things that get lost on emails for example and especially when we deal with conflict issues. It's much better to either have a conversation over the telephone or face-to-face than just writing documentation about certain things.

SP2 So, then you see it and you say okay, I, from my experience, it works very well and there is not as much in your position that you would like to see improved?

SP1 So I think that there's a lot of silo's in the Foundation. So people work within teams, but I think what benefits me is the fact that my team is part of a bigger team. So I get to interact with most of the other managers across the teams. And because I then interact with finance, so I think the way I'm positioned is that I interact with almost everybody. So I think that, that benefits me because then I do understand, I have a big picture about where everybody fits in and what they are currently busy with. But maybe not for some of the other teams. So other teams work more in silo's than I think that I do and that they never get to hear what the business is or what the business is within teams.

SP2 Yes, there then I also like to know your opinion about because it's not only of course about you and the situation but also often about how you see that it is with other people. Shall I stop this? No it can go on. Okay, thank you so much. That's nice.

SP3 [Inaudible].

SP2 No it's lovely. I get tea, I feel spoilt.

SP3 You want some?

SP1 Yes please. [Inaudible] just put another cup I'll have the sandwiches [inaudible]. Thank you.

SP2 Okay, great.

SP3 Sugar?

SP2 Not for me.

SP1 No thank you.

SP2 So, I can stop it but I saw it's okay. It's nice to have this in a conversation. Yes.

SP1 Yes so I just, I think it's depends on who you talking. So I think. Like I said there's a lot of silos and there's a lot of people working within and not across functions. And I think that could be, I don't really know how to break that silo because it's a little bit of how hard he works and the culture here, and yes.

SP2 Can you tell me a little bit about the culture because you used the word culture so...?

SP1 So it's a funny thing, so we're not like a corporate in the way that we work. We very much like a NPO, a NGO, non-government or non-profit organisation in the way that we work. Although we've got elements of half corporate in the way that we structure meetings and the amount of documentation that needs to be written and the minutes that's gets taken is very much like corporate. The culture is very much that of family almost, so very interactive like we hug one another and stuff like that. And so that's quite nice, it's nice to come to work and knowing that there is some kind of relationship between people. There's a lot in terms of culture that we have in terms of this is our pillars and this is our, you know. We very much about education and this is our pillars and all these things. But for me that is very much so this is what we trying to achieve. But what is it that we are achieving? And sometimes what is written on the walls and what we think or what we brainstorm to be the culture, but what actually happens on the ground is sometimes different.

SP2 Yes. Can you give examples of that?

SP1 So I think like we always, what one of our pillars or not pillars, one of our mottos or culture or what... I'm not quite sure what to call that is, so don't kill the goose that lays the golden egg type of thing. And again it comes from, like let's not overwork our staff and stuff like. Because we need to remember that they lay the golden eggs and so let's not overkill them or, you know, or try and speed up the process and stuff like that. But it's very much pie in the sky type of thing because the reality is slightly different. And it's like that in all organisations at the end of the day. So what we think, or what we're trying to do and what we're actually doing, what happens on the ground is sometimes different. And I think it's like this, it's here as much as in any other company. Yes.

SP2 Okay.

SP1 The reality and the... Is sometimes different from what we hoped it to be.

SP2 Yes. Can you mention the other pillars, do you know them, the values?

SP1 Oh gosh. I do know the pillars, but if you're asking me now like that. So, sjoe, we've got five pillars. And now I can't mention any of those, because you're asking me now on the spot. Now I can't remember.

SP2 Doesn't matter. Is it because they are so integrated in each and everybody or is it as well because of, you know, they are beautiful but we still, we didn't integrate them enough. What do you think about that?

SP1 I think... So the pillars isn't very long because we actually do use it twice a year when we do our performance appraisals and stuff like that. So then we will say, how did you perform against the pillars in terms, oh now I forget them again. So say for example like, intellectual imagination, or spirit of significance, what did you do in terms of spirit of significance to bring out that pillar. What do you as a person do? So in everybody's performance appraisal, all the pillars are there, all five of them and then you have to sort of rate yourself against say for example spirit of significance. How did you... How do you rate yourself? What did you do? Or intellectual imagination, what did you do, how did you change, how did you use intellectual imagination and how did you then change anything by using that as a pillar for example. And so it is something that is part of our culture, it is something that we do get measured against but I almost want to say it only really happens like two or three times a year. When it really...

We measure even our beneficiaries, so our scholars and our fellows we measure against those. but I do think that of the Foundation, so the guys that's potentially in the programs team, and deal with the scholars and fellows and the alumni groups they will potentially be a lot more on it in terms of what is the pillars and if you had to ask them they will mention the pillars just like that. Because it's something that they always aware of and that they always deal with every day. When they interact with the scholars and the fellows. But for example, like my team or for me myself, let me just talk for me, I don't interact with scholars and fellows. So I don't have to ask them and so how do you think that, that behaviour plays to spirit of significance for example. How did... what you doing now, how does that...

SP2 Feed in.

SP1 Feed into spirit of significance or any of the other pillars, for example.

SP2 And do you have an idea how that fits in?

SP1 So now as I'm saying so when we interact, when the like a scholar development officer, when they speak to a scholar and they're talking about their behaviour or misbehaviour for example. Then they will bring it back to the pillars. Because everybody is aware of these pillars. But I think for me as a person, and in my role now I only really deal with the pillars when it comes to say for example performance appraisal and stuff like that. So although I'm aware of the pillars, it is really the pillars is really the same cultural thing across all companies. So you always need to be aware of what are you saying in your conduct and stuff like that, you know. You always need to be, irrespective of which company you work for, you always have to be aware of, if you're working in a IT or process type of environment how can you change the processes so they can make it smarter and better and faster and those type of things. And that speaks to about, a little bit about intellectual imagination, so how are you using your thoughts and ideas to increase the output or the performance of the team and stuff like that. So it's nice words to have but I think

it's in different companies it's the same. But we just have a word, where we've coined it, you know, if I could say it like that.

SP2 Yes. One is also I think courageous...

SP1 Courageous commitment, yes.

SP2 Yes, so can you give me some examples where you've really felt I did this, this courageous commitments?

SP1 So courageous commitments speaks about being, like being courageous in something and going out and doing something so... And then committing to that thing, you know. So I think, from my side and just me specifically how I've planned a role in the act, is in some of the systems that I've mentioned just to and then speaking to other people's or other team leaders in the way that they conduct themselves and the way they interact with their teams and stuff. And just maybe saying like let's change this, let's change the way that we are working with teams and especially if I use as an example we, you know, we interact a lot between teams like I said before, or I do. And sometimes the way I deal with my staff and the way somebody else deals with the staff is slightly different. And so maybe just talking to those managers and saying, okay thank you it's noted but please can we maybe change that or change our conduct or change our ways or change the way we're phrasing things. Because sometimes we're in the moment and we say something, but then afterwards when you think about it again you know it's not openness [?]. Yes, so that's yes, I think maybe [inaudible].

SP2 Yes. Okay. Because you know the values of the organisation, it's values is important when it comes to the healthy organisation, and the people know the values and that they also know them by heart and live them. So therefore, and I see that the values here often are expressed in the pillars, in the five pillars. So therefore the, at the background of the questions that I ask and there is no right and wrong it's just, you know, that I like to know how it plays a role. And because that is one of, if you make of course nice values then also on a daily basis do we really live them. And sometimes it's impossible, so therefore the questions.

SP1 I think that we do try and live them. Like I say I just forgot the definitions now, with the different words but I do think that we are very aware of it and we do try and live them out. Irrespective of which function you're in. Like I say some teams work in like more with the pillars, because that's their job that's their, that's what they try and that's their ethos and that's what they try to instil in our scholars and our fellows. So for them it's daily phrases that comes but for me like because I don't deal with that, I deal with the talent and with the staff it's not necessarily a phrase that I use all the time, you know. Though I would try to live it out.

SP2 Yes. Okay. So that is, that's are some of the important, yes, aspects that came out of the research. You know, values, communication, the way it works and then that the organisation is felt as a whole. You know, if you look at your body, I always call that this, I use this metaphor. The body is an organisation and then, and the cells hopefully work perfectly together. And sometimes even so...

SP1 [Inaudible].

SP2 Yes. If it's not, we be call that illness. Cancer is for example, that certain cells forgot the idea of the whole. So if you talk about pillars, how does that work? If you, do you see [inaudible] feel that there is still this idea of the whole?

SP1 I do think there's a idea of the whole, but like I say we don't always come together as a body. So although there's segments of it like exco or senior managers that come together, the whole body in my opinion doesn't really function as properly. Like I say we very much work in silos in this foundation, which is really weird because we're such a small company. We like sixty people but there's a lot of, the hand not knowing what the foot is doing. There's a lot of that. So there's a lot of silos if, I keep on coming back to that. There's a lot of people working in isolation and although the managers might know, and some of them, some of the manager's might know what's happening we don't really bring the whole thing back together and say okay, so let's sleep now, let's reboot and let's, let everything, let's the mind and the eyes and the everything come back to a state of rest. And then relax and then we start again. So we've rarely do that and even twice a year we've got talent seminar, where all of us come together. And even in that space, it's not really a state of rest, so we don't go out and go to the beach and we are relaxing for like a weekend away, we don't do that. We really very much, even in our talent seminar where everybody comes together, we still talking about work. We still talking about, do you know what I'm saying?

SP2 Yes.

SP1 So there's not a point of, okay so now the whole body is on a holiday and now we just going to lie and relax, we don't really do that. And so cancer if you use that as a example, cancer's very much cells that become abnormal and I think that we have like a little bit of that where people become abnormal in the way that they doing, because they trying to go against the grain because we don't really come together. And so people then start doing their own thing, because either they don't quite know what their whole body is doing or they're on their own little page or on their own mission or you know. Various reasons.

SP2 Yes, and what is the consequence, what do you see as a consequence of that?

SP1 So I think that the fact the body doesn't function properly.

SP2 Yes, okay.

SP1 So it doesn't function optimally. So we doing our job, but not optimally. So we could be doing so much more but we not working on that to quote Standard Bank, simpler, better, faster. We're not working simpler, better, faster. We are working in silos, so like I say, the brain says to the hand do this but the hand can't do this because the hand is busy with something else, you know. That type of scenario, yes.

So we're not working simply, better, faster. I think and what that translate into is that people get frustrated because they're working against the grain. They working against the system and then I feel that there's a little bit where people think that top management or exco or whatever doesn't really know what's happening on the ground. So there's a disconnect between what really happens on the ground and what... Or what is perceived to happen on the ground.

SP2 And do... And what is your opinion about that?

SP1 About whether exco really knows what's happening on the ground?

SP2 Yes. Yes.

SP1 I think that they do. I do think that there's a element of that but I think in every company your CEO or your MD or your whatever, will never really know the intricacies of what happens on the ground, you know. I think that they've got a good

overview of what happens there but the things that happens on the ground [inaudible]. So even myself I'm a manager, I've got two team leaders reporting to me and then they've got staff. If you had to ask me what one of those staff are doing on a regular basis, I will probably say yes, this is what I think. But if they ask me in this month I would like to ask you. But if you ask me right now Andrea, what do are those six people that's in events and logistics team, what are those people doing? I would not be able to tell you that. So how do I expect then the CEO to be able to understand what is happening on the ground, with each and every person on a daily basis. It's impossible.

SP2 Yes, but that's also the same in the body. Let's go back to the matter for of the healthy body. You know, if you fall on the floor and you have a wound on the knee you don't need to wait for your brain to give signals, because it will be at that spot, at that place that immediately healing will try to take place. That's a normal functioning body. So the cells communicate but also not always on the daily basis, for example, the heart is sending much more signals to the brain than the other way around. And still we talk about head of the organisation and the brains of the organisation instead of the heart, and the centre which having much more the connection with... It's also in the centre, there is reasons for that and so it is... I think it... You can have people that are doing on the daily base their own things, and it is absolutely normal that even the person, when we are sitting now and talking about these issues that we don't know exactly of what is going on in your, you don't know about what is going on in me. but still you can have, you know, at moments when it's necessary, at moments that it is essential and when people feel that it is not okay then what is being done to look into that and to make the observations. Because I agree you, it would be very boring to know exactly every day what is going on.

SP1 No and you can't. Because this is...

SP2 [Inaudible] also you don't want.

SP1 Yes, no and then because let me get bob down in the detail of what happens here and you miss out the big picture.

SP2 Yes.

SP1 I think it broke down in detail when you're always going to be focusing there and you can't see, you can't lift... You can't see the wood from the trees basically.

SP2Y Yes, yes. But I always like the metaphor when you have a concert you know, and you look to the performance and you enjoyed listening to the beautiful music, the musicians really use all their five senses to listen to each other, to make beautiful music and especially when it is for the audience. And there are... There of course the conductor because of being in the middle he will of course listen, will have more information, more beauty than all the other the musicians. And of course you will not immediately when do you perform it's say to we have somebody that plays the flute, you know, there let's stop you were a little bit, you know. You don't do that but you know I think at certain moments in time it is important to have an idea about the whole. That people also know, wherever they work you're including the people that, you know this lovely lady that brings us the tea that knows about the values of the organisation. So that is why I talk now so much and try to figure out whether this is the case.

SP1 Yes, so although it's something that we want to do, we would want everybody to know the pillars and the culture within the Foundation. I think one of

the biggest things that we're lacking at the moment in driving that point further, is the fact that say for example we don't do induction, so we don't... So when new people come in the Foundation we don't induct them and say to them, oh okay thank you very much you're not coming from a Investec or Allan Gray or whatever. But here at our company this is the way we do it and here's our pillars and this is what we stand for and, and, and. And this is how the different, this is the different companies or sorry the different divisions within our team and this is how they function and then that division actually tells you about how they operate, you know. So we don't really, we don't do that, we don't do induction at the moment. We, I don't think that we've done it in the past two years. So people come in and we tell them at a very high level about the pillars and the culture within the Foundation. But I think when we actually sit down and then speak to like the finance manager or the head of finance or the head of programs and stuff, it's different hearing it from them and hearing their heart versus HR giving you a one hour overview of what the Foundation is all about. You know, that's different.

SP2 Yes, and so here the whole stories from people that is part of the whole parcel [?], otherwise there are pieces or parts missing, yes?

SP1 It's missing. Yes.

SP2 Yes. Why is it that it's so structured in a sense with 60 people you know, that there are so many layers? Yes, maybe there are not so many layers because it's already [inaudible] and express but how, why is it?

SP1 I don't know. So I think it's the way we operate, it's the fact that we are operating across regions as well, so maybe that's a difference. And then it's the type of work that we do. So, data management and in one of the functions that I manage, has nothing to do with monitoring and evaluation for example. So someone heading up monitoring and evaluation is a specialist versus somebody that heads up events and logistics, it's a specialist. Because they're booking flights and accommodation and stuff, has nothing to do with monitoring and evaluation. So I think what happens in our Foundation because we've got so many things that we do, is that we've got specialists in those roles that heads up those sections. And then they've got a team that they manage, and I think it's just, it just comes down to that. So in a other organisation you would have marketing, you would have finance, you would have IT, you would have whatever so as different heads of departments I think that we have the same. We just have a... We just smaller but we have the same.

SP2 Yes. Okay, yes because normally when it... I agree when you started, when you talk about 60 people I will say well this is perfect to [inaudible] it go as it goes. You know, like self organised and let it work. But, but yes..

SP1 No, it's...

SP2 From a HR perspective, six, 60 people then of course you can have all this you call it so nicely silos but also how can they work optimal together. So that they still know this is, you know, where we do it for so and how do you take part in that total.

SP1 Yes. Yes. I think one of the ways to do that is to look more across functional planning. So irrespective of which team you in, right now we going to head up this project and so we're going to succumb to people to work in this specific project from various teams. So that there could across functional pollination, all of that. But we don't really do that. Because we're so structured in what it is that we have to do and what is it that we want to achieve and this is our goals, and this is our output and,

and, and. That we don't look sometimes at the growth of a person as well. Because when we start working in silos, when people start specialising in a field but then they're not generalising. So that's also sometimes not good depending on the level of your career. So if you've been 20 years into HR, you really want to stay in HR. But if you just come out of varsity, you're two months into your job you don't necessarily want to specify or specialise and say for example recruitment as a leg of HR. But you want to have broad HR experience or get like understanding and I feel that sometimes what we do here is that we then start specialising in only the one section and there's no room for growth you know.

SP2 And how do you feel about that?

SP1 I think it's something that we need to look at. Because people we going to lose our staff if we don't address it, or look at it. And I think that we need something that we aware of, you know. It's not easy to change, because you in fact have to change the whole model, you know. If you want to change stuff like that.

SP2 Yes, but a model is created by human beings, yes? And when I say this kind of thing, because it is created, you can also create something else. But I'm not... I just try to figure out why it is like that, because I didn't analyse the Orbis Foundation in such a way that I know, okay it's structures is very logic or maybe it could be different. I'm very much also a person that, an organisation doesn't immediately promote to have a marketing and finance departments, and it's our departments. I think that this can be very, can be organised in a very different way and still work on HR, still on finance and still work on all this different aspects of being in an organisation. Yes, but we that. We see that in hospitals where people, you know if you go to somebody and they look at your stomach, don't think that they look into your brain. Because you know, and I think...

SP1 Yes. You specialise.

SP2 Yes. It is this specialisation, has this shadow parts as well. Yes. But thank you for... And this is what I recognise here that people are very open to talk about it. And I think that's a something very wonderful. Because you have organisations in which people feel very afraid of telling what they see, what they observe, what they feel and this is not the case here.

SP1 I think that we are aware of it. it's maybe the thing that we don't know what to do is how to fix it. You know, I think maybe that's the biggest issue is how to fix this so that it works for everybody and that we take our staff into consideration and our current workloads and stuff like that. Yes, so I think maybe just that. But I think that they are aware, everybody so irrespective of the level that you are on, I think that people are aware that we are not sort of working optimally but how to change, yes.

SP2 Yes, but you know also to allow yourself to say we are quite healthy, you know, but hey still you know what is wrong with my ear. You know, it doesn't mean that you're unhealthy you have just had a temporary problem with your ear.

SP1 Yes, or it's just the fact that yes you're a healthy body but you're not exercising, you not drinking enough water, you not, you know all of these things. So although you might be healthy this week, what's going to happen in a month's time when winter really sets in and you not taking any vitamins, you not doing any preventative measures. So what's going to happen when winter sets in, and the seasons change it means that we're going to get sick. You're going to get a cold,

you're going to get a flu, you're going to get whatever. And then if you're still not doing anything you're going to get a pneumonia and, and, and you know. So it's being aware that, where you are at, although it's... Although you're fine right now but when you start getting sick, then you start working slower but you still have to continue on working. Because you can't take three days out sick leave, so what's going to happen to the body then? If you still not increasing your water intake, and you still not taking anti-virals or whatever. [Inaudible] you still not taking flu shots or something.

SP2 What do you think are the vitamins that this organisation could use and water intake? Let's talk about this and then make it as a metaphor the organisation. What is necessary for the common [?] because it is also one of the things that I want to discuss, sustainable performance and sustainable development. So what vitamins does the organisation need and what kind of other things do they have to take in, to let it survive? In a way that follows the important pillars and values.

SP1 That is, it's difficult that's what I said I think that we don't really know how to fix it. All that we sort of know is that we're not working optimally, you know. But it's almost like a cop out, saying that you know, like we're broken. But I don't know how to fix it but all I know is that we're broken, you know. It feels like it's a cop out, to say that. I think some of the things that we can do is sort of review some of the things that we do, or re-looking at it and maybe we must say, okay let's pull up the handbrakes right now. Let's just stop everything that we're doing, let's go two day thing and let's just give everybody's opinion and then let's re-work the way that we're working or let's re-think that way that we're working, you know. And so it doesn't that... And now I'm not just talking at an exco level, senior management level but across teams or something like that. Because sometimes, you know, you don't know what you don't know. But somebody else might be looking at it and seeing this is your blind spot.

And so somebody else might know of how it is possible that you can optimise your function, but they sitting in another function but because we're not working across functions we're not getting that thing. And I almost want to say one of the things that we could be use, could be doing is just brainstorm your things, just like, okay so now we're take function for function. How do we think this function could operate simpler, better, faster? What is the inefficiencies in the functions and then the biggest part of my thing with doing that, is people take offence. People start thinking that you're criticising, you know, versus okay yes I actually haven't thought of that. That's a brilliant idea. I can see the loopholes in that, I can see the gaps in it but overall I think I can make it work if I tweak it a little bit. But we are not necessarily open to that criticism. So that positive criticism, you know. And then that also means that you really have to take, pull up the handbrakes and everybody's outside and not working. But how do you not work, because you still have deadlines. You know, so there's...

SP2 Yes, there is something here about the deadlines, that always are here, I think. That this is part of the Foundation. Can you tell a little bit more about that?

SP1 Yes, I think it's so different if you take, think of a banking sector or a whatever sector there's a monthly cycle, say for example. And when it comes to month-end, after month-end after your recons has been done there's a little bit of a slump, a little bit of a, oh okay now you can take breather, because next cycle is only

starting at this day. but with the Foundation, we've got an annual cycle, so it's not a monthly cycle. We've got an annual cycle and then, so by the time the year's really sort of, the scholars is now in school, the fellows is in our [inaudible] school, then the cycle starts all over again. but it means that it's a long period, you understand, compared to like if you were working on a monthly production cycle. So every month, you sending out your reports and while you do your recons and you do your whatever, here it's different. And it's difficult to find that rhythm I think, maybe. It's just as soon as you find your rhythm, then something changes and then that cycle is actually finished and now we starting with a new scholarship selection or a new fellowship selection, [inaudible] and stuff. And there's various deadlines, even within that year in various turnarounds and various goals that you have to achieve. And even on top of the goals that you have to achieve you still have your constant day-to-day work, your constant emails, your constant telephone calls, your, you know. That the business still continues but we still have enhancements that you want to do and inefficiencies that we want to fix and stuff like that. So... And I think like it's like that in every company, it's just in this type of space it's a longer cycle, you know. So, yes.

SP2 Yes. So does that mean that it is especially the ends and the beginning of the school year that it is really like running?

SP1 I think yes. I think up unto... So we're about busy up until the end of February. So then we, till the end of February we then decide who is the new, especially with the university campaign, who's the new [inaudible] that we're going to give bursaries to. Who's the new candidate fellows that's going to be in and then also we make a decision about the guys that was currently on the program last year, if we're going to fund them again this year for example. So up until about the end of February, we're really, really busy and then we've got like a little bit of a slump but then the university campaign has already started. So then we're trying to catch up with, okay so here's the new guys now and now we have to catch up with them, and we have to train them and stuff like that. So we always like almost a little bit behind, do you know what I mean?

SP2 Yes.

SP1 Always on the back foot, instead of being progressive, we're almost like reactive in the way that we working and sometimes...

SP2 Could it be... Could you be instead of a little bit running behind, be the front runner. Is that possible?

SP1 I think you have to really look at all of your, the way that we operate and we have to optimise certain things. So, one of the things that we're trying to do in terms of optimising that, is implementing a new system. Because right now we very manual in some of the things we're doing. And if we have to say to board, so the board meeting is the beginning of March, so we have to say to them how many kids is new, how many kids is old and that we have reinstated. How many kids are we declining bursaries for, because they didn't perform say for example. But that's a very manual process, it's not... Sorry, it's not on a systems' program where you are looking at the system and the system gives you the answers for it. It's very much people looking at...

SP2 Files.

SP1 Staff now, we're looking at files, we're looking records and looking at the performance of the student and then making a decision. But it's not almost a automatic decision and the system kicks it out for you like a program kicks it out to say if you're under 60%, then you're out of the program. If you're over 60% then you're in the program. So it, although it's almost black and white like that we still then go and write a whole summary based on why we think that this person that got under 60%, should still be on the program. Do you know what I mean?

SP2 Yes.

SP1 So it's... So I think that what we could do is optimise certain things a lot more where systems gives us answers instead of people working on excel for example. And that's what I'm talking about, where it's like almost where we making this thing simple and better and faster. So if we could turn around faster, we would be a bit more like on the front foot, not constantly on the back foot. but these things that we have to really look at, and the way that we're working needs to be re-looked at, because we're not working necessarily the best to give us the type of things that we want to achieve or the questions we want to answer.

SP2 Now do you know why... Do you know what percentage of kids, because you call them kids, are out of the program and what the reasons are, do you know that?

SP1 Yes, so not off by heart and I think maybe the scholarship manager or the fellowship manager would be able to give you those stats off by heart. But I know what they're trying to achieve is keeping like a 90% retention rate, so 90% of the kids must stay on the program. And most of the time it's because of academics. So say for example we have, we want them to achieve and it's like that at universities as well, so at universities you have to achieve 50% in order to pass to go to the next year, second year or third year. We say that we want them to achieve 60%, in order to keep the fellowship or the, for us to continue paying for their fees. So we're saying 60% and so some of the kids don't achieve that 60%. And there's various reasons for that. And some of them is very legit, but that's still our benchmark, 60%. You know as there's... So last year was a bad year because of all of the rioting and boycotts at the universities, so maybe that's a outlier in terms of that, and I can't really remember the stats of the year before, in terms of how many year-on-year [inaudible].

SP2 The question why I ask is, if you have an idea that's also when you don't want to run behind then you already can take some steps you know if you know this can be, these are more or less often the problems so what can we do to avoid that. Therefore the question.

SP1 Yes, so there's teams that, that's the only thing that they're trying to do. They try to keep the kids in the program and so they try, they meet with them on a regular basis. Say maybe once a month or once every two month and have a conversation with you about your performance, so your academic performance. How are you fitting in at university or school' for that matter, how are you fitting in, how's your performance? What are you not coping with and how can we support you in terms of that. So does that mean need an academic intervention, or whatever the case might be. So those, there is specific teams that their sole focus is 90% retention, keeps 90% of the kids or 95% of the kids on the program, year-on-year. That's their focus [inaudible].

SP2 I never realised that the demonstration at the UCT would have such an impact here but I learned that yes.

SP1 Yes it has, because if they're not going to classes then it means that they're not learning, which means that when they start writing exams, we're going to see it in their performance.

SP2 Yes, absolutely. it has much more consequences, even for many, many, many adults.

SP1 Yes, it's across various companies, because if you've got a bursary and you're not performing, you're going to lose that bursary. But even if you don't have a bursary and the university acceptance is saying that you must have 50% to pass, if you get under 50% then that means you're going to fail. And it means that you might have to re-do some of your subjects or you might have to re-do the year or some of the modules or whatever.

SP2 So that, I can imagine that this then is a, was a very difficult year.

SP1 Yes, last year.

SP2 Yes. Not just for my husband working at the [inaudible] and all the...

SP1 No, everybody yes. For everybody I think that... And again, [inaudible] it comes down to what is our pillars and the way some of the kids were involved in some of the boycotting, rioting and stuff. And sorry, and then we had to have those conversations with some of the kids to say this behaviour that you're getting involved in, sort of not acceptable and it doesn't align with our pillars and our values. You know, but you also understand that some of the kids, they at university and if my friend does something I want to support my friend and therefore I'm going to, you know, I'm also going to get involved in some things, but yes.

SP2 Yes, but I think that clarity that you offer like now you're part of the Allan Gray Foundation, the Orbis Foundation and this is what we expect also gives a lot of clarity.

SP1 Yes, we definitely speak to them about their conduct at university. it's one of the things that's why I'm saying, so scholarship teams and the fellowship teams they interact with the students all the time, always have those conversations with them about they are ambassadors for the Foundation. So they need to uphold a certain conduct and yes.

SP2 Okay, well I want to thank you very much for this interview. I will stop it now.

SP1 Okay.

RESPONDENT 7

SP Speaker

SP1 And it starts recording.

SP2 I'm X; I'm head of finance and operations. I started working here in June 2014 and haven't changed positions; still that.

SP1 Okay. As I told you before we started recording, I'm very interested in the healthy organisations and, you know, you must love that I really love to scale it in some way. One is, you know, that we almost die, we are so unhealthy; and nine is

actually... Wow is cannot be better. The moments that we really feel passion, full of energy; that is a ten. How would you define the Orbis Foundation on that scale?

SP2 So I would say today... After today I'd say a five because we have quite a few projects on the go, and I think if we successful we going to keep that ten, but if we not we going to go a little bit off balance. So we quite in a critical state at the moment but we... Yes; so we need to, you know, hit a few projects. If we didn't have the projects I would have rated us higher; I would have done like a seven or eight, but because of the project work we doing, we setting ourselves up for the future.

SP1 Yes; can you tell me a little bit more about the projects and why it is, because of that, a little bit more unhealthy?

SP2 So I think the... There's quite a few projects on the go, so from a healthy organisation, if they not successful I think the staff and talent within the organisation would be demoralised. So now we did all this work for this project and it's not working out; so really need the project to be successful. But then also, the other objective around servicing our beneficiaries; it's going to help us, you know, make better... Have information at hand quicker, it's going to help us make us better decisions, etcetera. So that's why the projects need to be successful.

SP1 Can you tell me what is the project about? So that I have a clear idea.

SP2 So the one major project is a beneficiary management system. So there's... We have all our beneficiary data in an IT system at the moment but it's very cumbersome and old. And now we're moving to something new and people will have access to all the data on beneficiaries; they'll have financial data in there; they'll be able to quickly say oh, I've got ten students in the Western Cape for instance. So that's the project. And then besides that...

SP1 But what is so complicate... Before you go to the other, what is so complicated about that? Or so precare?

SP2 What's complicated about it is actually getting people on board to use it and populate it. Because now they're sitting with the mind-set of... Oh we had this old system, I really don't like it. Why you bringing something new in? I really don't like it. Fear of change, I guess. And then the other complication is that our beneficiaries would also be able to put data in but it would be controlled; but I think mainly it's for us to have good information about our beneficiaries.

SP1 Yes, so for you... You actually embrace it; you think, I like this new system.

SP2 Well, I have to. Part of the executive is I have to; but also, I'm part of the... In my team's finance, IT and the facilities and so I have... So I have obviously, you know, IT space; we're championing the project. I think it's useful because even in our old system, I don't use it that often; but when I do it's not as intuitive so I need to... I need the list of people to do... Able to do financial calculations. So I actually have to help... Get some help from somewhere else to be able to do... Just getting the list out. But with the new system, because I'm sort of already there from the start, I'd be able to be more comfortable; I'd be able to do it on my own; create my own reports. So I'm quite keen on that.

SP1 Yes. When should it be ready that everybody takes the jump to the new system?

SP2 First of September.

SP1 Okay, and how far are you from succeeding in that?

SP2 So we... July we'll do some user testing with some refinements towards August, and final user testing end August and then go live first of September.

SP1 Yes and then everybody should be ready. And how so do communicate, in the meanwhile, to people that really think of course, again another system?

SP2 So we haven't... I don't think we've done very well on that. So everybody knows about it, they don't... So some people feel removed; some people feel they're too involved and at the moment everybody thinks it's the IT manager's baby. Does that make sense?

SP1 Yes.

SP2 And that's probably why I said we didn't do the communications properly. So now we sort of in a critical phase of it, so we selected champions for the project and all that good stuff but I think the champions haven't realised that they need to do a bit of work around it.

SP1 Yes; you said something and I write it down because otherwise if I'm going to record... About communication, how normally do you feel that because it's out of research that in a healthy organisation...? You know, it's very automatically that there is communication. How would you observe the communication in the Orbis foundation?

SP2 It's quite weird. As I'm thinking about it, we communicate a lot but wrong. So we do quite a bit of reporting; so have monthly reports, quarterly reports, annual reports and in my opinion it really is up to the next person to read it but you... Nobody reads it I think.

SP1 Yes; why is that?

SP2 Because it's a report.

SP1 Okay, so it's boring? You want to say it's boring or...?

SP2 No it's not boring, it's almost... It just seems, like, onerous. Like oh this is... Again... Doing a report again. It just seems so, like, just some add-on. Then... I mean emails, people don't... You can communicate on emails about a new update or a new system or just... This is a current process, we have to amend it because something's happened; this is the new process. But when people then still stick to the old process and you ask them did you read the email? No. So it's almost like you drowning in info; yes so, you have to fight to get the message across. We have to constantly speak about it or... In my case, because if... I'm communication about finance stuff... So I have to be constantly harsh which, I mean, I don't want to be.

SP1 Yes; and what is that... What does that mean to you to be like that? Because you said I don't want to be like that but...

SP2 No. Yes, no because I don't; I really... So in a... In any organisation I think finance has always been sort of the police, the watchdogs; you know, making sure that things are in budget and all that good stuff and things are on board. And if that's the case then when... It's almost like, you know, if finance is the police watchdog and now I'm actually in a tight space and I'm looking for advice, would you go to the watchdog for advice? Not necessarily because now you've been bitten by the watchdog kind of thing. So now you try to figure it out for yourself and then come to the wrong conclusion and that's what I don't actually want. I want people to think okay, I'm in this bind, I want to make a decision; my first supportive call must be the finance person because they're going to help me think things through. And so we've lost... So in the finance section that's what we've lost. Because the reason why we've come to

the watchdog thing is sort of stemming from the communications [inaudible] oh, another email.

SP1 Yes; from the watchdog.

SP2 From the watchdog and you just...

SP1 Yes. Okay, you said about, you know, you are almost like police? For example, I really like the police in the Netherlands, I think they do very good work and I they... Yes, they make sure that a lot of mess that a lot of people make that I feel very safe when they exist; I really, very safe. So is there a possibility that finance can be like that? That they are seen as wow, actually they're very supportive to us.

SP2 So there's two components to it; it's that I think the organisation, from a culture point of view, would want to be free-wheeling and spirited and, you know, just do what they want to. Right? It's like... And then when you a finance person you tend to be, you know, process minded.

SP1 Put in your borders.

SP2 Yes. This is the box; play; be nice; safe, right? Then... So that's the one thing and then the other thing... Oh, I'm stuck with the other thing. Is that, from a finance point of view, you sort of constantly see the people not following processes and then you sort, not punish, you issue warnings and bla bla bla. And then after a while you just become this watchdog that would bite anybody, you know, just walking past, bite him and that's not good. And I think that's why you've lost a little bit of people that would come to you; you've lost that little bit of openness to that. So it's a bit of both; it's like... It just seems a bit like there's always a clash between the culture that was in finances of the culture outside of the organisation. And I've seen it before and I think the only time it's proven to be to, sort of, workable is if people actually stick to the process and not... Yes. But it tends to be a bit difficult here.

SP1 Yes; or maybe they don't like the process, that's also always possible, yes? That you say this is so unlogic that I don't want to follow it, you know, that can also be happening; because it doesn't make sense to them; because they don't understand why they do that. But I talk about myself and I don't understand and have to follow something, I start to be against it and then I tell people, obviously yes. Do you think that the procedures are very clear to people?

SP2 It isn't, yes; but we also have very bright people so then they constantly look for loopholes and get ways to get around it or yes.

SP1 Why is that, do you think?

SP2 Maybe because we have lots of money, I don't know. I really don't know so... Because I've worked in other NGO's where, you know, if this is your travel policy you stick to it. If you sort of deviate from that the Executive Director writes to the board to ask can we do this? We know we don't have money, you know, kind of thing, and gets approval from board members; but here it's like ha ha ha.

SP1 Yes; and it was all this the case that you could do that? But do you have the feeling that it's almost, like, irresponsible? Because if it is... If it's not irresponsible then actually it doesn't matter.

SP2 Yes, I think it's a case of history. So you find the older staff members who would still, like, would do it and then say but that person then... That year did it so I can do it. The newer staff members would actually say okay, that was wrong and is... They apologise and you actually see that they don't do it. So there's some cultural shift happening but yes, it takes a while.

SP1 How about trust in the organisation? You know, I see this organisation but in mind I obviously like to refer to this organisation. Highly networked but are really trashed; that is something is wrong something will happen and then I have to look. And if I then still not look, it will be worse until the moment that I will seem... Really a problem now. So you know because it... I...If you really trust people then it doesn't matter so much; so what do you want to say about that?

SP2 Oh, I think you're asking the wrong person; I'm finance, we only trust after a gazillion years, no. I think... Yes; so from a finance perspective I would... I do look at people with at people with a lot of scepticism so it doesn't matter if it's here, there or anywhere; so that's my go-to point. From a organisation on of view, people have actually said, like in surveys and stuff, that they don't trust people; and what's interesting is that, you know, they would trust their peers but wouldn't trust up. And I that... Historically that's happened because this... There's a situation, this manager said yes and this manager said no. It's like, okay. Or there's one manager and two employees, same situation where they would yes to the one and no to the other; and the only differential between the two employees is it's either one's a man and one's a woman, or one's white or one's black; and then obviously that creates mistrust. So historically that's what people have seen and I think it still sits within the organisation. I think trust for me is important, especially in the finance position, and I think it's just a finance... There's two aspects to trust; people should...

There's information that I know because I know, sort of, the donations we receive from Allan Gray; that's supposed to be confidential, right? Correct. So that's... Nobody's going to get that out of me. I have access to people's payroll information and so that's also important to me. So once that's... So I guard that; it's that I know these things so I must guard that. So any finance person would have that mind-set. But when it comes to... And now somebody needs to make a decision, a financial decision, or they've done something and then you start to have a little bit of scepticism of whether they have the ability or capacity to actually, you know, reach that decision. So that's where my scepticism comes in and that...

SP1 That you have to make more clear to me because it's a little bit vague. So you have to tell me an example to really understand, otherwise I would say yes and I don't understand.

SP2 So it's a case of... So for me... So you understand the first part?

SP1 No, that I completely understand.

SP2 So [inaudible] case of... So somebody presents their work to me and a budget, and another person presents their work to me and a budget; and I know I can look at this quickly, yes... And this one is isn't, okay let me read etcetera, because I know this person doesn't know excel very well and budgets are bad etcetera, etcetera. And so that's where it gets a bit... For me it gets a bit problematic because then I'm, sort of, skim over that one and then go into detail in that one. And then what happens is there's an error here and it's... Oh but I trusted the person then it's like oh. It's that kind of scenario.

SP1 Yes, I understand it because people can make mistakes and then... And of course and the venue; yes, I understand that. But sometimes also where people don't know how to... Maybe to do it in the way that you would of really like them to deliver. Is there an opportunity just to say I want to do a presentation? And then I want to show how you can do it in the best way that I understand it so that I don't

need the police dog or the watchdog. But that's also that you learn... You know, also in other companies you never know whether you maybe, in a few years, you will work somewhere else and then you know actually what to do. You know, it's for my PHD as well, I know how to... How it works.

SP2 When I started here in June I had grand plans to do that and then you just don't find the time; but you're right because... So there's lots of information that people need to give to us so that we can process payments and invoices and stuff. And then what do we struggle with? It's that...

SP1 Sometimes I look... I'm listening but just to see whether the recording is still going well.

SP2 Okay. It's that it's not done properly or it's not a lot of time etcetera, etcetera. And so when I started here, I mean that was... I can feel that was the pain within the finance team so... And then just don't get around to doing it. So for two years now I've been saying that I'm going to do that and within the finance team... Sorry. In the finance team we actually have a few projects on the go. Oh, this is not going to work.

SP1 And I can offer you... I didn't drink on that side so you can just use from my water.

SP2 Yes but then I'm... Can you rather get you another cup?

SP1 No but I don't need now because I'm drinking whole time and then I have to go to the toilet all the time. What goes in needs to go out but I always like to drink water, especially I'm... I feel locked up in organisations.

SP2 Yes, so you've got a change in our finance processes because we've got a new system in place so my plan still is to do that and do the training with the rest of the organisation and hopefully that will make things better.

SP1 Is it because the other things has priority and that's coming... Or do you not like the trainings?

SP2 No, so the... So for me the trainings is pretty... It's going to be pretty straight forward because it's... This is the spreadsheet, you populate it like this and you must submit it by this date. Any questions? Okay, and now you do a test; okay cool, cool, cool. But it's just finding the time because there's always something else that's more important and that's... And this has been the first organisation that I felt like that. Then now...

SP1 And why is that?

SP2 I don't know, we've got too much projects on the go at the moment; we really do have too many projects on the go.

SP1 And this is only for finance or also for the other departments?

SP2 So it's finance, IT, facilities; so each in my three areas, that's the projects on the go. HR has got projects, it's small, it's sort of spread over the year but it's still a project; the programs team have projects because there's certain things that need to... So we... You know this is how we do things, this is things that are... The project's things that we want to fix because, say for instance, academics is not looking great so project for that. Something new we want to introduce, so project for that. So it's... I think it's too much. I... I'm really thinking we've got too much on our plate.

SP1 Yes. What would you like to see happen?

SP2 Is that you actually say let's concentrate on the one thing; one thing at a time. It's either that or you're going to have to double the organisation size; it doesn't make sense either.

SP1 Yes, and especially when it comes from a finance person... You're double the size, that's incredible expensive so no I understand that. But who comes up with the projects because there is also... You make a decision, yes? So who is making this kind of decision? You know if you live in family you can say what is the next project for the holiday, let's go there. And then you don't come up with... Okay we want to have ten holidays or... Is it simple what I say?

SP2 So I want to say the CEO bit it's the CEO's... It's actually the board of trustees because... So we would report on... What would we report on? So this is what's happening and this is the issues and then it's like... Oh that's a issue, okay need to fix it or this is... And then I mean... The fixing part, I mean those are projects that need to happen, right? But then what the board is interested is not what's happening now, it's like what's going to happen in the future? Oh, you guys want to do that? Okay, so what you going to do to do that? It's like oh, more projects. So it's...

SP1 But why is it called then a project?

SP2 It's... I call them projects because it's not part of your day-to-day.

SP1 Okay, so the time to reflect and really be sustainable like a... Sustainability is knowing about the future so that you can adapt to that, so and there is no time for...? To really do that?

SP2 Yes.

SP1 Okay.

SP2 So there's so many... If you think about it, I mean, the board gets to do it with us and bla bla bla and I'm... I've got a portion of work to feed into that, I'm probably going to do it, you know, one evening between ten o'clock and six o'clock in the morning.

SP1 Yes; that's crazy, yes.

SP2 Because you... Because there's a lot of work to be done but there's also the projects, other stuff. And so... What was I going to say? What were we talking about? Yes, and so you... So from a trust, communication... It sort affects the trust and communication because the coms is... This is important, and you're thinking I think this is important and then... Then it's a case of okay, and now this project hasn't delivered and your trust is broken and you thinking but of course it was going to break because I'm busy over here. So it's like this... It... Like a knock-on effect of everything and it's probably... And the starting point is actually what do we need to focus on? We... I think we struggle very badly on that.

SP1 I agree with that. If I want to finish my PHD I need my... I have my focus there. I can't do five or six time... six things at the same time. I can but maybe my PHD will last forever and never ready. So there is necessary I kind of focus in organisation and if you have that focus then you can do all kinds of things but then the focus is directed towards the goals that you want to reach. And I think that is indeed organisation and that makes that people feel healthy or unhealthy. Because you still gave it a quite high number but when I look at you and when you start talking you goes... Like that. It doesn't sound do healthy, it's not... I don't feel it's a seven, no.

SP2 No, if it was just... If we had the projects... If we didn't have the projects it would be a seven. So if you... What I'm concerned about is if you look at, you know, what our core business is, it's around... We have beneficiaries, we fund them, we have a program that they go through and then we hope they pass and graduate and go on to be fellows and go on to start businesses. So as far as I'm concerned, if we

concentrate on the day-to-day stuff then we're fine. I'm very concerned that we have such... We all... What's the...? Spread too thin because of the projects work and that will suffer. So that's why I'm saying five, more five than seven.

SP1 Okay, yes. I understand that, yes. So what surprised me very much, and I don't want to say it's right or wrong... But, you know, you can understand I'm from an organisational design background and then I see with 60 people and you can see in my face that I already start a bit... Little bit, like, smiling. Why the heck do you have so many hierarchical...? Horrible words. Layers in your organisation? Can you explain that to me? What is...? What...? How?

SP2 What do you...? You mean like...?

SP1 The manager, and the program, and the director; before you know, there is five layers and there work 60 people. You know, yes. So therefore I try to understand why that is. Maybe there is a desire... I want to be honest but then I, you know, what I really like is flat organisations. As flat as possible. So no [inaudible] kinds of layers but, you know, that is my personal preferences. But that... You don't have to follow that.

SP2 Yes, I know. My preferred preference is hierarchies, no.

SP1 You like that? You like the five levels?

SP2 Yes. It's mainly because then I can just talk to one person. So I think...

SP1 Was that a joke or was that honest? You really like this manager, and manager, and manager and director?

SP2 No, so I think... So, like, in my team I think it's three levels. So it's me, you've got managers, and then I've got, you know, the worker bees. And I... And it's one manager for each area and so I like that because then it's like I'm not having to deal with the worker bees. Because it's like the gap is like... I'm sorry.

SP1 No, but you're honest about it; don't worry that I start laughing. So for you it's little bit more like give me the numbers and not to deal too much with all this people?

SP2 Yes. But... So I'm trying to think. So if I look at the programs teams; it's head of programs, directors, regional managers and the worker bees. Regions... Yes, so that's four levels there. It just... So in terms... For me the hierarchies, it's about the focus; that's why I like it. So it's one person that can focus on... This it. So if I was in... If I was the finance manager and had the three people reporting to me, it would actually... It's manageable. But if I was in the programs team and I had fellowship and scholarship and everybody reporting to me, I think that's a bit too much to ask. Does that make sense?

SP1 Well, it... For me it's obvious when I look to organisation, if it makes sense for you then it's fine. Of course it has consequences, yes? For example, when it comes to communication I would say that a lot of information will get lost, for example.

SP2 Right there, that is right. Something... So I mean we... We have the executive and then we have the senior managers and you have managers and you have normal staff, right? So from an... The executive is expose to what happens at the board meetings and then from that we need to give feedback to your team. Then also there's senior managers, we have information exchanging sessions, like today; then you also need to share that with your team. And every time I've been... I'm across all the meetings and so on, it's like... I don't understand, I was in that meeting, why

didn't your manager tell you? Why are you asking that question? So you're right; the communication flow, down and up, just... It's a disaster.

SP1 And that has consequences, yes? For example, it... I'm very healthy but now I hit my knee to this, to the leg of the table; if I have to wait until my brain is recognising that, it's too late. So there is intelligence that is everywhere in the body and I trust on that and hopefully it works like that, but if I have to work... To wait first for the spine to respond to that I hit my knee horrible and then oh, the spine is giving signals to the brain and then the brain says now let me respond back, I'm dead at that time. You know what I mean? So but, you know, sometimes it can be... You know, I always give an example that we once were on the sailing boat, my husband like to sail, but really sailing... And not on expensive boat and then in the harbour and the drinking wine; he had a small one and he liked sailing. And then the weather was horrible all of a sudden. He didn't tell us before, and he is the one that would really check on the weather forecasts.

So we went this beautiful weather and all of a sudden, no; it was horrible but really dangerous. And the thing is he's the captain. Normally we have very passion personalities, we have to say something but when he said take that, nobody would discuss that. So then it obvious that it is so important that there is somebody that knows about everything and that had... He and she can trust that we follow up immediately but you know we are not always in that survival state, hopefully not. And sometimes when I hear you talking about all the projects, it almost seems like sometimes you too many times in a survival states. How do I...?

SP2 So I've... No, I've... At the moment I feel like I'm in a survival state but that's work related, but... So what's interesting... So it's... It's not... How [inaudible]...? I was thinking of using an example to explain survival state here but then I realised it was actually a crisis state. So last year we had this big event planned and there was rumours that our beneficiaries were going to, you know, strike and have placard demonstration and then we went to this whole crisis... And the suggestions that people came up with, ridiculous; but thank goodness everybody came to their senses and things actually worked out okay. But we didn't go the route... The sort of extreme route that some people were suggesting; we went, you know, the decent route; things worked out fine. But that was a crisis state. I don't think... Oh, that's interesting. The people feel like they in a survival state, I think some people do feel like they in a survival state from a job perspective point of view. And why would they...? Because their behaviour is almost like... I find it very strange; it's like this is my job and I'll make sure that... And working my silo[?] and not pull people in and not trust people to communicate. And so the people that I see being like that are people who are on fixed-term contracts, this is the permanent staff, and then some people I think are just, like, in that mode because they horrible people, I don't know. But does that make sense? So I don't necessarily...

SP1 I want to know a little bit more about the horrible people, when do you call somebody horrible person?

SP2 No, so when somebody is in a survival state it's like fight or...

SP1 Or freeze.

SP2 No.

SP1 Fight, fly or freeze.

SP2 Yes.

SP1 Three states, yes.

SP2 So when it comes to survival state, I think a lot of us feel overwhelmed because of a lot of work etcetera. So some days I feel like that, I would be freeze; like yor I don't know what to start first, you know? Because people go through that, right? But then there's people who do a lot of the fighting, and by fighting they might actually pass nasty comments or they don't collaborate or they withhold information, etcetera. And that's the part I see happening sometimes and the... It's either... Because the person... That's in their nature, they always fighting; or they're on a fixed-term contract and now they're trying to sort of hold onto the position a bit longer.

SP1 Well it is true, you see it even in politics. Donald Trump is an example of somebody who always feels that he needs to fight and if he cannot fight then he will find somebody to fight with because that's the lower energies. So somebody very connected to low energies and that... And sometimes it comes up, he keep... Because people feel very threatened and then they choose the leaders that correspond with the lower energies. Well, this is not the case in this organisation, not at all; but you know... And it can be that when people feel overloaded that they respond very different but you talk about people that's... Maybe it's their nature, but how is that possible when you have five pillars of values? Let's talk about the values. Then these values should be explained during recruitment sessions for new talents.

SP2 Yes, so when we recruit what... We actually... So there's a question so this is... So depending on which role, we might choose a particular value to say this is one of our key values. What do you think of values? What do you think of this value in particular? Etcetera, right? And so when... And that's the way we, you know, decide of people are in or out. When we join and start here, induction is not that great; it's like here's the values, read it, okay great. If you look at our boardroom we have the blueprints there of what a good Allan Gray person would be in this organisation but the induction's not that great. If you look at our performance contract and performance appraisal; 80% is linked to, you know, your job and 20% to the values and you have to give concrete examples of that. And since I've been here and doing performance contracts with my team, everybody struggles to come up with examples. And it's actually interesting because from a outside, in point of view I can actually give... I can rattle off the examples for them. Say, you know, you remember that day you did this? That actually reflected this example, and I was like oh and they were like oh, okay.

SP1 So does that mean that people maybe have different ideas about the values even when they may give different interpretations to them?

SP2 I suppose it... Because I think values is so inside of you, it's something innate, it's like... As a finance person I better be honest and have a high level of integrity and trustworthiness and stewardship, etcetera; because then I'm going to find myself on the wrong end of the law kind of thing, right? And so this is... And so for me... I'm like... I don't understand how I cannot be like that; what is the examples that I would need to display to be...? To show you that? I didn't... I'm... It's just me, it's just... So... And I think that's what we struggle with, and then some of the things... Some of the values... When one is like stewardship, so that's sort of like...

SP1 Yes, supporting others and... Yes.

SP2 And then there's the spirit of significance and achievement excellence. So, like, achievement excellence it's, you know, I think it's pretty straight forward but we... I don't know. What is achievement excellence in finance? It is that the report came out on time? And then when our variances... Oh, do you know? So... And I think that's... So we... As a team we constantly, like, you know have to go back and think oh, what did we do? It's... I don't know... So when you look at... So okay, nobody... Side-tracking from your actual question; so you were asking about the person that's, sort of, fighting and his not living the values. I think from a recruitment point of view, I mean that's one question we ask and... But most of what we're looking for is somebody who is going to do the job and fit in and then this sort of stuff sneaks in afterwards; you always find [inaudible].

SP1 Yes, okay so... Yes, I try to figure out how it feels because normally, you know, when you have very strict values that you... Because of that you add value also in the lives of others, then I'd like to see that back in the recruitment sets... Sessions, I would definitely do that, I would definitely ask about the other values. So we strive for excellence; can you give me an example that you really did that in the last six months? So what did you do? What happened? And, you know, how was it to achieve that? And if people have to think really deeply, then maybe it wasn't so much in their behaviour; and then you can ask about, you know, one of the others... It is about supporting others; it's really important, we are one organisation. Can you tell me a few examples how you supported...? In... Maybe in your family or maybe in your clubs or, you know, that you really supported, or others. Give me an example. What did you do and what was the results? And I think... And then of course beyond that... You still have that... Maybe you have a preference for one or the others persons, but that's what I mean. So what to do with people in an organisation that maybe don't fit in? So what are you doing about that? Is that happening? Maybe everybody fits in, I don't know. Difficult questions?

SP2 Yes. So...

SP1 Because I kick... I want to kick out my cancer cells. I don't want to have them in my body to make my whole system ill. So... And I don't want to say the people are cancer cells because that would be very harsh, but you know it is about the whole system and how... About coherence. It's about how many coherences, one of the things that are important in a healthy organisation.

SP2 So... No, I think you're right. So if you use that analogy of the cancer cells, I mean you have some great labour legislation to actually allow you to get rid of cancer cells within your organisation and I don't necessarily think that we've got to that level where we, you know, sort of push... Oh, no... Yes; I think for the rumours I've heard, we actually have pushed people out. So you... No...

SP1 Because I don't... I made it so strong to talk about, you know, because the whole system can die from that but there is something in between. People can really be not satisfied anymore and maybe look for better [inaudible] for better solutions; that can be outside the organisation, that can be maybe going to the Allan... The other part of Allan Gray that is...

SP2 So... Yes, so it's actually interesting. So I'll use myself as an example, so when I... Previous job, I was ready to leave and I was looking for work and I found this position. And then when I resigned my boss asked... She didn't know I was, like,

already had enough; why didn't I tell her? Why didn't... She could have thought of something else la, la, la, la, la; do you know what I mean?

SP1 Yes.

SP2 And so... And I was actually... It was actually interesting for me; it's was like oh, okay; why didn't I? And after, what I realised... Possibly trust issues, didn't feel I could trust her etcetera. And I... And now looking at my current situation, I have one person... Two people in my team that are looking for work somewhere else and the one person even asked me to be their reference, and the other person is looking for work and... Actively looking for work; mostly because of his family situation. But in both instances, feeling that they could trust me to say that, and that I think depends from manager to manager. So I can see that if this was a different team the back manager... Possibly, they wouldn't have said anything. Does that make sense?

SP1 Yes, It makes sense.

SP2 So I think... Yes, so I think in... We have that in some pockets within the organisation but then we also have that level of trust where things would...

SP1 Yes. So that's also a question of health, yes? Certain cells of my body disappear and, you know, they give the information to the new cells and if they would not go, we will not survive as a organisation and that's not negative. I don't mean, you know, kicking out people because I'm the last one that like to do that if it's not necessary. But, you know, I think it's very normal when you have a strategy of giving people education and training that at a certain moment in time when they still in the same job, that even you can mention that... Hey, you know you learn so many things, I can see that you long for doing more; shall we just talk about other position. And not that the person immediately thinks oh, they want to get rid of me. No, I... It's the same what you do with your children. I will tell my children... You know you do amazing thing, did you ever think about this or that?

SP2 Yes, it's exactly that.

SP1 And that a normal culture. That's normal; it's normal... That happens in my body all the time and there's its...

SP2 Yes. So that kind of conversations I don't think go down well... Would go down well here. I think a lot of... I think it... To do with the trust, level of trust. So organisationally there's not a good level of trust amongst everybody, so if you were to have an open conversation like that you'd illicit a lot of fear within people.

SP1 So they think oh, I have to talk about that I have to leave and I want to stay, yes. Okay that's a... That takes time. That shows examples that is necessary, that shows that there is understand for that; otherwise you can't do that. Yes, okay. Well, I think we almost done with the interview and do you have still...? Because we handled... We talked about coherence because we were talking about silos, yes? That's not so coherent because you know silos is more like... I'm only concerned about that and you lose a little bit, you know, the picture of the whole... We discussed that. We talked about values and how they are lived and how we deal with it on a daily basis; striving for excellence, doing certain things. So that all comes back to the healthy organisation, you know if the organisation is healthy then we love to support because it's part... You know, and it's in harmony. But even in a healthy organisation, sometimes you can have a complete day off. You know, even your hair; bad hair day, you know, it is very normal. So that is what we covered. Are

there things that you still want to add that I was not asking about that is still very important?

SP2 So what's interesting is like, I mean, you used the word healthy and... So I was... I think in pictures. So I was like... You know, are we like a patient in ICU? Are we in the general ward? Are we an outpatient? Or we just coming to the doctor flu shot; what are we? What are we? And I think for now we know we near hospital, we still fine but I think it's... We sort of... We need to be on a sort of monitored program with the doctor; just, you know, checking in and say yes okay and, you know, stop eating too much sugar, and... You know? So I think it's more something like that. And then ICU, definitely nowhere near ICU.

SP1 And you know I also have a very strange way sometimes in looking into health. You know, I knew somebody that was so healthy, Dr David Simon; and actually he died from cancer, from brain cancer. And the moment he knew that he had brain cancer was very, very strange because he was a neurologist, so he knew exactly what would happen to him but he was the most healthiest person ever because... He had this ability to express himself during this illness that so many people... You know, if you talk about stewardship, about excellence, about courageous, yes? That's also one of the pillars. I think he was the best example but he died and still I would call him the most healthiest person. And then sometimes you have... Yes, people that, you know, that have so many things and they, you know, the body... Everything is right about them and then then they have the... Yes, incredible unhealthy way of... Ways of communication, of not supporting others. For me, I don't want to talk about a person as Donald Trump but the behaviour is very unhealthy. It... I think a lot of people suffer from that, and also the people that choose from him... For him; they connect to this lower energies of fights. Always fighting, freezing or, you know, or flying. You know, and the person that can see overall... Even when you die like the... Dr David Simon, I call them more healthy but that I express in my thesis.

SP2 Oh, okay. That's interesting, yes. Cool.

SP1 Okay. I will stop the recording.

RESPONDENT 8

SP Speaker

SP1 Recording is starting.

SP2 So my name is X and I've been working for the Foundation for about... I think it's going on two years now in July and I work as a Strategy Communications Officer.

SP1 Okay, thank you. So I explained you before we started with the recording that it's about a healthy organisation. If I would ask you to say something about the Foundation on a scale from one, which is incredible and healthy, to very healthy, that is a nine, how would you see the Foundation?

SP2 From my perspective, and the reason I'm going to say my perspective is because I think everyone within every department you find yourself in, the answer might not be the same because it's the way we are run with the managers is a bit

different. So I have a very good relationship with my manager and my head of department, so within our department's culture I would say that we would be a seven or eight. We do have things to work on and we are still getting there, but as an overall with the Foundation I don't necessarily think we're on the healthy side. I think that a lot of the... Like we know that we're not on the healthy side and there's a lot of stuff that needs to be discussed, but I don't think time is taken into actually discussing those matters so it kind of gets covered up when we have staff conferences and things and it never really gets brought up. So what eventually happens, it's like this brewing happens where people have all these frustrations within them and they don't speak out.

And so the reason I also did the whole relationship between my department and other departments in our organisation, because the department I find myself in, like we have that open relationship. So when I have a problem I feel comfortable enough to tell my manager I'm not happy with this and she also feels the same way, and so it works for us, the dynamic that we have. We're a two-man department, so that could also be a bit difficult in other departments where they are more people but that is just... Yes, I think that the Foundation as a whole is not necessarily on the healthy side.

SP1 Can you give examples where you feel like... I would call it maybe unhealthy?

SP2 So like I think that there's different standards and it shouldn't be the case. I feel that everyone should be treated the same way. So like an example would be we strive for excellence and this is in our workplace, and my job is actually... I work... Even though I work in the Foundation, a lot of the work that we do is where we serve more like a marketing agency within the Foundation, so we do jobs for other departments and we're a supporting team. And so when I need to strive for excellence in the job that I do, there isn't necessarily... The management of other teams don't necessarily meet the deadline for me to do my job within the deadline. So this is just like little things and groups that has this ripple knock-on effect and when things go wrong, like no one looks at the bigger picture to see, oh, but at point A there was actually a pause and now this is why the outcome is the way it is. So we're always pushing to get stuff done but we're not necessarily pushing to get it done the right way or the best way possible, and so we don't also learn from it. So what happens like next year when the same thing happens, we do this whole debrief after events and then we get to next year and it's like why did we spend two hours in a debrief when nothing gets taken necessarily... Like we don't look at the learnings to not make the same mistake this year, so we're doing the same type of thing. Another example would also be there was one... There was an incident where something had happened outside of the Foundation but the person still got disciplined inside the Foundation because they were representing the Foundation. And then someone in management did the same thing and it was never discussed, so it was a lot of like shush like on the floor, like people were talking about it. And they weren't treated the same way, so it causes a lot of like... People feel that, oh, because this one is in management they're now necessarily... They get a different... There's a different standard for them as opposed to the officers that are on the floor, so those are all things that build into it all. Like talent feel [?] that we spend like two days... So we have this thing called a talent seminar, so it's the beginning of the year in March and also in August. So what

happens is that we spend two days and we feel so... Like we love the two days and we walk out of there like, wow, this is amazing. And then like two weeks later like nothing has happened from that and so all that energy that we found being with each other is now just lost and we're back into the workload and trying to get stuff done. So those are just all of the little things. I'm just trying to think of another example now.

Because we had focus groups last year also about culture and the way we interact, and also like one of the things that comes up a lot is transparency. So there isn't much transparency between... Like for instance, even salaries between people that have the same job title, the way we get treated. It's all like these little things so the transparency of job gradings and that, it doesn't compare to... Because in my department, I'm the only one that has that title so there's not another person serving as an Officer. But there's other departments where you get a few people with the same titles, and so they're all doing the same work and they feel like they're putting the effort but they... Then they find out they're on different grades and they're also... They're doing the same amount of work, so it also causes like that whole like what is this all about?

SP1 Yes, if I hear you well, you said it has to do with trust?

SP2 I think that it could be trust. Like we sat in a session last year and we had a member from... Our ex-board member come and speak to us, and I was very surprised by the questions the staff members were asking the board. And afterwards I told my manager like I'd expected those people should have known those answers, like why we started the scholarship department, why we have this... What is... So SADC is like the countries out of South Africa that forms part of the Foundation. Why they are there, how they are run; so I knew all of those questions. So I think trust and also like people don't necessarily feel comfortable enough to go to their manager and ask a question. They don't want to seem dumb, and so now they just go on doing things that they don't actually know what was the purpose and the intent the thing was started for. What are we trying to achieve in the long run? So yes, I think it does play a part in it.

SP1 Okay, because I used that word trust because I can imagine that sometimes, even when it seems to other people that the same kind of actions when it came to a disciplinary is the same, but sometimes it can still be different. There can be a feeling that, oh, they have different measurements for one and for the other, for the outsider, and then for the management different. But it can be because certain things cannot be expressed, that is what I want to say. Can you respond to that?

SP2 Could you rephrase that? Sorry.

SP1 Yes, it's my English I know.

SP2 No, it's not.

SP1 No, well, I think it is. For example, I worked as an HR person. Sometimes you know, people felt like and there was rumours that somebody was fired and then they felt like there is no transparency. Well, no. It's completely forbidden to talk about these kinds of things; first of all, because it's privacy. Secondly, law will tell us that it's absolutely not allowed. So even when we have the best reason, for example people stole money from the bank, we can't just tell that to people. And then they had the feeling for some reason, next time it could be us. No, because that's not the case so sometimes even when there are... People looking to there is a disciplinary for

one and not for the other, what is it that makes you then feel that they should be treated equally? Let me rephrase it.

SP2 So I think... I'm not involved in this, so this is just like the word on the street that happens and that's why I brought it up, so I think that the main thing is that it might be that there's no like clear process. So like I've had no idea that like with disciplinary hearings that it can't be discussed afterwards, and so I think that even like maybe simple things like that could like solve the problem. So even if the person who is being disciplined, like when they walk out like maybe telling them, so this is the process and this is why we don't discuss it afterwards and... Or maybe even at a talent event, talent which is staff for us, saying hey guys, when things do happen this is the process that we follow. This is why we don't discuss it afterwards. Because I think like little changes like that could change the outcome, and also stop the little conversations that happen because it's those conversations that brew, that create this bad vibe between...

SP1 Yes, because of I want to know and then even when you can't express, you can say this is why we don't express ourselves about this. You have to trust us. So therefore my question about trust, that you know where it comes from.

SP2 And also if they communicate the process, then people will learn to trust the system. So then now we know why the system is the way it is and why we can trust the system. Because trust is also earned, it's not just like this thing where you put it out and people must necessarily trust.

SP1 Yes indeed, so therefore I ask this kind of question. You... It comes back to communication and one of the outcomes out of the research is that communication is of great importance. How can you tell me something about the communication in the Orbis Foundation?

SP2 So communication in my department, we're very open about it. And also because we work in like communications, so we need to stay on top of what is happening but we treat all situations as in we need to know from a communications point of view, but we're very... What is the word I'm looking for? Even though I know something, I won't speak out because it's within our department and it's confidential and I will also... In my situation, like just because I know about it and it's for social media sharing purposes and why I can't share certain things, I will treat it... I will treat each situation with respect and not necessarily give my opinion, because like in certain situations a person's opinion doesn't really matter. And I don't mean that in a bad way, it's just like your opinion is like it's your job is that, so adding your opinion is not going to better the situation or make the situation worse. In that sense your opinion doesn't matter, but back to the communication question. Sorry, I'm like going off on a rant.

The communication within the department, I think we are very open. The communication within the Foundation as a whole, I think sometimes we are very delayed when it comes to giving feedback and talking about certain things, so I don't think that that is necessarily at its best and it definitely can be improved. So I think just like little things, like there's this loop in certain departments. So we have like this thing called Function Forum, so it's where all the managers sit and discuss things. And I think sometimes there's like this missing filter where whatever's discussed... Obviously not everything needs to come down, because it's only what affects your

department as a whole, but what is being discussed hasn't filtered down moving forward.

So within our department, I mean what makes it different because strategy and communication forms a bigger part of IA, which is Impact Assurance. We have three people that sit on that function and after every meeting they will give feedback to the team. So we don't necessarily have that little part missing, so we stay up to date. We know what our work that we're currently busy on, how it kind of relates to what is being discussed in these Function Forums; but in certain teams I don't think that is necessarily what is happening.

And also like because there's difference in structure. So in my team it's me, my manager, head of department, but in certain teams it would be like the director, the programme's... So it would be the person that's in charge of the programmes, then the scholarship and the fellowship director, then regional managers and then the scholarship development officer and the fellowship leadership officers. So there's a whole long line to the top, so I think somewhere down the line it kind of goes missing.

SP1 Yes, I understand that. This is also something that surprised me very much; that you are working with 60 people and that there is such layers of hierarchy. Can you say something about it?

SP2 Well, in my department we don't have a lot of layers but in other departments there are. I think even though there are a lot of layers, I think it also... In the same sense I would also describe it as flat as well. So if you're in a position, there's not much that you could move up to in your career, so you're either going to stay where you are or move to another department or you probably can only move up one or two times. And so because of this, the way it's structured, and because it's sometimes difficult to move up in the organisation and within the department that you find yourself in, they people they tend to leave because now how are they... Once they've reached that point in their career, how are they bettering their careers? So like I'm of the firm belief like when you enter a company you should leave with more than what you've entered; but you should also make sure that if you're leaving with more than you've entered, you need to give back to the company that you're working for. So it's a relationship where they're helping you grow in certain aspects but you're also giving your all with the work that you're doing and so I think that that is... Because of the way it's structured, it sometimes becomes a reason why people leave as well and also because of the way communication is done. Because people don't speak out about it, the frustration causes them to leave.

SP1 Yes, do you have...? Can you observe or do you have ideas why people don't speak out?

SP2 I think it's sometimes frowned upon that we don't... Like when we have talent seminars; so talent being staff, sorry. I'll use the word staff going forward. So when we have staff conferences and people ask questions, it's always like there's like this look in the room, like did she really ask that? Or like you can just look at management's faces when questions like that are asked and people can read in their faces. It's like how could they ask, even though it should be a safe environment. And so I just feel like people don't feel that their opinion necessarily matters and speaking up, is it really going to change? Like we're going to discuss it but what's going to happen? So because in the past, before I was here, like they said a lot of

these seminars, people would discuss matters but nothing would happen about it afterwards. It's like all the older... I would say older generation in a sense, but the older staff members that are still here, like they don't want to ask questions anymore because they find it a waste of time. We're going to discuss it but nothing will happen about it, or the other reason people also don't feel like they could speak out is because it would be held against them.

SP1 Okay, can you give me an example where you felt that this was the case?

SP2 For me? In my...

SP1 Not just in your... when it comes to you, but sometimes you observe and you can see and you can listen, these kinds of things.

SP2 So in the one that I said where they... Sorry, I just need to remember that word that I said; held against them. So once a question was posed at a talent seminar and no one knew the answer to it and one person in management then commented, but we should all know the answer. So it kind of like oh, how do we not know? Or I don't know if that's now a good enough example. Another one would be... It's also because like in management there's a lot of people who are friends and so people also feel like they can't go to their direct leader to complain or talk about something, because they know that that person A is now friends with person B that they now need to speak about. So in that sense they don't know whether the conversation will stay there and be treated in the same way as it would if it affected another person. I can't think of one specifically now about where it was held against people.

SP1 So maybe it's a fantasy here and it never happens, but it can?

SP2 So these are things that people say, and because we've been to a lot of these focus groups like they will say like they don't always feel comfortable speaking about it because they worry it's going to be reported to management. So it hasn't really been called out where they've said like Lauren, why have you said that or kept that against Lauren. But these are what staff members are saying when they enter these focus groups and these surveys and...

SP1 Yes, but when we talk about open communication, and I really like non-violent communication, you know, to talk about difficult aspects or maybe if you want to talk about somebody else, I'm really a person who would always feel free to talk about this person. Because when this person would enter the room, I would say I was just talking about it and we were just talking and discuss that I sometimes find it very difficult to tell you this, because it seems that in my communication to you there is something missing. Because I would feel it doesn't matter because I would talk about myself, my difficulties with the organisation or with another person and I would talk so much about the other person.

I would talk about my unfulfilled needs and I think this would help as well the organisation. Because if I now would talk about somebody that is not in the room, I can only talk about this person not in the room when this person enters then I can say oh, come in. Please have a seat. We were just... Only when there is a beautiful surprise party then you can't say you go out you, but otherwise this is also something you can create in the organisation. And what I hear from you, this is not yet there.

SP2 Yes, so I think in certain instances, not there. I also think in certain instances that people get too involved like with the little conversations that happen on the

ground and kind of forget the main purpose. But I do hear you and like I can relate to that, so when I have a problem with someone I approach...

SP1 The person.

SP2 The person. I don't go and speak about the person because I also feel like it doesn't really solve the problem. And if I'm not sure about how I should approach the situation, I always make sure that my manager's in the loop. So I will always tell her like I don't like the way this person has handled the situation. I don't know how to respond in this instance, what do you suggest? And in certain instances she will take it up or she will just give me advice and say maybe just speak to them, send them an email; this is how you can avoid it in the future. So that has helped me and I think it's made me also different.

So people come from different backgrounds; so I'm still new within the workplace, so this is my second proper job. My first one was down the road at a retailing head office. So I come from a company where we had this brilliant culture, like it was just like work hard, celebrate for the hard work that we've done and we'll just go on. And there was lots of teamwork and I think the difference is that I'm also... I'm willing to learn so one of the managers told me one day, you should apologise all the time because sometimes you're not wrong. You should stand up and feel confident for what you're saying.

But I think it's also like I don't mind apologising because for me it's just like I'm learning from the situation so it's all about learning and seeing the bigger picture and remembering why I joined the Foundation. So like I wrote down, there was reasons, five things why I joined the Foundation so when times get tough then I look at those five things to get me through the tough time. So that is just like something I do for myself on the side. And that is also why, even though there is all of this the culture isn't where it should be and there's not... There's maybe a gap in the communication, it doesn't get to me as much as it necessarily gets to other people because I know that my manager and my team, they have my back and they support me. And when I work late, they're there for me or they'll help me out where they can, whereas that's not necessarily the same experience that the next person's getting. So it's also difficult because like from my perspective like I said, in my department we're a seven but within the Foundation as a whole the Foundation isn't necessarily a seven and that is why I'll always give feedback on both if that makes sense.

SP1 Yes, I like that because it shows that you have an interest in what is for your department as being part of a bigger picture. And it's important to know that, you know. I always use the metaphor of the body because I'm really into healing, so body-mind for me is really important. It will be very strange for me if my leg is not communicating with the rest of the body. The only thing when it happens is when we have cancer. Cancer cells are forgot the whole and they just go for themselves, running and spreading out, and then the whole system dies, even the cancer cells. So to avoid that it's really important that there is communication. There is open communication and it doesn't mean always that they have to wait until the head tells the knee oh, heal these wounds. No, the network there around the knee does not wait for the head because they immediately want to heal that. They're perfectly in harmony, perfectly coherent and this leads to my second question, because out of

the research... Not my second question, I already had many. Coherence is a very important aspect, so how coherent is the Orbis Foundation?

SP2 How would you define coherent?

SP1 Coherence is... That's what I talked about in the body. You know, there is balance. The heart sends more messages out to the brain but they support each other. They work together. They almost automatically... I don't think of, you know, oh Irma [?] now I should regulate my temperature. It is almost normal because I am in a coherent state. Sometimes I'm not and that doesn't mean that I'm unhealthy, because then I have to recover and find a new balance. But you know, coherence and having feedback systems in place to rebalance again is important.

SP2 So coherence would be how teams work together?

SP1 Yes.

SP2 How teams work together, I think it's different. How do I phrase this now? So support teams, which is... We have the two main teams which is the scholarship and the fellowship, and then the support teams would be like strategy, communication, events and logistics, the data centre, Impact Assurance. We all support the functions that they run and the events that they do so there... We do work well together but there's sometimes where people know the process and they know what not following the process does to the outcome, but they will still push it. And so support teams feel that they are not being respected in that sense, because the main teams are not respecting deadlines for them to fulfil their roles. And so they end up sitting on weekends and in the evenings, trying to get their stuff done because the main team didn't necessarily give the feedback or the information needed and so they're running around.

I think there is a... There's little things that we can do to change. It's not like it's a major train smash where we're not working together at all. I think that at the end of the day, even when those things do happen, the teams remember what's the end output, whether it be a camp or an event. So even though things aren't great, we still at the end... We rock up at the event and we all do our best to make the event a success; so if you look at it in that sense, the event never gets postponed. It always happens but maybe like the behind the scenes is like there's a bit of frustration and friction within the teams.

SP1 Yes, I would myself to be very honest, if I would have to work on weekends that I could have done earlier and in that time I was waiting, you know, I wouldn't like that to be very honest. But I'm very precise and very organised and structured, so you already noticed that, you know. Because that is a consequence because you think it doesn't matter, and then other people have to work maybe on dates that they maybe wanted to spend with their family.

SP2 Yes.

SP1 So that, you call it maybe small but in my opinion it's maybe something, using other people's time at moments that they don't like, is for me a huge issue to be honest.

SP2 And for what... What also causes the bad vibe is that people don't get appreciated for when they do that. So we have this thing where you won't necessarily be noticed for what you do when you're doing something good, because they will say like that is expected. Like you know when you go to a hotel room, like

you expect the bedding to be clean. You expect... There's certain expectations that you have.

SP1 And not a dirty bathroom.

SP2 Yes, so with the teams it's like we expect you to have a registration table, to make sure that there's food on the table, to make sure that the flights are booked. So there's an expectation that is there and that is the standard, but behind the scenes that person sat on a Saturday or Wednesday night booking those flights because you provided the information late. So it's that, because the standard is met even though the person worked late at night, they're not going to say oh Lauren, the event was wonderful; because it was just the standard. They didn't see. So what I'm trying to get is that no one... Those people sit here weekends and like I've rocked up on a weekend to fetch something that I've forgotten at my desk and then I see them sitting there. But they don't necessarily get that, but what would eventually happen is that... And they won't speak out that they sat on a Saturday night, because they're also just trying to do their job and trying to do it to their best. So then they do it, but afterwards they get told but this wasn't correct, that wasn't correct. So it's not like thank you for everything that you've done, maybe we should work on... So I think sometimes feedback is also...

SP1 Yes, important.

SP2 The way it is said; so in our team we had a strategy session and we had to present to the team, but we also got taught on how to give feedback to the team. So it's like little things that maybe like we as a team would take for granted that everyone knows it, but we forget that we also got taught like always start with a compliment before you go to the negative.

SP1 That I also experienced, that in the Orbis Foundation there is something positive and negative, you know, and the negativity should be avoided but negativity is always also taking place. If I have a healthy body and all of a sudden I have pain, I can call that negative or hey, my body is sending me very healthy signals that maybe I should change my posture. So can you respond to that?

SP2 Could you ask the main question again? Sorry.

SP1 It's about negativity. I feel that sometimes my experience is that in organisations there is avoidance of negativity, and I would say that in a healthy organisation like the body, you know when my back hurts or my knee, I can then say oh, horrible knee, horrible back. How negative. But I can also say let me listen, because maybe they have beautiful signals for me. Maybe I should not run on the streets because maybe my knee cannot deal with that. I'm now 61 so maybe I should listen to my knee or my lower back. Maybe I should change my posture or visit a chiropractor.

SP2 I think that management, they're not afraid to get negativity to be honest, so they're very... They will give the feedback when needed. I think it's maybe how the feedback is given and that's why it's seen as negative, so in my... Like I also have this thing where like if something is negative or something is difficult, like I feel like you learn from it. But that is the way I was raised, like my parents were always like so, what are you going to do about the situation. And also like that's kind of how I am in the workplace; like it's fine to be saying A, B, C and D is the problem, but what are you going to do about A, B and C and D? Because if you're not doing anything about it then don't bitch and moan about it because you're not helping the situation. So

back to my point, I don't think that it's that we don't discuss negative things; I think that maybe it should be communicated in a better way, so maybe give positives as well as negatives. And phrasing it like not this was bad, but maybe we should look in to how we can better this for next year.

SP1 Yes, I... That would make a difference. I would like to ask something about the values, because you talked about a few. So do you feel that they are lived?

SP2 In the Foundation?

SP1 In the Foundation.

SP2 To be honest, I don't know all of them out of my head. I'm just thinking about it, so I think that some of them are not.

SP1 So can you say which ones are not lived?

SP2 So for instance, like stewardship. Like stewardship should be like you treating the Foundation as if it was your own, with the Foundation's best interests at heart. I don't necessarily think that that is the truth in certain instances, like one example would be like the way we spend money sometimes. Like we must remember, just because we have the advantage of not having to ask for funding, we are still within the NGO sector and we should still appreciate everything that we get and we should try and use it as... Like to the best of our ability, as if it was our own money. So I think in certain instances, like we just oh, you can just sign that off. It's fine, we can pay for that. But if we had to take a step back and think, if we had to ask for funding would we still be just signing off on that thing? So in certain things like that I don't think that we necessarily live that value out.

I think like entrepreneurial mindset, it's about being innovative and creative. And so in my department, it's encouraged that I do research on trends on what is happening in the industry and what relates to us and how we can implement it, and I also get given a lot of opportunity to be creative. So like I will propose something and they will ask questions about it, but it's not that they'll ever say like this is out of the question. So I always feel like I'm able to go and do my research and propose it because there's a positive outcome. But I think like sometimes we aren't being entrepreneurial in the way we act. Like we have the same problem year in and year out for events so there must be some sort of solution, because we're not the only company that's planning events where 200, 300 people are attending. So try and be innovative in that sense and how can we make it better, and I think it goes back to the point of like stop complaining all the time and like what can you do to better the situation. I think sometimes people also forget like when you doing research to better a situation, for the first event or two you're still going to do it the old way. So you're going to be doing double work because now you're trying to prove the new thing that you're trying to do, but you still need to do the old system because people need to buy into it.

So yes, and then the other one, helping others, which is spirit of significance and empowering others... In my case, we... So in my department we... In my department, we live out almost all of them in the sense like at the moment they're proposing to send me for training for certain things and they also encourage me that, when a team member or other departments ask me to do stuff, like it's encouraged that we... Let's help them, but let's also train them, empower them to do it in the future when you're not around.

And then the other one, I'm just thinking. I think it's long term service or... No, I'm confusing them. It's long term something. It's like thinking of things in the long...

SP1 Yes, and it has to do with sustainable...

SP2 Yes.

SP1 Sustainability, that you know what will happen in the future.

SP2 In the future, yes.

SP1 I think there are five pillars.

SP2 Yes, there's five.

SP1 I now all know them [?]. No that everybody knows them until now.

SP2 I think that...

SP1 I think that I only met one person that knew them by heart, and all five. The rest was really like not too sure which one.

SP2 I think it's also because we just... When we... Because we have this massive KPA documents, and then part of it is like how do you... What's the evidence to each pillar? So I think that people like... That's the only time they really examine the definition of the pillars, to provide evidence. The other thing... The other one is, I know the definition is like sustainability and keeping the end in mind in the long run. I think that we do live that. It's like we always... Like if I look at the data centre and IT department, so we're always trying to also...

It now contradicts what I said that we're not innovative, but we're not innovative in certain things that we do. But in other departments, like we are instilling systems, so we're knowing that it's a three-month project now but in the long run it's going to pay off. And in my department, like the other half of us does research, which is the Impact Assurance part. So they're also looking at like what we've done in the past, how we can build, setting up things that we can measure and...

Yes, so I think that we do live out our values. I would just say that the one concern would probably be that in certain instances we're not innovative enough. That could also be because talent... staff members feel that they... Maybe they feel that they'd be wasting their time to do the research to come up with a better solution. In my case it's not that, like I'm encouraged to do it. But then the other thing is, I think that we do waste too much money. So that is just the stewardship.

SP1 Okay, I think we do very well with time wise as well and I'd really like to express my gratitude. What I do find in the Orbis Foundation is that people feel... The people that come are very open, so that is also something that is a signal of health. You know, if you go to your medical doctor and you don't tell them you smoke two packets of cigarettes and then say I don't know why I cough so much, you know, there is nothing you can do about it. But the moment you shine your light on that, then of course you can change that and this is what I experience very much in the Orbis Foundation towards me. You know, it's... I know that people also say well, you also said sometimes you don't speak out. But to me, I feel that people are very open and also you are one of them. And so it helps a lot in my research so I feel very grateful that I not only receive social acceptable answers. For research it's horrible. You can't do anything with it, so I feel very grateful for that.

SP2 I think it's also like because... So it's also that the department that I find myself in, like the experience that I have is not necessarily the same experience. And also, I try to be positive in certain situations. I try to be in most of them and see the possibility that the outcome could have for the Foundation. So I do agree, as I said

before, that we do have certain issues but I don't think we're that far gone that it's not solvable.

SP1 It is solvable, that is what you mean to say?

SP2 Yes. Yes, that's what I meant. It is solvable.

SP1 Thank you so much. I will stop the recording now.

RESPONDENT 9

SP Speaker

SP1 X, and I'm the Fellowship Selection Manager at the foundation; and I have been at the foundation for... It will be five years this year.

SP2 Okay. Thank you, Linzi. What I already started to tell you about, that this is a complete research, a PHD research about the healthy organisations and what is important in healthy organisations. What we like to look at, based on the research, is on values. Can you please say and tell us a little bit more about the values of the foundation, please?

SP1 Sure, what...? Anything specific you want from...? Or just what the values are?

SP2 What the values are, how you think about it, how they are lived.

SP1 Okay. So our values are... I know that they came from the premise that we are on immural [?] organisation, so it stemmed from that and what we base importance on. And the first if which is achievement excellence or exceling in all activities so our... It's linked to what our pillars, if you applying in a program. So we've... Related that to the values of the foundation. So achievement excellence, which is one of our pillars, which links to... Excelling in all activities was one of our values so it's a little about excellence and striving for the best. I think we do try; we've got a lot of, in my view, achievers in the organisation, a lot of young... All... It's... Relatively young so all the, you know, go-getter type, achievers types; so we strive for the best. And I don't always think we reach that level of excellence because it's probably different for everybody but it's... There's always this constant striving for the next best thing.

The other three is about stewardship and it's linked to the fact that we are a... An... A non-profit organisation I suppose, and it's about being responsible about the resources that we've been given and managing that wisely. I think we are consciously aware of that. Finance also would say... Never short of reminding us about our responsibility to make financially conscious decisions and just about the students of this... Almost this legacy that we have been given responsibility of developing and growing, eventually, entrepreneurs and how responsible are we in doing that, like, in terms of our stewardship, not just financial stewardship. And then courageous, commitment; it's about perseverance, I think, despite challenges. Yes, it's about that. So it's stuff in the organisation that we are constantly facing. A lot of work deadlines, demands, conflicting things, challenges that arise and I think we have become so used to it as a way of working that it's almost... It's become acceptable not... It's not acceptable in my view, but we've just accepted as that's how it is and remain work... And get to still complain about it. And it's about being committed despite challenges or setbacks, etcetera. That come away... Whichever

day is... What did I say? Stewardship, it's... Sorry, it was showing commitment. Oh! What's the others now? I'm at a block.

It's about entrepreneurial thinking. It slips my mind. An entrepreneurial mind-set or... Yes, I think that's what it's about, even against that wording. But it's about being... Because we... Our focus is entrepreneurship and so it's about... Even in our own working it's talent that's... That we raise an entrepreneurial mind-set in terms of thinking up new ways of doing things; new processes that will improve on efficiencies, new ways of thinking, creative ideas to solve problems. So that... We strive for that and I can't be 100% confident that we're always there and my... And simply because there are a lot of ideas that I get and speak of from time to time, and ways of doing things; but it's not always just as easy as making a decision. Yes, it's a good idea and let's run with it; it's either no, it's not in time; or this is the reason we do this, that is why we can't change it now. So people are always reluctant to put forward ideas or suggestions, in my view, in terms of their... Coming up with new ways of doing... I think because they've adopted... This is never going to be accepted or no one's going to take up on my idea. That's how... That's generally my view how people feel in terms of embracing that entrepreneurial mind-set. But there's still display, we still... I feel it's... In or day-to-day tasks display that type of values and behaviour. Yes, so it's study... Oh! I'm forgetting the values and I think there's five. It's study, entrepreneurial, stewardship...

SP2 Courageous.

SP1 Courageous commitment, spirit of significance...

SP2 Oh yes, spirit of significance.

SP1 That's the last one, yes. So that's about empowering for yourself so that you can empower others. I think it's around doing things that's beyond what your current role or mandate requires or going the extra mile. It's about up-scaling, about improving yourself so that you can better... Be a better contributor etcetera, etcetera. So in terms of that values I think we do... There's a lot of cross-pollination. So I think that people do... We're all here for the fact that we are passionate about these young people and I think a lot of the people that are here are passionate about the work that we do. So they come here despite the challenges because they love the fact that it's for the bigger picture; for the greater good. I think that's what it is and we don't mind... There are one or two who do but the majorities don't mind doing more than what we need to do within our normal role because we see it as doing it for the foundation.

Although I feel that as the foundation's grown, that sort of has diminished slightly. People are more working in their own time and I don't know if it's because their work load is too much, or because when it comes to structuring... Because it's grown so we need to create... We've needed to create some structure. So part of that I think is lost. When we were smaller everyone was cross-pollinating and everybody just got in and would carry a box even though I'm not part of the team that's setting up with the venue. But now it's like no, that's not my job, I'm... You know? So that sort of [inaudible] you do hear from time to time, things like that.

SP2 Okay. What are for you the...? If you look around and you are in this helicopter viewer, being in HR; what are the values that easiest to follow up, to see in people's behaviour?

SP1 Probably achievement excellence. So you explained of its... Excelling in all attempt is... Sorry, that's what it means. It's easy to pick up because it's simple things like what's the...? What's your...? Are you hitting the deadlines? Getting vencodes [?]? So it's tangible stuff that you can actually see evidence for, whether there's excellence in... Whether there's a relationship between you and another function, are you...? How is that relationship? Are you always meeting each other's requests on time or is it constantly back and forth? Those... So there's evidence of it; you can see that. The others... It's difficult because it's not as obvious.

SP2 Which one, for you, are the most difficult ones?

SP1 Probably the spirit of significance because it's more personal and it's not... If you do this, this is what it means. That sort of also helps in integrally. I might think I'm going outside the extra mile, in actual fact, maybe not; I'm just doing what you actually expect me to do. So there's that; I think that's a tough one.

SP2 Okay. For example, if these are your values and there is a moment that you like to recruit, maybe, new people; how do you measure that? What are you looking for?

SP1 When we recruiting people?

SP2 Yes.

SP1 We don't... I cannot with confidence say that we've got a specific tool that we value... These specific values. Our interview questions are not aligned to... I'm afraid to say this but to what we... Yes, I mean, it's not aligning on... So it's either role related or competency but there aren't questions specifically targeted at measuring the values. Yes, we do ask to do... It's competency based questions and we ask them to give us examples of times when A, B and C because then from that we hope you will pick up on some of the things but it's not focusing... But now we assessing values, you know, that type of thing. So I don't think we are pointing up on that, it's really just... It's subjective and assumptions that we make from conversations that we have with candidates.

SP2 So people are coming, they are recruited, they are surrounded with talents that are already here for longer periods of time; how do you make sure that they, as soon as possible, know about the values? What are you doing to make that happen?

SP1 They supposed to be inducted. I'm not in HR anymore but I can tell you from what I know. We... They supposed to be inducted and then in induction... And then those values are shared and they're also given a copy printed... They should be given a copy printed in their talent handover file, induction file when they arrive. It's also part of our performance contracting document so they are measuring against the values in the performance contracts and in that space they are made aware of that but the only... Point is, in induction is when we communicate that these are our values... And that's about it for now. I know they're busy on something so...

SP2 So for example, at a certain moment in time people will have their feedback on their performances?

SP1 Yes, after every sixth month.

SP2 Yes, and then you look into the values and how they met them?

SP1 They are rated against it, yes.

SP2 Yes, so how do you do that?

SP1 They've told incidence. I'll... Give me a time or give me an example when you displayed this value to support that you've met the standard or that you've accepted the standard.

SP2 Yes, and there's a chapter as well by others? Have they...? Is it, like, that they also have to bring in proof of what they've come up with? Not that we don't trust them, but just that others also have a vote in that.

SP1 No, and normally those examples that they'll mention is something that the managers are already aware of. So it should be, it normally is. It's not something that we wouldn't know about but we don't check, no.

SP2 Okay, can you give me some examples of the last four, five months that we really saw...? Wow! The Orbis Foundation is so entrepreneurial? Can you give some examples? So... And what did you do and what was the results?

SP1 Everyone is in their... Some of the talent, in terms of what they've started in their personal capacities... So one has started a spaza shop upstairs because we don't... She sells snacks because it was a need in the company; people wanted chips or whatever during the day.

SP2 No, but I like this kind of examples, it give... It's very good...

SP1 Yes, so she's running a spaza shop from her desk.

SP2 Yes, water?

SP1 I'm not... Would you like before you go?

SP2 I have to, yes.

SP1 No, that's fine; I just had coffee. So there's that, there's the other... Our cleaning services staff... In think this is entrepreneurial; our cleaning services staff was outsourced, we contracted them out and we... Our facilities manager then out a proposal forward; why don't we insource them and bring them on board? And the whole process happened. I thought that was pretty much... Because there wasn't a means for us to... Previously [inaudible] to be part of what we were doing. What else? That's entrepreneurially... It's difficult.

SP2 And does it matter that you hesitate because it's...? Sometimes things happen so normally that we actually have no idea because we...

SP1 Probably, yes.

SP2 Because they happen. When it comes to innovation, because that's also part of being...

SP1 Exactly.

SP2 What is the things that you're really proud of that are invented over the last months?

SP1 I can't think of anything. I can't.

SP2 Well, I... That is a little bit how I look and there is nothing wrong with that, and before you think this horrible questions and then... But, you know, it's just to see... You know, we have values, how do... How they are lived, how do you we measure them and what is then actually taking place, that's why I asked them like that. So that I... Values, we talked about that. Some of them are easier than others; so just give one that is really difficult, that we think mmm that could be better.

SP1 I think we could work on stewardship. There's a lot of ways in which we can improve efficiencies in terms of our costs I think. Yes, it's a foundation; a lot of our... 50% of our time... Spend 50% of the time outside of the office because they got something to do with the students, they're on the road, doing interviews, roadshows

but we pay 100% of the time for office space. So my thinking is, could we not create a rather.... Temporary mobile space, smaller, it's checking... It might save us money in the long run. Basic things like printing; there's no rule about colour printing, back-to-back printing, you know. Just simple things that we could save and... Everybody just prints at their free will. Yes, just efficiencies etcetera, etcetera.

SP2 Yes. And can you give some more examples about how it could work and, if you observe that, what is then the first thing you do when you recognise that?

SP1 In terms of...? You want an example that I mentioned already?

SP2 Yes.

SP1 So... I'm thinking here. We do have a work from home policy or thing, and... But it's not consistent in its application and it's also not clear. So it's like sometimes it works, sometimes it's questioned... Why you, you know, taking advantage and...? Because we have over-planned offices so people sort of... They need to focus, it's difficult and given the opportunity to focus on that and work from home... And I think it may work better because then that internet connection, we give them that... Everybody's given a 3G and a laptop and a company credit card, so there's no reason why we could not track whether... When they log into the server. There are systems in place; we can say what time we log in and what we log out in order to track time. I don't know if they worried about us not outing our time in but if we're delivering the work they shouldn't... It shouldn't be a challenge because it will save on office space and high rentals; a lot of things that's wasted because we travel such a lot. And so they also... Because we travel such a lot, that consideration of work-life balance because you're away from home for extended periods of times; we don't mind that we work from home for that... You know, getting that balance or... I think I can see how that could work but I think there is a level of trust that is needed in order for that to work properly, yes; which I think is probably missing.

SP2 Yes. And when you come up to trust, because I always also think that is... You know, I always make the metaphor with the human body. This perfect working organism, highly networked, cells are working together and when they perfectly work together, there is no disease. This is... It's... Goes easy. It almost looks like it goes automatically; we never think of our breathing pattern or how our temperature is regulated, only when we take something on or off. You know, this kind of things and... But we... When we healthy we trust that our body is perfectly capable to do certain things. Can you tell me about trust in the Orbis Foundation? How do you look into that?

SP1 I think that it's something that can be improved, and I think that how it could be done is if talent improve their level of accountability. If there's evidence that they are accountable and responsible and performing at a level where they don't need to be managed, that there not feel that... Trust is linked to confidence also in your responsibility... Yes, confidence in your ability to do your job; I think it's linked to that as well and... I don't think that a lot of, in my view, a lot of the talent are not at that point. And I'm speaking from the point of a manager where I still wouldn't be comfortable because I'm constantly having to follow up. So if there was trust I wouldn't need to follow... I could just know by Monday, when your deadline comes, that you going to give me what I need, but I don't feel that that's there yet. And people do take liberties, which is fine, provided that their work is up to the standard that is expected and that that's a good thing if... You know, when it is required of

them that I don't need to follow up ten times. If I see you sitting on Facebook whole day or you're sitting on your phone all day, I don't know, my level of trust is sort of... In you is decreasing. But if I'm seeing behaviours that display responsibility and display accountability and to be able to manage yourself or [inaudible]... Able to manage yourself then I think really a lot of trust will increase.

SP2 And is that... Is this what happens? That you see that when walk through the office, that you walk through the different floors that people are working at their Facebook or doing other things then...?

SP1 They are... Well they... But, I mean, we in an open-plan office so people are constantly talking, which I don't have a problem with because it's healthy; people need to engage, that's fine. But then make sure that your work is done on time, get engaged... Like we're stewards of the time, we're stewards of the resources which I don't think we are 100% there yet.

SP2 And can you discuss that with other people? And I don't mean in general but, you know, because sometimes people can also feel that it is more... Let us look to the stewardship instead of... I saw you this week five times working on Facebook; six times you were not in time or I had to ask you ten times to give me the details that I really was asking for. Can I talk to you...? What is happening? Because my, you know, my need for knowing what is going on is not fulfilled; is that something you would do, that is possible in the organisation, that people do?

SP1 I could do it, it's not impossible but it will have its implications because then I'll be told I'm micro-managing, which I have already been told, or... I don't think people are open to it; then it's like mmm don't they trust us? Are we children? And then we're not [inaudible].

SP2 Yes, so... And from your point of view, what is necessary to do now, the steps to improve that? It's like with, for example, with people that come in your organisation and you like to... That they grow to a certain level so what are you planning...? What are your plans to make sure that this can take place?

SP1 To create an environment where it's open enough for people to have courageous conversations and stuff. I think it's trust. It's linked to trust and then it should be two ways. So as much as we may feel that as managers or management, the level of trust in the talent probably is not where we would like it to be. The same is felt from talent to management. So they wouldn't get communication; it is about punitive stuff or when something's gone wrong or there's a new policy to correct previous behaviour. So that's always when we get communication or about something... It's... And then people will start talking. It's always about the process we include... Created that was bad, that we did bad or that we, you know... Print a google map with your expense in so we can prove the kilometres that you travelled. Wow! I don't have time for that. Because that sends a different message and we'll go for the shortest route that google maps tells us, not with what you said you travelled. It just creates an uneasiness; it's like don't you trust us? And, yes.

But I think we probably need to mature but then we still need... I think telling you to... I don't know, start respecting managers but that's also earned. They don't feel that as managers we are consistent; like I said, the only time we would get communication is if stuff was due or if something went wrong and now we... Need to be processed and bla bla fish paste. There nothing comprehently, there's nothing... Yes. And even we do a values workshop, it's going to be because your values... Not

living up to your values so we are going to find a way to correct that, as an example. It's not something out of the... From... I don't know if you understand what I'm trying to say.

SP2 Yes, I understand what you trying to say.

SP1 Oh, it's difficult to out in words.

SP2 No, I understand that because it is... You can't just take it. So things... This is a glass, it's easy to hold onto, it's... As much as we want, certain aspects are... It's difficult to hold on to, yes. Other situations in which you have meetings and ask people, you know; I would like to have, from all of you, just to have some beautiful ideas and we write then on the walls how we, for example, can reduce some of the costs. Is that possible? Is that we... So that... Not that anybody just tells other people but that you share the...

SP1 It's possible. It is possible.

SP2 And does it happen?

SP1 It probably happens once a year when we bring stats in [inaudible]. And then we do have debriefs at the end of each event, so what happens is... What worked, what didn't work and what should we do differently going forward; we have those. Whether we that information is actually progressful... Sometimes it is, sometimes it is not. Sometimes if you doing it in the same space where what didn't work, a lot of things come up which makes people feel unsettled because they feel it's an attack on them and then they not in this prospect to go off to the next section. So what can we do to improve? So then they act like, [inaudible] I'm not... There's nothing to contribute. Then there's that... Because then we not open to constructive criticism.

SP2 And it is felt as criticism? So is that want to say?

SP1 No.

SP2 Is it felt? I mean, is it about...

SP1 I think some people do, yes; they take it very personally. So it's not easy to have an open conversation with certain people, because then it's an attack on my abilities and my [inaudible]. No, it's not actually that it's just... This is how it was and it's not you, it's just something we can work on going forward; but that space is not there and I think it's just the level of maturity I think.

SP2 Yes, and who is working on that? How can we create that? Because sometimes there is somebody responsible just to create that space in which it can take place, and of course you count for this, yes? You count heads, people on highways and so. So now you should be accountable and responsible. But holding the space that it can evolve as something very normal and naturally, who is starting that? Who's more or less...?

SP1 I don't know that anyone's responsible, I think the idea is that it should be... Each line manager should be responsible for creating that space. We've got processes and systems in place which... And even templates to guide conversations like that which should assist in monthly discussions that they should have their talent. Because it's not just what we [inaudible] but it's not really about that; it's about work, what are your goals? You've been doing this for two months, what are going to focus on? How can I support you in it? So that conversation... That spaces should start the conversation to allow that; so... And that's supposed to happen monthly. And then it all culminate to a... Our theory of [inaudible] but it's not happening as

regularly as it should; managers are over-capacitated, there's no time, the calendar's full; it's on and on and on.

SP2 And are the managers... It's their agenda is full and other people that have to report, can they say, you know, but let us have it in two days' time or...?

SP1 You can do that; some managers do, some managers don't so it's also... I think it's a management capacity. Are they trained? Are they doing what they supposed to? Because managers is supposed to manage, they not necessarily supposed to be operational depending on which level they are one, to which... Which function we... Because sometimes it's not always possible but part of their key KPA should be talent management and they not being held accountable for that. They not.

SP2 Okay, and what is the consequence of that?

SP1 Exactly what we talking about. People are not doing what they... We don't get sore when you tell them you haven't delivered that; according to me I have, you know, we have that concessions about where I'm not happy and suddenly you surprised when I tell you you're not performing. That relationship is not being built, that level of trust is not being built or the communication is not there. All of those consequences.

SP2 I a bit wondered, with sixty people working in the organisation, that are quite a lot of levels and there's quite a hierarchy. Can you explain me why that is? Because I don't want to say it's wrong or right, but, you know, you see different organisations and I would like to know why you choose to have this in this organisations.

SP1 I don't know; I can't answer that question.

SP2 How do you feel, personally, about it? That this is the case.

SP1 It's probably not ideal on two levels I think. For one, I feel that you're an entrepreneurially focused organisation but we are creating in our company a [inaudible]...

SP2 So there is a little bit of lack of consistency but that happens in all organisation but...

SP1 Yes, so we want to be entrepreneurial but we also don't want to be entrepreneurial. And being entrepreneurial means... To mean something that's different, being innovative about how we structure our organisation, how we structure even our offices, how we structure or communications, the way we work; is it entrepreneurial? No, I don't think so. So that's the one level, the second is... I'm not so sure that it's probably the most efficient because decisions take long to make, there's lack of communication. There's, like, ten thousand channels you need to go through to get your answer and that takes long; it gets dropped along the way, messages lost by the thin hierarchy. And it create this split between managers, your... Them and us; there's definitely that.

SP2 But who is responsible for organising this in that way?

SP1 Probably the ExCo... In charge. Probably the ExCo, yes, I think.

SP2 But it is not clear, what I understand from you, what the reasons are for doing it that way.

SP1 [Inaudible] it would be better efficiency because then the load is not on one person so it's split. Shared responsibility and so on.

SP2 Because I said, more often in these kinds of conversations, well I can imagine, you now, as a CEO you don't want to have a meetings with six... 59 other people and

all have their different opinions. But sometimes you can say okay, each two weeks somebody else will come up, part us from the group... That people say in the group... You now go and talk to the CEO with our new ideas. Can be all the time as well different people but you didn't choose for that. But what I learned from you is that you is that you don't know why it is structured and organised in this way.

SP1 We grew very fast so that's probably the best way to deal with that growth. So just appoint a lot of members just to oversee everyone because we grew fast, so maybe it was a quick fix without doing reporting probably.

SP2 But for the future it is even... You will grow faster even, isn't it?

SP1 I don't think by much because we are governed by what we call a steady state, which is what the...

SP2 Steady state?

SP1 Steady state, yes. It's our financial constraint which we have, which we need to stick to based on the numbers.

SP2 So this growth is not anymore...? It is not that you will grow...?

SP1 No. Because, I mean, question are already been asked for the board about why is there one program officer for ten students or something [inaudible]. They think we're over-staffed.

SP2 Okay. And why is it that they think like that of stuff?

SP1 I don't think they have any idea of what's going on because we're definitely not overstaffed in my view.

SP2 So there is a difference in how people...? How the management at top is viewing to yes or no over-staffed and what people feel and do when they...? At the work? Okay.

SP1 No, I'm thinking now. I'm trying to think of reasons for...

SP2 But it's important, yes? To... That this is also communication, this is also building trust; for example, if I'm really working, like, almost... I don't know how to finish this because there is such a workload and you have the idea that other people think this is not enough, and if we are over-staffed then... This are situations that have to do with trust, I would say. How would you respond to that?

SP1 Yes, it's probably true because they don't necessarily understand the work that's on the ground so they relying on what we saying but they don't [inaudible] enough for them to make a change or to act on it. Because their measures are the stats; so stats show that you not making your retention rate of 90% for our students or whatever the retention value is. So then that means you're doing your job because why is it 80% and not 90%? So you're not doing it right. Yes.

SP2 But are the conversations about it? Let's say that people would tell me...

Anna, you have to interview 20 like here and now I did only ten; that's a legal question, yes? Why did you ten instead of 20? But then I could say oh, thank you for asking because I really appreciate that; because otherwise it sits between you and me. Well because of... Not everybody was available; I send each day five messages; I called a few people; then also, some people were ill so they didn't come and this kinds of things. And I did that on Tuesday, on Friday five times and I'm glad that I can express because so difficult it is... Sometimes to interview instead of.... Twenty people. So this kind of... This also can give a bases, but that is based on trust, to communicate what is taking place.

SP1 I... The only place where that is captured is probably in the board reports and not even to that level because we don't have the opportunity to express that. We may have it in conversations with our managers but that feedback is also not necessarily fed back to us from... These are the discussions that we had at the board meeting, this is a area of concern, need you to explain and is it a EFG [?]. We don't really get feedback after board meetings; that would actually be a good starting point.

SP2 Yes. And so what else can you tell about the communication? Because we... It was already lot, yes? What you said about communication, that it is...

Communication is always between people that had their ideas, for example. That, you know, I have the feeling... Oh! I have a great idea; hey! And now I see people work on this... On that idea. How often is that happening?

SP1 Never.

SP2 Never?

SP1 No. So it's people working for...Who are ... Probably have a greater sense of resilience who will push their idea forward; it's a personality trait. You get those who have ideas but they're not going to suggest it because no one's going to listening to it anyway, and that's just personality type, I think... Of certain people, or mind-set. And you get those who will put a proposal through, push so onto it, I must get the budget, make it happen. But it's not because of the culture, it's because that's an individual who has a personality type who will push through and make it work. A level of self-assurance or whatever that is helping you with that.

Another example, which I just thought about now, was we re-designing the brand name, right? So we had a branding company do it with our strategy communications... And our talent said no. We all gather together once a year where we're just updated and everybody's together, other staff and we talk about... Full two days of stuff. So at that session Craig [?] presented the options... The kind of options for the branding, there were six [inaudible], we were going to vote on it... This business goes in that category, this.... Went through the whole shebang, got an email the week to say... Sorry guys, ExCo, which is the five members, have thrown out the options for branding; they don't like any... They're not going to go with any of it. We're going to start the whole process over; we're going to be sticking with our current branding for now. And then we were like... But was the point of going through, like, two hours of process and explaining that when... How we need to vote because our opinion counts or... Apparently it doesn't. That's the message that we got. Because 60 people were saying this is a great idea, we were... Majority likes this and then 5% maybe are not in and that we're not going to do it anymore. So what was the point?

SP2 I imagine that this is something that you really...

SP1 It created talking, so much so that a email went out because people are talking. So if you've got something to speak up... To say just email it to me.

SP2 Yes. But I understand that from... And now not as the person that is interviewing you but, you know, working for so long in HR with human beings, that is understandable. When you ask people to think of something and they're very enthusiastic and they come up with this great ideas, and then all of a sudden it stops because five people say no, no, no; I... Then I think you have... You need great... You

need good reasons. For example, if it would be completely against policy because there are words used that Allan Gray Orbis would never use, there are maybe...

SP1 It's nothing that we don't know... That discussions are happening in [inaudible] a trusting level about our visionary missions, it needs to be translated in our values. We not... Or we of yet then explain it to us so that we can understand.

SP2 Yes, I agree on that.

SP1 You know, so that type of thing. So that's not come through.

SP2 Yes, I can understand what then happens, I... You don't need to have a lot of insights to understand that this is not a nicest thing for people and that they... You really have then to communicate back. Even when you say well, this is our decision, we... And then you say... But I know how hard you worked on this and I can understand why you feel now sad or not, you know... Yes. And that's again trust or it's what you said before.

SP1 And then I'm just... Sorry, I'm just thinking of all this examples so sorry. On the communication thing, so you... Even instances were we rewarded recognition for long service; which is amazing, it's absolutely wonderful; where we give people a Krugar coin for long service, right? For seven years or something. Let's say not managers because managers get sabbatical. So the two talents got all this long-service at this particular seminar I'm speaking of and then in the week... And I only know this because one of them is one of my talents and she us intrigued by [inaudible]. Before... The day before... The afternoon before I started in paying, she was contacted because she was on sick-leave to say that... Just please be aware that tax requires or tax solves requirements... That we need your awarded [inaudible] initially will be taxed and so this month you will be getting R3 thousand less in your salary. This was the afternoon before we're getting paid, this person gets told. And that is just one example of poor communication, poor thinking. Like, it was the first time you doing it so I get that you weren't aware of it but surely there was a way they could have... So that it didn't have to impact her now, a day... Apparently they didn't know they filed so they couldn't consult. Yes, anyway.

SP2 Because it's a lot of...

SP1 R3 thousand rand for someone is not a joke if... You know, we're not all earning, you know... But that's just another example of where I felt communication... Well, thinking about how best to go so that you're not... Because it's disrespect. In my view it was disrespectful because it wasn't even a consultation. Is that going to be okay for you? What is the impact? And if it is, let's quickly count too so that we know. They were offered an opportunity to take a loan to cover the three thousand they had, interest free; but some people are already in loans and... That's just another example.

SP2 And also knowing what the consequences can be for people when they hear that, that they...

SP1 And how does that talent now feel in terms of trust? For managers, or management, or finance, or HR or how the process is run? Do I even trust? Because now I don't want a long service award because I don't want three thousand off my next salary. And then to get told that you're still not sure... What was the point? They're still not losing because they got the Krugar rand. Oh, that's maybe point. This is the process in the communication in the communication on process.

SP2 And you said something about... That people are rewarded like that and then there are others. The managers get sabbatical; and what does that mean?

SP1 Three months.

SP2 That they can go on sabbatical?

SP1 Yes, three months sabbatical. Yes, three months sabbatical; you can go off. One month is paid, one month is annual leave and one month is unpaid.

SP2 Okay. Yes, and does that happen often?

SP1 Yes, a lot of it's been too late; only one person's gone so far because of work deadlines and demands. People have put it off because it need to happen in the year that you, sort of, are receiving it so there's about three people who have pushed it back. She took it in this year and we're already in July and still haven't taken it but I don't know that there's probably arrangements...

SP2 Okay, and you also can then take only one month sabbatical so that...

SP1 No, I don't think so. Only three months.

SP2 So all you have to do, the three months or nothing? Okay but because there is one month if not being paid.

SP1 So you need to have a plan for that.

SP2 Okay. In the seven years that you save some money to cover that months.

SP1 Annual leave. You will probably have enough for the...

SP2 Yes, and you have...

SP1 Even if it's no... Yes, if you don't have leave then it's unpaid.

SP2 But you can do other things in the three months? Okay, but I imagine... How does it work? You can do whatever?

SP1 It's not [inaudible].

SP2 Okay. Oh yes, that would be different... Just to share something of working for ING, they would really strictly look into that because not other positions are always allowed to do next to your work in ING. So, for example, if you would say I want to go for study leave for three months. They'd really like to know what kind of studies and that might be possible because we're very generous in education and training. But if you would say well, I want to work and then maybe for an organisation that we thought... Oh no! That's all the time in the... In the newspapers and very bad brands or very bad images... No, then we would honestly tell, this is not a good idea because ING like... That we can connect with this organisation so really you cannot work for this organisation. Yes, so... But this is free, what I mean?

SP1 Yes, it is.

SP2 Then I have another question because we talked about communication, we talked about branding; how do you make sure that suppliers... For example, people who work on your software and all, you know, all kinds of people that bring in systems... That they handle and organise themselves according to the same values.

SP1 I can't really answer that one. I couldn't [inaudible]. I'm not sure of that.

SP2 But you know what I mean? For example, if you would outsource your equipment's to other people to a company that is specialised in that. How do you make sure that they are so aware of your values that they sit, almost, on the values? You know, this... That kind of things.

SP1 I don't think we have a [inaudible] in our process to do that. From my experience, I've never definitely [inaudible] the functions. But it's just... I mean, an

initial meeting to discuss who they are, what they've got, where they stand and of course... Yes, and their track-record, I suppose.

SP2 Yes. Okay then I have still a last, kind of, question. In a very healthy organisation, let's say... Again as a metaphor, the body; everything is on a highest level of coherence, so it works perfectly together. How would you define and say that the Orbis Foundation is working coherence? You may put it on a scale from one to nine, not to ten.

SP1 I would say a five.

SP2 A five. So there is still something that we can improve, yes? Okay. Is there something else that you like to share when it comes to health and the healthy organisation?

SP1 Nothing more specific? Maybe just that... I don't know if it's generic, I don't think you can generically say this is what defines a healthy organisation because I think for every organisation it's different. For [inaudible], planning that their employees are not there, what type of organisation... So what is healthy for me may not be healthy for another organisation simply because of the needs of that people that are there and the needs of the business are different. So there may be generic ones but I also feel it's not a blanket so you... I don't know, I'm speaking just off my head, just from wherever. I don't know if we can say A, B and C; a list of 5 to 10, if you've got this then you're a healthy organisation because...

SP2 Well, for... To make it easier for you, for me very... It's so sure, you know, and I don't say... Tell that because I want to criticise people but maybe I was, I'm not sure. Home Affairs absolutely incredible, incredible unhealthy. I think they should be closed and just start again. That's so unhealthy. Telkom is not working well; it's an unhealthy organisation. So you see hospitals all over the world are quite often very unhealthy because the nurses and the doctors have burn-outs very high level, are often addicted to drugs and alcohol, they work too many working hours, how... Who's taking care of the care-givers? So I think worldwide we know, you know, if you have child-labour it's very unhealthy; if people make too many hours, you know, if people work in the street and they smell all the time, you know... Yes, this kinds of things is quite unhealthy and I think we know quite often... Quite well, you know, how people work together; is the all the time competition? Is there rumours, gossip? Or is it the people... You know, we can be very healthy in our body and minds but still then then we feel like... Ah! I don't know what happened to my... You know, and still you feel healthy and that's... You know, there is... Actually, it's normal. Our systems are not always every day as healthy as the other but still we have an idea; we still all of us have an idea. So therefore I come back to you, how healthy is this organisation in your opinion?

SP1 A six.

SP2 A six? Okay, and I will not...

SP1 Out of ten.

SP2 Out of ten, yes. So it's sufficient but it can improve. Especially, what I hear from you is, communication; more transparency and...

SP1 Work-life balance.

SP2 And work-life balance. These are the important elements that are important. Well, thank you very much.

SP1 Thank you.

SP2 I will stop with the...

RESPONDENT 10

SP Speaker

SP1 My name is X, surname Y. I'm the finance manager here at the Foundation. Well, I've been here... This is actually my seventh year. I joined the company in September 2009, yes, so I'm approaching seven years this year.

SP2 Okay, thank you. Well, welcome and thank you for helping in this research project. What I'd like you to talk about based on your experience is about the values of the Foundation.

SP1 Well, we... Obviously, we do have our own values as a foundation. They are embedded in our daily operational operations and in terms of our performance contracts, I mean 20% of our performance is aligned to our values so we take our values very seriously and I think the... Our culture as a foundation in terms of trying to align those values into our daily operations proves to be fruitful, because on a monthly basis we do a spot check to see if we're still aligned in terms of operating in terms of the values, yes.

SP2 Are certain values for you, the observer, easier than others? Can you tell me something about that?

SP1 About the...? Can you repeat the question?

SP2 What values are a little bit maybe easier to live than others?

SP1 Well, for me... Fortunately for me, yes, well, I'm in the finance field and I think most of the Foundation's values are aligned to my strengths. And being futuristic, strategic focused and stuff is much more easier for me because the Foundation's values are more aligned to my personal values, so it makes it a bit much more easier to sort of be on top of my game so... But what... In general, I feel that there's still a lot that still needs to be done by us at the Foundation in terms of embedding those values into the organisation wide population. Because I'm sure that at times we would tend to focus on the job at hand and not look at how does this replicate into the values and to the overall vision of the organisation, so I think there's still room for improvement in terms of that.

SP2 Yes, I can imagine. Can you give me an example where you feel and observe this is really something that we could still improve?

SP1 Well, for me, I think there's quite a number of tools and training sessions that we undertake, like strengths; identifying people's strengths and identifying people's learning styles. And but I feel that even though we've got that data or that information, at this stage I don't feel that we sort of try and tie it back to people's performance contracts. Because we've got all this information, but in terms of it adding value in terms of the day to day operations, that we still need to do because I don't feel we're there yet, even though we do have the information.

SP2 Can you give an example of that, where you say, well, when I see that we could still add more value to that?

SP1 For an example, as I've mentioned with my strengths, I have a team that I work with and they've got their own strengths, but each of our departments or functions is a higher pressured environment and people with different learning

styles and different strengths. At times it's quite frustrating because, some people, they have relational strengths but the nature of our function requires that people be on the move on a regular basis. So at times, some of the strengths don't really come out into play because of the nature of the organisation, because of the nature of our role of our department as finance. So I feel that perhaps when we scope some of the roles, we need to... Or when we appoint people we need to look at those strengths and see if they best fit that particular role, because sometimes we normally do those assessments only once they're already employed; so I think there's still room there as well for improvement, yes.

SP2 I think that one of the values [?] to show courageousness as one of the pillars, so can you tell me how that works out in for example your organisation and very specifically in your finance department?

SP1 The courageous commitment?

SP2 Yes.

SP1 Well, I think that that's one of the pillars that we're literally living as the finance department. I know that the team, including myself, there's that cohesion amongst us a team, that unity. No job is too big or too small for the team. There's that willpower, that everything that comes our way, we'll tackle it. So I think we actually do live that particular pillar, courageous commitment, yes. I mean for [inaudible] why, I mean we've been one of the top performing departments so I'm quite confident that that particular pillar, courageous commitment, is one of the key strengths of us as team.

SP2 Okay, for example, as I told you I worked for a bank. Especially these financial specialists sometimes dealing with certain people's money, you know, that I say well, risk-taking and courageousness, hopefully not too much. But can you respond to what I've just said?

SP1 Risk-taking and courage?

SP2 Yes, in the Finance department where you have to sometimes really calculate every cent that you spend; so how does that go together?

SP1 Well, we are a diverse team and we come from different backgrounds. Some of us come from an investment background, others management accounting, others financial accounting and I think for me, having clear goals and thorough documented processes, I think there's... There are control measures in place to ensure that we try and reduce risk as much as we can, and also in terms of confidentiality of... Finance data is quite confidential so we have to... We are blessed [?] with that. As I mentioned, I think our processes that are well-documented and the controls put in place actually ensures that we are very, very low risk profile as a department.

SP2 Yes, so therefore I ask how does it feed in the value system as being courageous?

SP1 How does the risk-averse culture fit into being courageous?

SP2 Yes.

SP1 Well, as I've said, there's... Even though because we allow the team to explore, to be creative, innovative; but whatever we do, we are aware of what the consequence might be. So as long as people play by the rules, they adhere to the set controls. So we do encourage people to have that courage to be innovative and creative, but whatever they do, they still need to operate within the set parameters

so that we ensure that we don't cross the line and be exposed in terms of the finance risks that we've identified.

SP2 Yes, you mentioned innovation and that's also something that I like to know more about. Can you tell me a little bit more about what was the most innovative thing you did over the last half year or maybe a year?

SP1 Myself or the team at the Foundation?

SP2 At the Foundation maybe and the team just...

SP1 Okay, so the team, recently we... Well, [inaudible] with that team now. We... Firstly, we changed quite a lot of systems, the first one being budgeting. So previously, we used to do budgeting using Excel spreadsheets, now we've sort of changed that. We have now implemented a system called IDU. It's a software that we're using now. Obviously in terms of change management, people having to adapt to that system has been quite a bumpy ride but I think people have adapted. So I think that was one of the big projects that we have embarked on from last year until now.

SP2 Did you invent that? Was it your idea? So let us make and create a software for ourselves that works better?

SP1 Yes, so back in the day when I joined the Foundation, when it comes to budgeting... We called it zero-based budgeting but the nature of it, the look and feel of the budgeting process, was more on standard costing and it did not actually give us the detail of the actual costs that we carried as the organisation. So I then introduced what you call activity-based budgeting, and that was all done in the actual spreadsheet so you could see everything but now the actual spreadsheets were not... The budgets were fine. When it comes to the actual reporting in our finance system, Sage Accpac, there was no alignment between the two systems and so we decided no, we need to get another tool that would actually talk to our finance system, that being ideal. Yes, so basically IDU is an upgrade of our refurbished spreadsheets. Yes, but we needed a system that would be accessible anywhere so that we can have real-time data.

SP2 Yes, so that was one of the main projects of the... And how did you communicate that with the other people of the Orbis Foundation?

SP1 Well, we... I think in terms of... I think actually rolling out this particular system was quite a challenge because we were pressed for time. Because at the time that we started implementing that system, we were close to the time that we needed to start budgeting, so it was a catch-22 situation. So I think we could have done it better and I think we have learnt a lesson in terms of scoping the project and identifying change management processes, that kind of stuff. So it was quite a bumpy ride, however I think ultimately the system is working fine and people are adapting so they... But obviously, it upset... The planning was not up to scratch so the implementation was quite bumpy, but eventually I think we are starting to see the light at the end of the tunnel.

SP2 But I can imagine if you do some innovative, creative new things, then because it has never been done before, that also sometimes you are not so sure about the outcome. That is also that part of taking risks and then be able to...

SP1 Yes.

SP2 So how did people respond to that?

SP1 Well, when the product was sold to us by the vendor, they promised us heaven and earth so it looked so glossy and this beautiful thing that is going to solve all our problems. And as you know, the sales people, they will promise you heaven and earth for you to buy their product and the way it was explained to us, it sounded so simple. But I think for me it was more of them understanding our culture and our business processes, how we operate as an organisation. I think they did not do an in-depth analysis of our systems and how we operate and so now, in terms of customer using their product to suit our needs, it was quite a challenge on their side. Because I think they assumed they understand what we're doing without doing an in-depth analysis of [inaudible] systems so...

But I think with my interest in information systems and finance and general management and my institutional knowledge, also with the support of the team, I also tried to play a middleman in terms of ensuring that the product that was promised... And my internal customers being my colleagues, I tried to sort of bridge [?] that gap so that I can sort of satisfy both needs of the two parties.

SP2 Who made the decision to go to this new system? So who was working and negotiating with the supplier of the software?

SP1 So it's us, the Finance team. That came with the suggestion and then we pitched the idea to the CEO and the board and the project was approved and then we went ahead. But I think... In fact, the issue was on our side actually because we sort of delayed the project up until the last days due to so many projects that we were trying to embark on, so we were not focused on one thing. We tried to do so many things at once. I mean we were [inaudible] organisation so we tried to like try new things, that kind of stuff. So I think this particular one, sort of based on what the service provider promised us, we thought it would be an easy peasy job to do but it proved otherwise. It was quite an intense project, yes.

SP2 Sometimes you really shout [?] oh, why did I start with this?

SP1 Yes.

SP2 I can imagine because sometimes, you know, it's like building a new house or renovating an old house and then you weren't aware of electricity. Whatever, it always takes longer. So when it comes to communication in the organisation, because out of the research, communication is important. So can you tell me a little bit how you experience the communication between you and the other departments, between you and the management of the whole organisation to the talent. What is your experience of that?

SP1 When it comes to communication, I think we have an open door policy. I would not... Well, I have not experienced other. I don't think... We're not that bureaucratic. I mean anyone can go to anyone and have a conversation about any particular subject or matter that they're interested in. And I think we're doing okay when it comes to communication, bottom up and from up to the bottom; both ways. Because on a regular basis we have... For instance, we have... On Mondays, it's a wrap [?], so where all of us, we meet at the canteen and lunch together and then we give updates on what is happening and what is going to happen in the few coming weeks or months.

And also, there's a session called Function Forum where all managers meet on a monthly basis. So after those sessions, the managers will then go back to their respective departments and give feedback. And also, in terms of the organisation

wide location, I think on a monthly basis our Strategy Communications department, they will send us communication either via email or other form or mediums just to inform us what is happening and that kind of... So there is a regular communication channels between management and staff, yes, and staff together.

SP2 If somebody would ask you [inaudible] and I ask you now, what is something that you appreciate most about the Foundation?

SP1 Okay, I think for me what I appreciate the most about the Foundation, the Foundation in general. I think I love the family centric kind of a culture. I think we're family centric. We... I think we're considerate of the fact that people at times... The nature of our business, people work long hours. Sometimes they work over weekends and I think we do acknowledge that, and I think we are a family centric business. And I think for me personally, on top of my team, the Finance team, I mean we are a learning organisation and I think we... There's a room for people to be innovative, to be creative, to come up with new ways of doing things, so we're allowed to do that. At least, I allow my team to do that and I think that for people to actually grow and be confident we must allow them that space to be innovative and come up with new ideas, new ways of doing things. I think that's what I appreciate the most, is there's room for growth. There's potential for people to grow and do big things.

SP2 Yes, and then of course there is [inaudible] that shows that sometimes we've called [?] the opposite. What is... What are certain things that you less like? I don't say not like, but we can less like. We can think okay.

SP1 Things that I less like?

SP2 Maybe it's nothing, but...

SP1 Well, I guess... There are things that I less like but I guess because I've got access to lots of confidential information I don't think it would be appropriate for me to talk about some of those things. So thing that are general that I less like... I think one thing I don't like about the Foundation is at times people are reluctant to change so there's that mentality, we've been doing it this way so why change all of a sudden? I think at times our culture sort of overpowers the strategy. So you'll have a strategy, that is how we're going to operate in this financial year and then the plans are there, they are put in place with board and executive. Now come following financial year, I think culture just scraps everything, just overshadows everything that has been planned. So I think we sort of need to strike a balance between our strategy and culture, because I think for me... I mean it's a fruitless exercise to have strategy session and then when it comes to implementation, you forgot about what you planned. You just go back to square one, to default to the culture. So I think that's something you need to look at as an organisation.

SP2 Well, you know for the research, for me, it is not that I will write down in the Orbis Foundation, you know, and then I talk about things that normally you would call that needs to be in the organisation and not going outside. I'm not interested in that but you know, I try to see what is it, you know, that's... What makes people happy? How do they like to work for? And then there are also certain things that sometimes, you know, you think this can be improved and let's not criticise the organisation, but it's normal. I think when we are able to talk about certain things, then of course it's easier also to change it. If I go to the medical doctor and I'm not

feeling well, then I forget to talk about all the things that bother me, then of course how can he give a good diagnosis?

I think that when it comes to a healthy organisation, the people find it quite normal to express what still can be improved and what they less like. This is absolutely... I'm not so sure that I like this, because they feel it's open. You know, it's normal to have things that you less like and we can openly talk about. Like the health of our body that you express to your doctor or to your family members. I don't know but I have so much stomach problems. I think I should change a little bit my diet or maybe a little bit less stress.

That is the background of why I ask this questions and not to be, you know, informed of all kinds of rumours. That is not my interest, so then you have an idea, but just to see all the common patterns that take place in organisations. And I've worked for many doing recruitment, you know, and I can observe, you know, all kinds of things. And without judgement, just making observations and hey, did you know this? And then how can we improve that? Do you want to improve it or is it okay to leave it like that? Sometimes people just leave. You know, if I grow older, I get some more wrinkles. I don't call it so much unhealthy [?]. I just want to have them. I don't want to have Botox.

You know, these kinds of things, that is what I want to talk about. Yes, so that is more like healths [?] and you know what you like and less like, that kind of thing. For example, in an organisation, I less like when there is gossip because I don't know what to do with that. So that is what I less like, and I am very open. If somebody has [inaudible] I say but why? You know, let that person come in so that person can hear what we just said, otherwise it's gossip. But that is then what I personally wouldn't like so much in an organisation and also not in my family, so therefore a little bit as a support to you, that this is a little bit what I'm looking for.

SP1 Okay. So I think for me, one of the things that I've thought about just now is some of the requirements by our legislation, like your employment equity. I feel that there's still a lot that we need to do as the Foundation in terms of meeting the targets, employment equity targets, and I feel that we're not doing much about that. I'm not sure if that's reluctance or if it's part of the HR plan or strategy plan of the entire Foundation, but I feel that we need to accelerate the process. We need to get it going.

I also... I think some instances where I sort of picked up unfair discrimination amongst talent, whether it's based on gender or race. I've picked up some of those elements now in my duration here.

SP2 And that is always difficult to talk about. I realise that very well [?].

SP1 Especially when... Because now with me... For instance, I'm at a crossroads. There's... I mean some ethical dilemma because now I've got access to this information because I work with it, so I can't use it to argue my case so...

SP2 That I understand.

SP1 So stuff like that. But I think for me, the employment equity, meeting those targets and also if you can try and treat everyone equally, with respect and [inaudible] they need to be treated equally.

SP2 And so there you say there is still space to do that. What are the little bit of numbers of equity? Is there still a long way to go or do you think we're almost there?

SP1 I think we're almost there. I mean there's been some changes here and there, but I think the pace at which we're doing things is rather of a snail's pace. I think we should fast track that process so that we can have at least a healthy structure, a healthy representation of the South African demographics.

SP2 What should be done to realise that? What is your idea? What should be done?

SP1 Well, we do have... I think it was last year when we selected or rather elected a committee as we called it; an EE committee, employment equity committee. I think they meet every second or third month or quarterly at least. But I think for me... I think there's... I think they need to communicate to us on a regular basis. They need to give us feedback as to what is happening, because currently we don't get that regular feedback from them, from that task team and so we don't know what's happening in that space. We know that they meet and they discuss stuff, but as to what are their set goals and what are their milestones set and how to achieve those goals; we don't have that information as yet. I think if they can at least communicate to us what will be [inaudible] want to know as to what are the plans of that committee and where they are and who's watching those goals.

SP2 And this open communication about that? What is taking place and how to do this [?]? And from that committee that everybody knows this is what we do, this is what we want.

SP1 Well, currently... This is what I'm saying, I think they need to communicate that to the entire organisation and say well, this is what we want to achieve at this certain time and the milestones that we have set for ourselves to achieve. And then they maybe on a regular basis give us status feedback to say well, this particular month we've done this. The following month we'll do that, so that's... These are the milestones we will be tackling in order for us to reach this particular goal. But at this stage we don't have that kind of feedback. Yes, we just know that there's an EE committee that meets on these intervals.

SP2 Yes, because if you would have, you can also from your position give some suggestions how it can be better, what can be done, coming in with... I don't know. Wonderful candidates, I don't know, that you know. Qualified, you know, these kinds of things that makes it easier. I understand that. So for example, I always say, you know, a healthy organisation, like with body when it's healthy, the cells like to work together because you know they like to support. If I want to go up to the door and my leg doesn't go, I go to the doctor and say there's something wrong with my leg. It doesn't want to follow, you know, to the door. So cells like to work highly together in a healthy organisation, but there is also joy. You know, if you feel healthy then there is passion and joy. So is... How... Can you explain what you observe in the organisation? Do you feel it's here, it's there? Like on Friday, you're back from holiday and you think yes, it's Monday, go again to work. How... What is your experience about that?

SP1 Myself or...?

SP2 In general.

SP1 In general?

SP2 Yourself, yes. There can be a difference.

SP1 Well, I think for me it's... Personally, for me I think it's sort of a rollercoaster ride. One moment I'm here, the other I'm there; obviously due to certain things. I

think for me, for the past couple of years, I think when it comes to... I think what kept me in this one organisation for so long; I think it's around job satisfaction. I think even though when I compare my pay to my peers elsewhere... I mean I'm way less than what they're earning, but in terms of job satisfaction I think I'm satisfied with what I do and the space that I'm operating in in terms of being able to do stuff that I love most.

But again, I think what we need to do as an organisation is we need to not be complacent about that. Because at times I think most people tend to fall into this trap of once they see that their people or their teams are intact, they tend to just relax because everything is running smoothly, not trying to dig deep and understand what are the issues of the individuals in those particular teams. I think if we can... Well, I've raised it once or twice with some of the managers that I think we need to look at individuals that operate these teams, because I mean if you just look at the output and not look at how you got to this output. Look at individuals because individuals, they have their own needs, so we need to look into that because I mean you cannot just bank on job satisfaction that people have, because there are other needs that people have and as people we...

What I like to talk about as well with my peers is we need to try and understand your people and look where they are in terms of that Maslow's hierarchy [?]. Because you cannot treat everyone as the same way, because people have differences and they are different stages in their lives so we need to look into that. So I think for me, yes, because I've seen some people produce superb results year in and year out and all of a sudden they just... They shut down and obviously there must be something wrong with that particular person because you know they perform extremely well. So I think stuff like that that we need to look at the individuals and not just look at the job that needs to be performed. So we need to have a bit of both, the job and the person that actually produces the job.

SP2 And can you give me... Why does that not happen in the meetings on Monday, that people tell, you know, about these kinds of things?

SP1 Well, in our Monday meetings we just talk about general Foundation stuff, not necessarily individual performances and that kind of stuff, no. So we talk about that stuff when we have those one on one sessions with our managers or with our direct reports. Yes, so we do raise those in our one on one sessions, yes.

SP2 Okay and are they taking place often, the one to one sessions?

SP1 Yes, one on one sessions. We try to have those as much as we can, at least once a month minimum. Yes, so we have those sessions, one on one sessions, at least once a month. And in our team as Finance, every week on Monday we meet just to see what's happening with the team and yes, at least every second week I'll then meet with my team, with my direct reports, just to check where they are and how they're doing. And then on every month, once a month we'll have the formal one on one session where we check the progress of their key performance areas and what they're struggling with, how they want to be helped and that kind of stuff.

SP2 But still, are you feel it's not enough because there are still things that you said can be improved for...? So that you'd know a little bit more about personal individual needs?

SP1 I think for me it's... It has not been part... It has not been embedded in our culture to... Or rather in our performance management systems to actually look

more on the individual because we mainly look on the key focus areas, the tasks that they need to perform. I think we need to sort of maybe deliberately put that component as part of the deliverables of that particular individual, so it should be one of the checklists when we do those one on one sessions to check the person, how they are doing and where they are at. As I've said earlier, we have all this data about our people, like their learning styles, their strengths, their MBTI [?] scores, that kind of stuff. But in terms of taking that data and adding it to that person's profile and trying to get meaningful information about that, I think at this stage we're not doing that. So there's lots of stuff that we know about people, but in terms of taking that and doing something about it, we're still not... There's still that gap that needs to be filled.

SP2 To make sure that I understand you, is it more like you can go to the doctor, the blood pressure is okay. They check your blood, everything is okay. And then the doctor says you're very healthy, but you feel I'm here because I feel horrible?

SP1 Yes, exactly.

SP2 So sometimes it's more than the knowledge of the BMI [?], the blood pressure and the... And nothing wrong in the blood but still you can feel horrible.

SP1 Exactly.

SP2 So [inaudible] indeed sometimes what's... Yes, how do you create that space? You know, because some people don't want to talk in their working environments about, you know... Like I'm sorry, but maybe they don't want to talk that maybe their partner is an alcoholic. You don't know. Sometimes people are very open to that, so there is... And so there's always this balance; what can you ask and what can you...? Is that what you mean?

SP1 Also, I wanted to add on that actually because at times... For instance, myself, I'm an introvert. I love my own space because I'm very analytical. I'm focused. I love to solve problems and love to [inaudible] and that kind of stuff. Now for me, opening up and expressing myself at times quite a struggle. Once I do that and then I don't get a... Because once I allow myself to be vulnerable and express myself and then I don't a feedback or a follow up in terms of what I expressed, then I tend to lose trust. Because I think that's one of the other things is people, they open up and they express, they become vulnerable and there's no feedback. There's no action after that, then that's when they start to just bottle up and do their own stuff, and that's when things start to go the other way and yes, I think we... There are things we need to learn. As I was saying, we need to look at the individuals and have a plan of action to say well, this is the situation, how do we then try and mitigate? How do we try and solve this particular issue? And not just have a plan, but actually action those plans, yes.

SP2 So it is about the feedback that you miss and also the action that's taken. Because sometimes there can be not taken an action, because sometimes if something is happening in people's families it's maybe difficult to go to the family and then everybody that... It's not nice [inaudible]. It's impossible as an organisation, but even that you can give back the... You can give people like, I listen to you. We acknowledge what you said, but because of this it's a bit difficult or impossible because not always... We cannot always solve, but I... That is also not what you are saying when you said I like feedback, and if I don't get feedback I'm saying what's happening?

SP1 And also, in terms of feedback, I think one of the things I think people are aware of... Not aware, afraid of, is to give non-favourable, like negative, feedback. But I think for me, feedback is good whether it's good or bad, as long as you give someone a feedback; because now if you're keeping people in suspense for a long time, then that's saying something about you as a leader. It means you don't like being in uncomfortable situations where you give unpopular feedback. So I think for me, we need to learn to give feedback, whether it's a good or bad feedback, as long as you give feedback at an appropriate time. Yes, so we need to have that feedback look, yes.

SP2 Okay, I think we covered a lot of the questions because this was coming out of the research, that when it comes to a healthy organisation that there is, you know, self-interacts and there is not really a leader. It's not that the head is just telling when we hurt our knee, oh; you have to send pain signals. No, immediately the cells in that surrounding will make that happen and you feel oh, my knee! You know? So that is what is taking place in a healthy organisation. It is about values. It is about coherence. It is about communication. These things came out of the research and my data and literature, so therefore all these kinds of questions. And I want to stop the interview now. I do it...

Respondent 11

SP Speaker

SP1 Yes, it works.

SP2 My name is X. I have been with the foundation for the past five years, in September it will be six. And I work as a scholarship development manager.

SP1 Okay. So as I told you in the introduction when we were still not taping this, that it is all about the healthy organisation. Out of the research, what is important in a healthy organisation, is values. So I'd like to invite you to talk a bit about the values of the Orbis Foundation and how do you experience that.

SP2 One key value that I raise first and foremost is integrity. Integrity is a core value that is required in the lives, not only as adults but just generally as a pupil. Particularly looking at being able to work with beneficiaries and ensure that they entrust all their information, their difficulties, their progress with you as a member of the foundation, and as a person who holds integrity closer to his heart, you need to protect those with all you have. And also in my dealings with my colleagues, I must be able to keep my word, promise, and also ensure that what I am not able to do as well as expected, I need to accept that as a challenge so that I can get development.

Furthermore, excellence is one of the other values that I embrace because I don't believe in mediocrity. We're being trusted with very young lives, and we're not open to error. So I cannot do less than excellent because doing less than excellent will make history to hold me accountable in future. And I'm like a doctor whose mistakes are really great. We find that the mistakes that we have as development of people, with development of individuals, our faults will just be full all over the streets, and they will be the source of all the chaos that is out there.

They might be drawn to crime, they might be drawn to a whole lot of other things. So I think these are the two key values that I hold very close to my heart.

SP1 And if you look into the organisation, because you're in Johannesburg, yes? So do you experience that each and every moment when you are in the Orbis Foundation, also here, that you experience all of them, embrace this?

SP2 Well I wouldn't say all embrace. I think in thought there is a leaning towards embracing. But there are moments when you realise that excellence is compromised. The person does something, but not wholeheartedly, and you realise that that would be a challenge. And there would be a number of reasons that would be for that. One is the person's readiness to can execute, because at times a person is recruited, comes on board, and then is expected to hit the ground running. So it's important to make sure that those kind of individuals that come through are actually given the capacity to excel.

If you have served out about what you can offer, it may compromise the quality that comes through. So it is important for us as an organisation to ensure that those who come through in new positions, whether they've been in the foundation for longer or not, one may have started at a certain level, now when they graduated they should become a city graduate to ensure that they're able to execute that managerial level. So that's one of the things that I think might compromise when it comes to excellence.

SP1 And can you...? Can you tell a little bit what type of examples where you feel in that case it was compromised? Just to make it more clear for me.

SP2 For instance, if you... If you have... Just struggling for examples, but it's okay. Like for instance you may have a colleague who has to arrange your travel [?] as an example.

SP1 Okay. Yes.

SP2 So you'd provide them with the travel request form, which stipulates your dates, your times, etcetera. And then on their own they may decide. For instance, I've indicated I need a transfer from home to the airport. And the person may decide, I'm not going to book that, instead you'll drive to the airport. And then they put that on your itinerary without having spoken to you.

SP1 Okay. Yes.

SP2 Then you enquire, but why has this shifted? And then you get something like, no, things have shifted. Things are done differently now.

SP1 Okay.

SP2 Whereas under normal circumstances if there is a shift of policy then there should be that openness with the entire foundation to say there is change that is about to happen. It can happen via an email, but also it needs to be monitored as change management comes through. So another example that I can give is where you have a session where we need to develop other scholars. And the session is carried from eight o'clock until half past four.

SP1 Yes.

SP2 But you find that at four o'clock a person wants to have the whole program finished. And there is a reason for the timing.

SP1 Yes.

SP2 So what it means is that... Like highlight mood [?] of compromise having happened, you cut corners, so that you can finish 30 minutes earlier.

SP1 Okay.

SP2 So those are the kind of compromises, compromise to the quality that I'm referring to.

SP1 Yes. What can...? What are consequences of that?

SP2 The consequences at this moment are not clear, not communicated. Because also as a young organisation [inaudible] that there is this sense of family which tends to impact on the quality. Instead of me coming through to you and saying, Edna, you're not doing this correctly. And therefore you get three demerits. It's more of forgive, forget, analyse your system.

SP1 Okay.

SP2 So we all have our flaws, you know, that kind of attitude.

SP1 Yes.

SP2 And then forgetting that at the end of the day it's about the beneficiaries. If it's with the person who has to book my travel, it's in a different department.

SP1 Yes.

SP2 If it's a person like where a delivery has to be made, if it is a person who reports directly to me, I'd be able to speak with that person and reprimand them.

SP1 Yes.

SP2 So and that may also have an effect on performance review. So... But if it's someone from a different function, it's difficult to can actually bring them to book because you naturally do not supervise them. They're supervised by somebody else. So it would depend on who handles the report, from you about the challenges you've experienced. So if they decide, you know, we're going to follow through, then it can be done. But if not, then it becomes a problem because that would trigger.

SP1 When it comes to excellence and the values it's also about what is important also when we look into the research communication. So can you...? Because especially when you're not in Cape Town, how is it going? What do you think of the communication? Are you always aware of what is happening in the organisation?

SP2 I believe there is a fair amount of communication that is happening. Either there are grouping needs that are being sent through from the exco, from the finance, from HR, that kind of communication comes through. If it's something that pertains to the Cape Town Office it would be given to the Cape Town office alone. If it's something meant for entire then it would be shared. And it reminds me of a period when we were sort of over communicating.

SP1 Yes.

SP2 In that I would drop a group email, then I'd be out for 30 minutes, I'm going to the shop. So we've stopped that at some point because it... While it created an opportunity for everyone to know who's where, when, what's happening...

SP1 And nobody really can...

SP2 Yes, to some extent it was sort of over communicating.

SP1 Yes.

SP2 A person in a different function does not have to know that I've left for the hospital for 15 minutes. But then if we maintain that within our smaller teams then it becomes easier. The person does not get frustrated when they don't find you. So in that kind of a smaller space it's important for us to continue that. And organisationally as well it's important, but also within the different functions. Like in our scholarship section we have a management group that we not only

communicate via email, but there is also WhatsApp group that we have. When we have our events within the scholarship there will be a WhatsApp group with all the participants there, knowing every movement of every member.

If we say it's time for your debrief, let's make it ten, everybody comes through. So I do not have any qualms in terms of communication, both organisation wide and with different and smaller sections.

SP1 Okay. So for your you it's easy to make contact with people. And do you know what is alive in all the departments? With alive I mean you know what is going on, what people like, what they dislike?

SP2 I think with the... Because I've spent the first three to four years working in the Cape Town office, and we've had opportunities to interact socially and otherwise, and you find there is openness, there is warmth, and from different individuals. So we remained more as a family of Allan Gray talent rather than some sections of individuals in play that are not working together. So there are certain things that I know these would be the preferences for person A, these are the preferences for person B, etcetera.

So and also what is not usual with most of the people who will be occupying high managerial positions like your CEO, like your head of programs, like your head of HR, like your head of finance, contrary to expectation they've broken that mini-sphere [?]. That mini-sphere would be where they are the high and mighty, they're very far away from the people. Once in a while you see them in the lift. But the approach is completely different. They show humility, they're on the ground with everybody. Share the same canteen. And you don't see anything that says this is for the head of programs, this is for the CEO. It's more of this is our organisation and then we all belong to it.

Whereas we'll be able to stop and flourish together. You can stop at any given point in time and ask a question. He won't say I need an appointment and stuff like that. So that kind of thing shows the true belief that they have in leading the organisation, because you can say one thing and do something else.

SP1 Yes.

SP2 But definitely they practice what they preach which is quite [inaudible].

SP1 If we look at the strengths of the Orbis Foundation, what in your opinion are the strengths of this organisation?

SP2 I'd say one big strength that we have as an organisation is the quality of talent that we have. We recruit very strong willed people who are willing to put a hand into everything. So the culture and understand it's from way back when the organisation was still smaller. So when you had five to ten individuals working for the foundation, when there was a selection camp or something to do with that everybody stopped, they joined forces, and then ensured that the selection camp happens. So even now, if you have a scholar development camp we don't rely on the members of your team.

SP1 Yes.

SP2 The guys in fellowship would come and assist, the guys in finance would come and assist. HR would... Everybody comes through. So we've got a very sound culture of willingness to help and then we also have the people development as one of the areas of concern. I mean, one of the areas that we examine. Studies have been found that encouragement for people to study is also there, and I'd say

another very important part is the belief in the beneficiaries. So people come through, they have heard... In fact, you may not have heard about what Allan Gray's vision was when he started the foundation, but once you get that you embrace it. You align your own vision with this one.

SP1 Yes.

SP2 And it's not like you're coming to work.

SP1 Yes.

SP2 It's like doing something that you're very passionate about. So there is a large majority, there's a majority of our talent here that has that kind of thinking. And naturally doesn't apply to everybody. There are people who are disgruntled about everything and everyone but it's normal for that to happen. So yes.

SP1 So you talk very passionate about the strengths of the organisation. I'd also in each and every organisation that arrives, certain things that work less we call it then the weaknesses. I'm not always one to use weaknesses, there's nothing wrong with the term, but can you tell a little bit about what you see is the... Yes, the aspects that can be improved?

SP2 Yes. One is the building of capacity for people who come on board. For instance if there is a scholar development officer that comes on board there should be ample opportunity for them to know what the job is about. And then also to be able to develop the skills that they are required to have. Let me make an example that we have sessions with scholars where we need to facilitate. So if somebody comes into the organisation without the facilitation skills we need to make sure that we empower them with the skills such that let them go and what people tell them, their facilitation skills are not in question.

So it's more of the army that you have that you want to go to war with, they must be armed in all the kind of things that you have in your arsenal, you can win the war.

SP1 Yes.

SP2 So it's... That's one critical thing that I believe should happen. Second one is for us to be able to pause at some point. We... We are perpetually on a treadmill. You know, the belt doesn't stop. So you keep moving, even at the point where you believe that there are certain things that you need to look back at, reflect, and be able to say what are my learnings here? So instead of getting that you still continue running because the program was happening.

SP1 Yes.

SP2 So that... That compromises us in that to a larger extent you may miss the learnings that you could have had if you could have slowed down. Let... Do not be dictated to by the pace of the belt. Stop the belt, reflect, and decide what... Should I continue on the treadmill or do I need a bicycle now?

SP1 Yes.

SP2 If you continue on the treadmill, am I running at the pace that I should in order to achieve the goals that I envisage? Is there stiffness, the way it should be? So we need to have sort of what people refer to as action research where inclemently you look at this one implemented. This is how I found it, and these are the areas of development.

SP1 Yes.

SP2 So we might do that, but then we don't implement to a larger extent the values. And also there are tools that we have, the strengths finder, it's a very brilliant tool. But then you get it, you do your signature strengths, and it stops there.

SP1 Okay, yes.

SP2 Whereas there is opportunity for you to get way, way much in terms of the learnings from that in that you can be able to coach your team.

SP1 Yes.

SP2 Exco or through HR might be able to look at the different personalities, signature strengths within the different teams, and be able to provide some kind of coaching. So there is an opportunity for the tool to be used effectively, but I don't think at the moment we are doing it.

SP1 And when you make that observation, what...? So you... You have this desire to do that. What happens? Is there an opportunity for you to express that? And when you express it, is it then changing?

SP2 Yes. The analogy of a treadmill comes back because yes, those considerations would be heard, but once they're heard we continue on the treadmill.

SP1 Okay. Yes.

SP2 And that becomes a problem.

SP1 Yes.

SP2 So there is no unwillingness to listen. People will listen, and they will want to implement, but at the point of implementation other processes need to come through. So that's why I say if we could stop, then we'd be able to add value.

SP1 Yes. It sounds very reasonable what you said because I think even in nature you see in a moment that, you know, especially... You know, for example Holland where you have seasons, you know, and you see that there is a reason [?] and sometimes it stops. You know, it's... It's important for recreation.

SP2 So true.

SP1 Yes. So that would be one of the things that you look at, you know, that could be done better. Yes. How do you see the future of the Orbis Foundation?

SP2 I believe the future is very bright. There is opportunity for us to catch more lives.

SP1 That means you grow, you will grow?

SP2 Yes. The individuals that are beneficiaries of the foundation, I see them coming through from the poverty stricken communities and then being able to be the agents of change. I think the signs are already there with the few that are now fellows. Opportunity for them to access funding opportunity and also the kind of brilliance that they bring into whatever space.

SP1 Yes.

SP2 This has a potential to also influence our education system. I think with the longitudinal studies that we are capable of doing, in relation to the wealth of information that we have at our disposal from first year, from the inception of the program, there are certain things that you can draw and say the trends are. The trends have been. And how do we take that and put it into practice as it would apply maybe to the wider education sector? Both the high school as well as university. So what I'm talking about here is there would be in some communities a view that we don't know what the problem is.

SP1 Yes.

SP2 But then with us we've created a success profile.

SP1 Yes.

SP2 It says a person with these attributes with these qualities will make a high impact entrepreneur. We've seen them coming from different communities. How many of these have transitioned into the space?

SP1 Yes.

SP2 What are the lessons that we can draw from children who come from these communities? So there is ample information for us that is available that we need to use in order to determine the next steps and the ways of development that we can actually get.

SP1 Yes. Because I know that the demonstrations at universities everywhere had some impact. How did you experience that?

SP2 I think the... I did not directly experience that, but I had a view from a distance, and it was critical. Two of my own children are at varsity now, and they were as a result affected. So affected...

SP1 In what sense?

SP2 In that when... When there were demonstrations, the demonstrations were meaningful in that they addressed real issues around finance, around conditions at some of the universities. I think they were also able to challenge the mind-sets that existed which others have embraced over the years. I mean, go to a tertiary institution in January, your first lesson, your lecturer tells you 50% of you will be in my class in June. And the trends will go that in June it will be 50%, what happened to the other 50? Dropped out.

SP1 Yes.

SP2 Was it systemic? Decisions that made them to do that, to drop out? Were they pushed? Did they jump? So those are some of the important things that we need to bring integrity again to the higher education sector to say it's not a decision of everyone that I succeed, it should be I meet the requirements, therefore I will succeed.

SP1 Yes.

SP2 So also the finances, the truth is there are segmentation... There is segmentation that we have created and it says in this category these guys will get funding in the form of loans.

SP1 Yes.

SP2 And in a higher [inaudible] would say you're excluded because you earn more than the threshold. But also consider that threshold, it is way less than what one would need to be able to... To pay their varsity fees in full. I don't believe that children should not be able to study because their parents don't have money.

SP1 I agree, yes.

SP2 I do not believe in that.

SP1 No.

SP2 So question is, as a country what is it that we can do to ensure that there is free quality education? For all our children. From primary school up until you do a doctorate. Some advanced economies do that.

SP1 Yes.

SP2 Look at the [inaudible] economy. They are brilliant when it comes to that. Children don't have to be in the streets, uneducated, because their folks don't have money.

SP1 Yes.

SP2 So...

SP1 Or bad schools.

SP2 Yes.

SP1 Yes. Yes. So in that sense you said many people were affected by the demonstrations.

SP2 Yes. Positively I think in that while there have been stoppages for exams to be deferred and stuff like that, that would be the negative part. But also students were heard. Their concerns were listened to, and the fees did not increase this year. And there are considerations for another time around income. It says, okay, we'll also cater for these ones because they may not be the lowest paid, but they are also affected, they cannot be able to pay the fees. And that doesn't challenge the existence of the foundation in my view because the foundation's main aim is to alleviate poverty and create equality. So we can do that in a number of ways other than just funding.

SP1 Yes.

SP2 So we can have our own programs around entrepreneurship that we teach instead of taking guys and putting... We can just revise the model. So the foundation can continue to exist and make the income that is intended.

SP1 Yes. Yes. Yes, it was what I was... What I learnt is that some of the... The students couldn't do their exams because of all the demonstrations and... Yes, that's always a little bit the other side of it. Yes, so if you would give a grade for, you know, sometimes what I said we did research in the Groote Schuur Hospital, and they were very open, because you know it's very difficult situation, everywhere in the world. If you look into hospitals, people are highly... Yes, stressed because of the... Of the pressure that is on a daily basis on nurses, on medical doctors. So from that perspective you can call it a quite unhealthy organisation.

You know, the most addictive group of people almost in the world, you'll find them in the medical fields. And I always ask myself, who's taking care of the caregivers? So when it comes to the... To health, how would you from a scale to one to nine say what would you say about the health of the Orbis Foundation?

SP2 I'd give it a healthy six. A healthy six. There is room for improvement. There is room for improvement, but we... We are also market leaders in what we do. So challenging what we've said a little bit around the health of organisations, and made caused by the stress that people come to get, I think it depends also on our mind-sets. If you can take a mind-set of a victim then the stress will be enormous.

SP1 Yes.

SP2 Everything that you need to do there will be a problem with it.

SP1 Yes.

SP2 So my belief is in a mind-set which says if we cannot change the way things are, change the way you look at them.

SP1 Yes.

SP2 So you may have heard about the biblical story of David and Goliath.

SP1 Yes.

SP2 When the other Israelite soldiers were looking at Goliath, they saw this giant that's going to trample all over them.

SP1 Yes.

SP2 But with David, he looked at him and said, this guy is so huge, it will be very difficult to miss him. So that was motivation because he had a positive outlook, and that's how he defeated Goliath. Being positive you're half way to winning the battle that you have. So also within the foundation, you know, we believe the teachings of Jim Collins and Good to Great. The important thing is to know who do you have on your bus. If you're taking individuals on your bus who should not be there, then you're going to pick up problems having to get to your destination. Because they may want to stop and do shopping, then stop, there is something... Because they don't believe in the overall destination that this bus could go.

SP1 Yes. But I think a six is... It's not that high. So why didn't you give it an eight? What is missing to have it an eight or a nine?

SP2 I think it's... It's more of...

SP1 The mind-set? The people miss the mind-set?

SP2 Yes, the reason why I kept it at a six, it's a conservative number.

SP1 Yes.

SP2 Says that we don't hold ourselves too high, and become complacent.

SP1 Okay.

SP2 So it's just around my understanding of that. I could easily go for a seven, for an eight, but what is the interpretation of the eight to somebody else? Somebody might... When the feedback comes back to the organisation, oh no, we just have to fix one or two things and we are there. And that would be a tragedy.

SP1 Yes.

SP2 Because just in different areas, we've spoken about who's on your bus. I spoke about what do you do with those who come into your bus.

SP1 Yes.

SP2 I spoke about being able to pause. So I think that's where the three other points are coming from. Those other major things that need to be happening.

SP1 Yes. Okay. Out of the research it also came that coherence is very essential. That things are in balance and that there is coherence. Can you say something about that in the Orbis Foundation?

SP2 Yes, I believe there is coherence in that all the structures, the foundation is more like a continuum. It's one function which would be like the scholarship. Its intention is to feed into another function which is the fellowship.

SP1 Yes.

SP2 The fellowship is an intention to feed into the association. The association, there's an intention to feed into E Squared with [inaudible] entrepreneurs. So the similar kind of thing, there is interdependence.

SP1 Yes.

SP2 Inter-functional, intra-functionally, which says the voice that a company has is the same voice that Molefe has in the scholarship. So at the different levels, the communication is the same.

SP1 Yes.

SP2 The participation is similar. Scholarship selection, exco members participate in it.

SP1 Yes.

SP2 It's fellowship, scholarship guys come through. It's association, finance, events and logistic... So there is clearly they're working together, cohesion, rather than the... The... Maybe putting people on opposing points. You are that, I am that, he is that, they are that. And at no point do we come together. When we understand our uniqueness, in terms of our envisaged outcomes, we are also one in that. We are brought to one person's vision, and we have aligned his vision to our visions.

SP1 Yes.

SP2 So there is a directing vision that we are buying into. So that speaks about cohesion. And I'm deliberate in keeping it this way in that. Out of the 50 odd people that we have, if there is negativity with four or five, I wouldn't emphasise that. I'd look at the majority and say, is there cohesion in the 40 plus, rather than focus on the lack thereof for the four. So I just want to keep it realistic and say it's not that I don't see any challenges. I'm not saying everybody, the organisation is awesome, they're doing this. There are guys who come, and they come for... Looking for what happens month end, and that's it.

SP1 Yes.

SP2 It is to be found in a lot of organisations. So we need to ensure that we look at the performance, and being able to check, embracing of the foundation values as well.

SP1 Yes.

SP2 And not as an aside. Not as an event. But as a process that is continuing from day one up until we concrete our review period.

SP1 Yes.

SP2 Then we start off up until our next review period. The one saying your action research, it keeps... Your cycles keep growing. Adding in numbers as well as in size, you're able to say there has been movement from Molefe from year one up until year six. You cannot find the same Molefe that you had year one stagnant. So it may not just be a challenge with him, it might be the kind of push that you provide, or don't provide as an organisation.

SP1 Yes. But do you think that is taking place?

SP2 Yes, I believe it is taking place. And naturally not everybody would receive the same type of... Of advancement, but then we [inaudible] limited resources, and you can imagine if you would find all 50 at time, then there wouldn't be any funding for our beneficiaries. So you've got to structure it that you stagger this year, you support this one, the following year you support that one. So somebody... I may say over the past four years I was not supported. But the truth is, continuously other individuals, my other colleagues were being supported.

SP1 Yes.

SP2 So in the fifth year my time will come.

SP1 Yes.

SP2 So that's the kind of understanding that we have.

SP1 Yes.

SP2 You see, if the organisation does not do it at all, I would have a problem then.

SP1 Yes.

SP2 But you see individuals graduating and they are being funded by the organisation.

SP1 Yes. So what you say is I can definitely see that there is coherence?

SP2 Definitely.

SP1 Coherence is very close to... It's something you can measure. Consciousness is impossible to measure because you... Almost impossible. Coherence you can measure with feedback systems.

SP2 Yes.

SP1 I do it often when it comes to my own health. You know, I work with heart meds. So then I can see how coherence, and sometimes I'm completely out and it shows immediately in the system. And I'm not worried about it because, you know, sometimes the ocean, there's waves that are very calm and peaceful, and then whoa, ten metres. So but to... To be able to see that and to be able to function in that, that is as well what... You know, the ability to adapt and to be flexible. So what do you say about that?

SP2 Would you... Would you want a measure around that?

SP1 Not so measurement, but more how flexible, how adaptable, how... You know, how easy that is in the organisation.

SP2 I think it is... It is easy. We've done that quite substantially. Remember I spoke about...

SP1 Sometimes I look, but I still listen, then I look and check that the program...

SP2 Something I said earlier was around that change management. So we're open to change that comes through, but change needs to be managed. If you don't manage it properly we might find resistance to it. So that may be a sign of lack of coherence. But that's not the truth. The truth is the introduction of the change was not properly managed and administered.

SP1 Yes.

SP2 And then it creates a perception of lack of coherence.

SP1 Yes. I agree with that, yes.

SP2 So generally there is... There is coherence. Openness to change. And at times a lot of change.

SP1 Yes.

SP2 Because when there is a discovery that we make, for instance when we do our curriculum for nationwide we've got the... I spoke earlier about the success profile. And then when realising that, oops, is this what we want? Then we need to really align ourselves and the program as being able to produce this.

SP1 Yes.

SP2 So when you do that you're immediately reminded of another requirement. What is your theory of change? When you get the theory of change, again remind that yes, it's a theory of change. What is your theory of action? So it's a lot of change that is happening, in the right direction, on the right path. But then you're overwhelmed because you continue on the treadmill.

SP1 Yes. That is... Yes, that is what you observe.

SP2 Yes.

SP1 That all, let us just have a break and think of what did we learn, how that can be adjusted, and stop on the treadmill.

SP2 Yes.

SP1 Yes. And then there are quite a lot of deadlines as well. Can you say something about that?

SP2 Yes. That will bore you with the treadmill. I think the way we operate, there is reporting to the board. Everything is. So it will be around very different activities that we have had as a function. We have one on one discussion with scholars. We have one day workshops. We have four day camps. So whatever that happens, in January you'd have your graduation for the graduates. Same month you have the one on one sessions, and then we require... You're required to plan for those things happening.

SP1 Yes.

SP2 So the planning would happen late November, beginning of December, for January. And then, in January, you also have to submit the academic performance of your scholars. Then matriculants have just finished their exams, so you must include their data in that. You must also be able to project based on the performance at the end of the year. What are the developmental plans to help those who are at risk to be able to survive and not lose their scholarship.

SP1 Yes.

SP2 And then you get into February, you're planning for the Courageous Conversations, that's what we call the one on one sessions that happen in March. But also, there is a grade eight and nine development camp that needs to come through. At the same time we need to be reporting to the board to say from December, January and February this is what has been happening. And then March you have your one day workshop, after you've had your camp.

SP1 Yes.

SP2 And then there's preparation to there that you started end of January. And then you have had all your reports. As we speak we've had our eight and nine camp. In July we're having our ten and eleven camp. We've had our day workshop. We've just had a third of the one on one sessions. And then on Monday, board reports for March, April, and May. And June. And the proposals that also as a function come with and say I'd like us to review the renewal strategy. I'd like us to review one, two, three, four, five.

So those things must be in on time for the board to be able to access, process, and give feedback.

SP1 Yes.

SP2 So in June we're starting with the campaign for selection. And then it will run concurrently with the grade ten and eleven camp. And then we would have to do marketing for the selection. Scholarship selection. Which ends in September. September you have the new guys coming on board, and then there is also a board submission for June, July, and August.

SP1 Yes.

SP2 So there is no such thing as down time.

SP1 No, so it's going on process.

SP2 Yes. You keep moving. You keep moving.

SP1 Yes.

SP2 So yes, there are some tight deadlines, and also with the quality that is expected, it gets quite strenuous at times where you... You don't want to compromise the quality. But there are too many balls to handle.

SP1 Yes.

SP2 So some may fall in the process, and as one who believes in quality, excellence, then you may be shocked in terms of the kind of balls that may fall.

SP1 Yes.

SP2 And then they render you quite inefficient, ineffective, unprofessional, incapable, those sort of things.

SP1 Yes.

SP2 We understand that it comes from us not being able to pause.

SP1 Yes.

SP2 But having said that, there are processes that are being developed. Like there is Athena which is a platform that is being created for interaction with our future [inaudible]. So it is quite helpful that instead of the paperwork there would be electronic communication that helps [?] scheduling of sessions with schools, all those kind of things, that platform would be able to resolve. We're going digital.

SP1 Yes. And it's helpful?

SP2 It is, yes.

SP1 Yes. Yes. Because then you just do the information in the system and then the results will roll out.

SP2 Even also if you have fed the system, if you want to draw a report...

SP1 Yes.

SP2 You know what to press and it's there. All the strenuous nights that you spend having to do whole report, wanting the dashboards and stuff like that. So it's going to be quite easier and less strenuous to do so going forward.

SP1 Okay. Thank you very much. We are at the end of the interview. And I really like spending time and listening to your wisdom and knowledge. And I stop the tape now.

SP2 Thank you.

SP1 Thank you.

Respondent 12

SP Speaker

SP1 Hello. My name is X.

SP2 You can talk like this. Okay.

SP1 My name is X. I've been working for the foundation for about four years now. Started 2012, the beginning of the year. So if you can calculate your mathematics correctly then you get the exact number of years and months that I've been here for.

SP2 Yes.

SP1 I work... When I started I was at the data centre. I was an administrator, data administrator. But last year I made a move to finance. I'm now working as a junior accountant because I've got a finance background.

SP2 Okay.

SP1 So I worked my way up into the finance department, so I'm there now.

SP2 Okay, well thank you very much. As I introduced myself, telling about the healthy organisation, and now I learn that you work at the finance department. I know that you introduced a new system, and how was it? How...? How do you feel working with it?

SP1 In the... In the finance department or in the data centre?

SP2 In the finance department.

SP1 In the finance department. So it was a great opportunity for me, working there. It's been a dream come true. So I welcomed [inaudible] opportunity with both hands, and also to work with a new system now which is the accounting system. And then the new talent as well. New manager, new colleagues. So it was a very great opportunity.

SP2 Yes, what was the difference between the old and the new system?

SP1 Okay, the old system was based on... Depending on someone from a data centre, so that will take something, it might be that data or information converted into something that you can use, usable information. So it was strictly based on putting data onto the system. Whether from publication forms or from other sources. So we were focusing on that into developing the community information. And then now, by introducing to the new system, things changed now with I was dealing mostly with numbers. Since I started from finance, up until now. So it's more focused on the number now.

SP2 Yes.

SP1 Focused on the reports, and enumerative reports, rather than data. Like the data reports as in data centre.

SP2 Okay.

SP1 So the environment now has changed completely. Yes. So it's a nice learning environment as well if you're starting.

SP2 Yes. How were the responses of other people outside the finances departments?

SP1 Based on my new current...?

SP2 Yes.

SP1 So people have been asking how am I doing, am I coping with the new environment.

SP2 Yes.

SP1 So I would like answer honestly that, okay, yes, yes, it's a new... Still a new environment for me, but I'm... I'm working on it, and I'm learning, and I'm improving day by day. So it's a challenging but nice at the same time experience. And then I would like also reassure them that this is my destination, this is where I want always to be.

SP2 Yes.

SP1 So something motivating behind it to... To drive forward.

SP2 Okay.

SP1 So there was that performance as well, I'll get finance like that [?], I'll get to where I want to be. In terms of acquiring all the skill and knowledge and know how so that I'm on par with my work as well. So I've achieved a lot of that, yes.

SP2 Good. Good to hear. When it comes to a healthy organisation, the values of an organisation are important. Can you tell me something about the values of the Orbis Foundation?

SP1 The... The values of the foundation, there's a value called Spirit of Significance.

SP2 Yes?

SP1 So it's about the value that you [inaudible] forwards, the success of the foundation, and the people of the foundation, talent, and other stakeholders as well,

like bank beneficiaries, partners, [inaudible], etcetera, etcetera. So you... We've got this... I say I practice that...

SP2 Yes.

SP1 On a daily basis.

SP2 Yes.

SP1 Because when I wake up in the morning I look forward to achieve something during that day, so then I don't rest until I achieve that.

SP2 Yes.

SP1 Some things I used to accomplish, but some are telling me I need to develop another skill, outside, in order to tackle the submission at the end [?]. Yes, so Spirit of Significance is about the man that you are, it's a good opportunity for the success of yourself, the foundation, and others as well.

SP2 Yes. Do you think that this value, that one value, is lived by the... Really lived by each and every one in the organisation?

SP1 Based on how... What I can see, or can sense, I think everyone has a common mission of achieving this.

SP2 Yes. Okay.

SP1 I don't think there's anyone who in his or her mind is willing to... Not to compliment, or to comply with that, because it would definitely mean that he's not... You're not where we want you to be. So I think everyone has the same mission, to come and make a mark. On somebody's life.

SP2 Okay.

SP1 Because the foundation was opened for the benefit of the learners, the students, that we're supporting.

SP2 Yes.

SP1 Financially in order to improve their studies, and at the end of the day will become entrepreneurs.

SP2 Yes.

SP1 Yes. So if you can influence a person's life positively then you have achieved the Spirit of Significance.

SP2 Okay. And what about the other values? Because there's one...

SP1 That's one. The other value is service excellence. Meaning that whatever you do you must put 100%, even more than that, to make sure that around the day they go and... A common goal has been achieved. So excellence would mean it is do the quality of output, of your work.

SP2 Yes.

SP1 The way you execute it. The way you value it, the way you have planned actually also to execute it. And at the end of the day, how you will execute it actually.

SP2 Yes.

SP1 That plan into action. So excellence would be meeting all the expectations from your [inaudible] manager or your client, other departments that depend on you and the information that you are going to send. And the excellence [inaudible].

SP2 Yes. And do you feel that these are also met? That the... That when you look around and make your observations that this is really by... Lived by everybody?

SP1 Yes. Like I say most... I won't say by everybody with surety, with confidence, but I would say I think most of people live that, live this value. Or... But what I can say with confidence is that everyone is willing to achieve this, or is working towards

achieving this. Because I can say... I can say I think everyone is living this value. But what... But what I can say, but if you can look at other measures, to... To actually quantify how much, then you have to look at the... At the overall performance of the company.

SP2 Yes.

SP1 Maybe look at the statistics of how many beneficiaries that we take for each year, and how many do... Do finish their studies within a given period.

SP2 Yes.

SP1 And how many actually go forward and start to build businesses.

SP2 Yes.

SP1 So, by looking at statistics now we'll be able to say that everyone has... But we'll see that everyone has put in the force to achieve that excellence.

SP2 Yes.

SP1 And then the other factors that affect... Because for example if I... I can have a belief sharing, to mentor, to monitor, to... Yes, to help the... The given period of studies. So when I put the diploma [?] effort into making sure that that girl comes out successful and comes here in her prelims, studies on business, but on the other factors that may affect the output which is something that's beyond anyone's control.

SP2 Yes.

SP1 Means [inaudible] what's going on in the market, the opportunities out there. So those things I think affect [inaudible]. But from... Coming from the [inaudible] perspective I think everyone is... Is putting on their effort, doing their best.

SP2 Okay. Which are the values that are more difficult to reach? Because you have five. And then I can imagine that some are easier than others. Which ones are more difficult?

SP1 Yes. I can say... Because we've got Spirit of Significance, we've got service excellence, we've got long term orientation. We've got stewardship.

SP2 Courageous...

SP1 Courageous Covenant.

SP2 Yes.

SP1 Yes. So I'd say maybe long time... Long term orientation would be the one which is... I don't think it's an easy one to... To live by. For a long time. Yes, because if you look at the tension out of the employees, yes, especially in the management portion, like for example when I started with the company, from when I started until now there were a lot of changes and moves and that. Yes. Rather than the normal employees. So in terms of the normal employees, they... Most of them are still here.

SP2 Yes.

SP1 But then with the management is I think 50% has moved. I'm not sure if I'm correct, was developed of moves and...

SP2 And the moves, what was the reason that they moved?

SP1 Yes. I'm not sure necessarily, but because when someone is moving you do the farewell, something, goodbyes.

SP2 Yes.

SP1 Like I said, so that person will also make a speak and tell us where she's going.

SP2 Yes.

SP1 What is he or she moving for, to the next period of time. So we'd get that, okay, most of them it's like we're moving to other... Like we're starting something new, either we're starting businesses...

SP2 Okay.

SP1 Others have found work, other employment somewhere. So... But most of the time something similar to... To what we do here.

SP2 Okay. And what is the impact? Because you said the long term... Is then the long term vision also changed?

SP1 I think... I think the long term vision is also... When... If there's a couple of moves like that in a period of time I think it's also that the long term vision is at stake because as a manager you're the one who's leaving those visions, who's responsible for those long term visions and stuff. So if you're in the middle of... Maybe you've planned already, now you're in the middle of executing that. So now you have to move somewhere else, then someone new comes, so it's difficult to buy into that decision immediately. Other... I know there have been managers before, but I think other... The management staff is different.

And then maybe as a new manager you wish to start afresh and start following that vision. That is unfinished, that is there, that was designed by someone else. So that... That stoppage, that stoppage I think does affect the long term vision operationally and strategically as well.

SP2 What do you think is the long term vision right now, for the common five to ten years?

SP1 Well I think the long term vision now is to see our...

SP2 Sometimes looking whether the program is going well, but it goes well, but then I'm not impolite, I just look.

SP1 So I think for me, the way I see it, the long term vision would be to... For our... Our like applicants, like applying and successful, want to see them go through the program and eventually finish and become fellows. So once you graduate from the program, means you've done your studies, and you've also accomplished the programmatic requirements. And then you become a fellow. Then what we're looking forward is to see people after being like fellows make... Make a move. Start something.

SP2 Yes.

SP1 Because the overall vision behind this, the whole thing that we're doing here, was that we want people... Develop leaders in three years, that will contribute positively into their communities. Where thereby forming businesses that will create employment opportunities. So we want them to open businesses that have... That will create jobs for...

SP2 Others. Yes.

SP1 Others. And also contribute into the... Into the economy of South Africa, the GDP.

SP2 But how can that then change by... By new managers? Do they not underline that? Are they having different ideas? Was it different than before? Did you have a different long term view or...?

SP1 No, for managers I don't think that will impact that. Because I think if one... We all agree with the final vision, and... But it's a... It's a way to get there.

SP2 Okay.

SP1 That might be... Because at the same time it's not us who's going to open businesses, it's the fellows. So what we're working towards is to... Is to create an environment that's going to enable our fellows to also see this vision that we have.

SP2 Yes.

SP1 By introducing this vision and actually executing the vision. Because we want to [inaudible] this value should be open and employing others, or supporting others financially as well to free the status [?], do the same thing that we do here. So the impact that this management change makes, I think it's mostly operational. Not mostly... Maybe slightly strategically. But it's mostly operational. Because every year we have programs, events, campaigns.

SP2 Yes, so that is not changing.

SP1 Deadlines, and you... So once there's usually a change, there's new management, a new manager, you say for example in the scholarship [inaudible] development. And then the manager just moves before the... During the application process. Then the manager was leaving that process and stuff, it's possible for everything... Then the manager moves, and then the portion is left with the... The normal employees. Then it's going to be a challenge to them, you know, to move forward, without anyone senior. Especially that most of them don't have experience with what the manager is doing, so you'll have to get maybe another manager to come in and assist until when this gets done.

So some of it is strategically, also compromise that structure. So it's operational, it is operational impact by them affecting the... The end for now.

SP2 Yes. Okay. What I observed and learnt is that there are some layers between the CEO and others. What do you think about that? Because there were... I think now there are 60 people in total that work at the Orbis Foundation.

SP1 Something like plus minus 60.

SP2 Yes. So what do you think of that?

SP1 In terms of maybe hierarchy or...?

SP2 Yes. Because there are some layers in between. I don't say it's right, it's wrong, but how do you experience that?

SP1 I think for... To have that is... It's a good idea. So that work is... The work is just you get [inaudible].

SP2 Yes.

SP1 Equally, I don't know if I'm making sense. But in terms of we've got the... When the... When the decision comes, bottom up, or top bottom, but we've got people assigned for specific kind of duties or responsibilities that are also committed for what the values are expected from them. And also then someone who's overseeing everything, who is the different perspective or view...

SP2 Yes.

SP1 Who's looking at the overall kind of vision. Rather than everyone was at the same level. That would mean we do pushing, pushing. But when we... We're at the stage of maybe getting... Seeing that outcome, then only know that time that, no, we should have done this, do that. So it's nice when you have someone on top of you as a manager, senior manager or director whose... Whose main focus is to look at the movement of things, at the flow of things. Because if everyone is in the execution, the operational still level, they won't be able to have a great eye vision to

see is it developed properly. So I think the hierarchy, the long hierarchy, I think works.

SP2 Okay. Okay. Does it slow down the decisions?

SP1 Yes, the decisions, does it slow it down? I can't answer that question with certainty. I think it depends what kind of decisions would be made, and the department, and then also the risks involved in the implementation.

SP2 Yes.

SP1 Because to take rushed decisions is also not a very... Even though you might be holding someone up who wants to start with something, achieve something. As part of the overall vision. But some... Some decisions are needed.

SP2 Yes.

SP1 And also, before you make decisions you need to gather all the facts so that you're sure that you make the correct decisions.

SP2 Yes. Shall I close the window? So.

SP1 So my view of this is that the respective decision that has taken a long time, it means it has done what's done, before that decision's made, all the avenues have been looked at, and then means to try and mitigate the risks that have been taken. So... So for me, I don't believe in rushed decisions as well, and someone to... When they take the decision, they are certain that they've made the right decision, not just a rushed decision.

SP2 Yes. How healthy would you call the Orbis Foundation on a scale from one to ten?

SP1 How healthy?

SP2 Yes.

SP1 Yes. I can give it eight out of ten.

SP2 Eight out of ten. And what is your definition of healthy? Why do you call it a healthy organisation?

SP1 Yes, in terms of the environment that it creates for the workers to do their work, to buy into all of our orientation [?], so there's a vision, there's a mission, and there are objectives. So others are long term, short term, midterm. So I think it's clear to everyone, no one comes every day without knowing where they are going, so I think everyone is being afforded that opportunity to achieve what we... Look at what they're doing, what is on their desk. What you want to do today and tomorrow. But everyone has a clear vision.

SP2 Yes.

SP1 Knows the dimension where you're going. So... And then also in terms of the opportunities to... To give you an idea as well, I think there's a lot in this organisation which I see as an opportunity for growth for someone to grow, and who don't have to be significant in terms of the ideas that we put on the table. There's always someone who's going to do that. All the ideas are welcome. And then we don't have to be a manager or a director to be able to influence our work on things, but also what we...

SP2 What was an idea that somebody came up with and that was followed? Can you give me some of the ideas for the last four months? That came from people and... Yes, now they work.

SP1 Yes, in terms of... Of the work, on... On the... I was going to say, this was from this person, because... But I know that when it comes to events, how we do our

events, it's always improvements year by year, because we will never be doing the same thing year by year.

SP2 Yes.

SP1 So it's always fresh ideas from... From the other colleagues who are...

SP2 Yes.

SP1 Yes. And how we should do this year, what program, what topic we should be focusing on this year. We know camps, we know... Yes, in our events, with our orientation with beneficiaries and stuff. And there's always positive feedback when we come back from the event, and someone's being commended for breaking that they did [?] [inaudible]. So some things are not things that maybe actually planned, so some things that just come out, like a moment of brilliance just happens, and then someone is commended, so you'll see that people are good to you, who keep doing good and doing what... As regarding [inaudible].

SP2 Are you...?

SP1 So then also other ideas. Some things that are not directly connected to... To... Like for example [inaudible] and then entertainment activities. Yes, that will help to uplift the spirit of [inaudible].

SP2 Okay.

SP1 So those ideas come from [inaudible] and senior. Or even the... Maybe even if the senior can... Can suggest on the idea, that they let everyone think about it and everyone volunteers as themselves to execute that or to take control of that, to lead that. Yes, so it won't be developed [inaudible].

SP2 Okay. If somebody would tell you I'm very unhappy in the Orbis Foundation and they really feel like that, would you be surprised?

SP1 They say they're not...?

SP2 Happy, yes.

SP1 Yes, I'd be surprised if they say that. Maybe if they can also give me a sense of what happened for you to feel that. Because by the outlook of things everyone seems happy. Seems [inaudible] every day. Seem... Yes, seem quite satisfied. So it would be a surprise for me. Unless something you can tell me what happened, for example what happened, maybe the current someone, and then try to resolve that, and then nothing worked for you, you know? Leave the whole thing, leave the whole thing. Yes, so it should be something very serious.

SP2 Yes. Okay, yes. The reason I ask is because this body is also an organisation, hey?

SP1 Yes.

SP2 High level network that works together. And even when this body is very healthy, feels healthy, I can have pain somewhere.

SP1 Developing somewhere.

SP2 Yes. And still feel very happy and very healthy.

SP1 Yes.

SP2 But you know if you... Yes, sometimes you go to a doctor and then you have to explain what you suffer from. So let's say, you know, this being here in this organisation, what could be the pain that is here in your opinion? Is there no pain or a little pain or nothing?

SP1 The pain would be... Would be linear [?] pain. Nothing would be serious. Then it depends whether... Because the [inaudible] so if you let it for long time to

hurt you, to follow you and stuff, not doing anything about it, or doing something about it but you don't get the assistance.

SP2 Yes.

SP1 So that pain would become mostly like [inaudible] pains, something which is continued.

SP2 Yes.

SP1 So I'd think it's... And then the small thing is the normal. Is called challenges. Yes. So it's the challenge. So work... I think the work, there would be challenges. And those challenges is for you to overcome.

SP2 Yes. Do you know most of the people in the Orbis Foundation? Do you have these talks with them?

SP1 Everyone... I know everyone from the foundation.

SP2 And when they have a situation that they less like, let us call that, or talking about a small weakness in the organisation, are they often come to talk to you about it?

SP1 Yes, I'd say not really. It depends on how... How you are related to the person. The person to be able to tell you that she's developing [inaudible]. So not everyone would come to me and tell me the same stuff.

SP2 I don't mean gossip or rumours, that I don't talk about. But these ideas about how things can be working out better, or whatever.

SP1 Yes, we do get that, information like that. Where people in the conversation lashed out and maybe they've told how [inaudible].

SP2 Yes.

SP1 And the future [inaudible].

SP2 Yes. What was the last time that somebody came to you, and what was the subject about?

SP1 Since I... Since I'm in finance I'm doing the... Like the... Almost the assets of [inaudible]. So there is a colleague also, but who's also a manager. So he's in the project of space [?] learning. So when we restructure I would [inaudible]. So also [inaudible] I think... I think he's planning that [?], if this can be done at least [inaudible] what do you think and stuff.

SP2 Yes.

SP1 So things like that. Maybe also people, to assist [?] decisions doesn't mean that you have to say no, yes, that, but you can just give your opinion. How you see things. Then depend on him or her, what he will do, as you said before [?]. But these people who do this [inaudible].

SP2 Okay. Where would you go? To who?

SP1 Where...?

SP2 Where would you go to talk about certain things?

SP1 Certain things... Yes, it depends. It depends. Because also I'm... In terms of how I do things, I'm not the person who... I'd first link the person who'd want to talk about first. Because I don't find it worthwhile to talking to everyone but also people... [Inaudible].

SP2 Yes.

SP1 So for me I think we differ. Some things fine, maybe you speak to your friend, colleague, or some value to speaking to a specific person like a manager for example.

SP2 Yes.

SP1 But the manager of the other department.

SP2 Yes.

SP1 Or the colleague from the other department. So I would generally say it depends on what you talk about. Yes.

SP2 What would be for you the biggest challenge for some of the people working in the Orbis Foundation?

SP1 The biggest challenge?

SP2 Not so much for you, but maybe for others.

SP1 Maybe for others, yes. Maybe for others. Yes. That's a difficult question. I think would be... On a high level I can say is communication. Problems with communication. Because I think communication can affect a lot of things if it's not done well. And I'm not saying people are not communicating each other, but for example if you're doing a project and now have... Now been tasked to complete this, and then been asked to make it... Make it smoke [?]. So if maybe something, some change from inside, have to inform you, by your hand, so you're aware, and expect this, rather than telling you right at that time, or even after, the past. Then [inaudible] that okay there was some problem there, so that's why we're going to do this and then that.

So I think some communication, if it can improve, I think there won't be any... Or less situations whereby we have to come across each other, not satisfied. Yes. So I think because not saying things shouldn't happen. Some things you can't control. Some you can control, but still do. But if you communicate that.

SP2 Yes.

SP1 Yes. At the right time.

SP2 Yes.

SP1 Then I think you have done the best you could do, you can do that. So I would say communication, yes, communication. When we see it we can work.

SP2 Okay. I think we've almost covered everything. Is there something that you would still like to add, that you think oh, but she really should know this or that for her research? Not talk about myself.

SP1 Yes. We've covered most of the things. But since you have come, and you're interested into our doings...

SP2 Yes, and it's not to criticise, and for me that's not the reason, never. But it's just looking into an organisation and to see, you know, when do we call an organisation healthy. And even when it's healthy how we can still improve communication. But in a normal healthy body there is communication between the cells. But it's automatically. They feel each other. And when there is a blockage you will feel like, oh, my arm hurts. For example my arm hurts right now.

SP1 Right now.

SP2 Yes, so even when you for the rest can have the feeling of being energetic, being patient, there can be still certain things that can improve. Therefore I ask these kind of questions. It is not to say, oh, this or that, because that is not interesting for my research.

SP1 Yes. So I would say for me just overall, just to be brief, and yes, like the value attached to the work that we do, because we've got development. So this development does... Like different from the development, specialises this or that, but it's got selection, especially with selecting young kinds from primary school to...

SP2 Yes.

SP1 Yes. You know, and we've done the research [?]. And then we've got schools program for those who are in the school businesses, fellowships, selections from provinces [?]. So those are the core departments, core functions. And then we've got those, the other functions, [inaudible] finance...

SP2 Yes.

SP1 And so forth. Events [inaudible] that deal this, supporting function, rather than core functions.

SP2 Yes.

SP1 So for me personally, I think for the benefit of others as well, if that thing... Because that thing is in my mind-set. That these are supporting functions.

SP2 Yes.

SP1 These are the core functions. So I think that can... There's some things... There's some indication that you might have new [?] people. Rather than if maybe you say each and every development is core development, because especially [inaudible]. Whether you have the so-called core, if you need information, that information is core to you.

SP2 Yes.

SP1 If the only place you can get information is from that department. So that department is core to you. Is not...

SP2 Yes.

SP1 Yes, if you don't get it from the supporting...

SP2 Yes.

SP1 So I think that mind-set, or that treatment, the way it's being treated at the moment, has gone into the portion whereby even it's got an impact also financially on remuneration.

SP2 Yes.

SP1 So I don't think we're on the same story [?] or similar scale. So if you're from this...

SP2 Hello?

SP3 Hi, we've got this room booked, how long are you going to be?

SP2 We are almost finished, and I think we had an appointment at 11:30, hey?

SP3 No, no, no. I've got a visitor, I've got this room now... Did you book this room?

SP2 I asked on the reception for this room and they said yes. But I can move, and maybe find...

SP3 Let me just go find out quickly, okay?

SP2 Okay, thank you. Sorry. I thought that was my new candidate for the next.

SP1 So... So that thing...

SP2 Yes, so for example the people in the core departments are better paid and better...

SP1 So I'm thinking, I'm not sure I'd say, but I think... I think because they are deemed as core functions.

SP2 Yes.

SP1 For example if you... Let's say we started together, then we've got the same qualifications, same... Most same everything.

SP2 Yes.

SP1 But your start will be more than if you were working in the data centre.

SP2 Yes.

SP1 And you're working one of those programs.

SP2 Yes.

SP1 Because they are... I think the reason why is because it's taken as if you're directly linked to beneficiaries.

SP2 Yes. And to clients and...

SP1 Yes, the main... The main clients, our beneficiaries.

SP2 Yes.

SP1 So the supporting ones are not directly linked.

SP2 Yes.

SP1 They don't directly communicate with our beneficiaries. They do work underground.

SP2 Yes. That's the same in all kinds of organisations that there can be tension. You know, the people that see the big customers for example in the bank, in which I worked, they are almost always better paid. But also they need qualifications that you are not always finding in the other people. And yes, we... I think that is what happens in organisations. But you can be very clear, you can be telling to people why it is and why you better fit in this kind of activities, and others may be in other activities. But that is... Yes, that is what you see more... And that can give tensions.

SP1 The tension. Kind of felt out of the values there.

SP2 Yes.

SP1 Or even all of the values [inaudible] because we feel like we are all significant, in the same way, so we should be valued the same way.

SP2 Yes.

SP1 So now if you can see [inaudible] other things.

SP2 Yes.

SP1 Can lead to other things. Some feel that unequally treated.

SP2 Yes. I understand that. So that is an important thing to... And then it comes back what you said about how do you communicate that, because for example if you go to a dentist, the dentist normally cannot function without his personal assistants. She's putting things in your mouth and this kind of thing. But there will be a difference in the salary of the dentist that spends eight years of studies to be a dentist and the person that is helping, and it's important. It doesn't mean that you are, oh I'm the dentist, ooh. You know? And not respecting your assistant because she is doing a beautiful job, and without her maybe your whole admin will be a mess. So there is importance.

But you know, we created a situation sometimes in which certain positions are better paid than others. But it must be clear. It must be clear that what is... What are the criteria to be in the... In the core positions. And it's not just your studies, it can be all kinds of qualifications, but you can communicate that.

SP1 And your experience and that.

SP2 Yes.

SP1 Yes.

SP2 Your behaviour skills. Some people are much more into... Into numbers. And others like to... To do mentorship, or they love to create events and to organise that. You know, that is very different...

SP1 Organising.

SP2 Yes. And sometimes in an organisation you tell them, well for us this is most important. And then it doesn't mean that all the other things are not important. I always tell, you know, if I do a course at the GSB [?] I make sure that the coffee is of good quality. Because if the coffee is not of good...

SP1 [Inaudible].

SP2 Sorry?

SP1 [Inaudible].

SP2 Yes, the coffee needs to... Because people will complain about that. I make sure that the toilets are extra clean. That the room is a comfortable temperature. And I really praise the people that help me with my... You know, all the things that I always have, because I show movies, I do videos, and then it works well. So there is not one moment that I'm not feeling grateful. I feel very grateful. Because without them, how can I do a course if you know that people will respond on very essential little needs like the quality of the coffee?

SP1 That's the thing.

SP2 So yes, I agree with you, that can be...

SP1 And if you're going to be... Let's say you're planning someone for... If you can remember to include everyone, yes, taking part in that, not only some to make [inaudible].

SP2 Yes. Yes. I agree with this. Tensions you can... You can talk about it, hey?

SP1 Because if for example... If for example you don't mention the person who's sweeping your floor, you're not [inaudible], when you commend those that have a certain skill. So those feel, even the money that you paid us to do it is not... It's [inaudible] that much that else. Yes. Even though it's not always the case, but the way you...

SP2 Yes.

SP1 That comes out.

SP2 Yes. And that is... And that is I think in the... We always refer to the brain, but the heart is giving much more signals to the brain than the other way around. But I think it is...

SP1 It's [inaudible].

SP2 Yes. Small things can be quite important. You know, if you want to sleep and there is a mosquito that all the time is around your head, that small thing can irritate you and frustrate you...

SP1 The whole night.

SP2 The whole night. And you think, you know... But that is what I mean with, you know, a healthy organisation... In a healthy organisation we can talk about that. We can say, so why is it, you know, that the core... The people there feel that it is always normal that we are supporters? Because it's also if they don't have the people that support them, there will be problems.

SP1 Don't have the ingredients, what they're cooking. To make that nice cup of coffee. Sugar from there.

SP2 Yes, milk.

SP1 Milk from there. You need quality.

SP2 I agree. Well thank you very much for all your input. This is... I will stop the recording.

Respondent 13

SP Speaker

SP1 It is recording, so you can start.

SP2 My name is X, I work for the Foundation. I am the head of programs. I've been working at the foundation for eight and a half years. There years as a program officer, two of those as a selection manager, but two of those years as an association director, and a year as head of programs.

SP1 Okay, thank you. That means that you really have a lot of insight of information because you were in different positions at Allan Gray Orbis Foundation.

SP2 Yes, ma'am.

SP1 Okay. Well what I'd like to ask you about, what I've already said before the recording, it is about a healthy organisation. According to you, when we look into the Foundation would you like to call it a healthy organisation?

SP2 Would the opposite be unhealthy?

SP1 No. You can say something between one and ten.

SP2 One being unhealthy and ten being healthy?

SP1 Yes.

SP2 I'll... I'll put it as seven.

SP1 A seven, so that is quite a healthy organisation. Can you tell me why you think it is a seven, and why it is a healthy organisation?

SP2 I... I gave it a seven because I believe that we... Number one we've got a very clear sense of vision and people's of... What we want to achieve and where we're going. I think that the... As much as possible we pursue to treat people with fairness and equity in terms of our recruitment processes, our policies that apply to employees, as well as fairness when it comes to paying. I believe we're healthy because the organisation has things... Certain things in place to be able to assist in employee wellness, and also the growth. We've got funds for growth and development for people wanting to study.

And I think there's generally a culture... It's generally a culture of... Of respect and care. So those are some of the elements why I believe that it is a healthy organisation. Like any other organisation it's got its own qualities, but they're not so toxic that people wouldn't want to come to work, in my view.

SP1 Okay, thank you. You say about, you know, there are some politics. Can you give examples of that?

SP2 I think that the politics are when people in certain departments that are more support departments feel undervalued, in terms of their roles and that the other departments see other people as kind of undervalued, or their job having less significance. So people feel like that... That makes them worried. So that... Those are the politics. Sometimes we don't have much of that now, but there were times when, you know, the people felt there were certain racial undertones, or... Or certain races being treated better in one way or another than other races within the organisation. So that would be politics. My view.

And also sometimes there is a perception that people have gotten certain roles or certain positions also because... Not through merit but rather through

politics, or politicking. So I think there is... There is a bit of a little of... Of that, which I would call politics. Basically. So sometimes even when the perceptions are not true, people still hold onto the view that these things happened because of... Of that, or sometimes [inaudible] and processes weren't applied fairly across the board to everyone. Or favouritism.

SP1 Okay. When I look through the Orbis Foundation, and I was there several times, and also the last week, I see quite a diverse population. Do I make mistakes in my observations?

SP2 Yes, I think we are quite a diverse organisation. You are correct.

SP1 Yes. But you know, but then still you say the people saying that, when it comes to favouritism, and sorry about my English, sometimes I make very strange words, what kind of... Of individuals feel then, are... Have more better positions? Is that more the coloured or... Is it about colour, or is it about something else?

SP2 So it is... One would be about colour. Second one would be about position.

SP1 Okay. And what... What do people mean with colour? Are there more black people in positions that are the better positions or more white people or more coloured? I have no idea, and therefore I ask.

SP2 I think at some point it was felt that even though we have, in terms of white people in the organisation as a smaller demographic where there are fewer of them... So at the time we felt that almost all of them are in higher positions. So there might be few, but the positions that they held in the organisation were quite high.

SP1 Yes.

SP2 So it's slowly changed. But people still felt that there was that type of favouritism that even though people... Few as white people, but rather hold very influential and key decision making positions. At the time. That... That has changed over the times though, but people still hold to some extent that position. And also they look at the service providers of the organisation, I think that while there are very few white people inside who work at the foundation, but if we look at most of our service providers and people that we partner with, that we work with, they're mostly white firms and white companies.

So it makes feel like even though in terms of the internal organisation there are not many, but because they are most of our service providers that do most of our... Some of our work, then they'd feel like the majority. Does that make sense?

SP1 Yes, that makes sense. And is there...? Is there an opportunity to...? Because I can understand these are always the very difficult subjects to talk about. Is there...? Are there possibilities to talk about this kind of feelings?

SP2 Are there places to talk about them?

SP1 Yes.

SP2 Yes, I think there are. I think people have started in different ways to talk about... They certainly had an engagement survey that was done in small forums, so I think people do talk in corridors, or with people that they trust, or if there's an opportunity where an external person is brought in to facilitate, people would talk about it, and then the senior management would then hear from that... So if you are doing this within an organisation as an external person, then you give feedback, then that feedback certainly the management would listen and ask where...? Where did this come from, and how can it be addressed.

And also the other part... Part is not raised, but the other part becomes, you know, positions in terms of the perceived qualifications or prestige that you have, hold within a certain position. So people that are not management sometimes feel that people that are in management don't treat them as equal.

SP1 Okay, I understand that. What I was surprised of, because you know, I'm... My background is in HR, and organisational design, that there are so many levels in the Orbis Foundation, almost four. And a number of people are only 60. So how do you feel about that?

SP2 I also do feel that we've got more of a hierarchical structure than we need.

SP1 Yes?

SP2 Yes, it's got a lot of hierarchy than we need, especially for a knowledge-driven organisation. The... But... But at the same time when those levels are explained they... They kind of make sense, and some of them have grown with the need of the organisation over time.

SP1 Yes.

SP2 For... For example, when I joined the foundation, even though I held relatively kind of a very junior position, but there was only one level between me and the CEO. And the person who holds a very similar... The very same position I have, now that we talk about it, he has got three other people above him [inaudible]. And I was in the same position, but I only had one person between me and the CEO.

SP1 Yes. So that had... That must have been a change in the organisation, and I suppose a change in the... In the way communication is taking place. Can you respond to that?

SP2 Yes. I think so. I think that we've got a lot of broken telephone when it comes to communication. Because of the very many levels. An example that I would give is, I think about two weeks ago, I was saying to somebody who reports to someone that reports to me, I was giving them information about something that said, no, we'd like Anthony to come and tell us himself. And I asked why, because I'm not... I'm not telling you what you want to know. He says, no, because five [inaudible] here I've heard five different versions of this. Now I want them to actually tell me...

So they didn't even trust the version I was giving them, even though I was reporting... And then because they've been misled, they feel they've been misled or given the wrong information so many times, so there's definitely a challenge sometimes when it comes to... To our communication. And because we're also non-profit it makes it a bit difficult for certain things and communicating targets. Communicating strategy. Communicating what exactly are we after. Those things sometimes become quite challenging, especially in a non-profit where you can't always quantify everything.

SP1 I understand that. Yes. I see how it works. So there is... There is quite a time before a decision can be made as well, I suppose, yes? Because of all these layers in the communication. What is the consequence of that?

SP2 I think... I think the consequences... First I think the one thing with communication first is, and especially around decision making, is that because our CEO basically is the founding CEO...

SP1 Yes.

SP2 The organisation was... But I think we grew rapidly over a short period of time. And in that time we had a very... Essentially decision making that was

centralised in him, as the CEO, and people are so used to going to him and asking him. Now that it's bigger we didn't put the right mechanism in place for decision making, turnaround times, and certain processes. And also because now the company is valuable as it was when people were ten and twelve, and they could just walk up to his office and ask and he would give the answer. So I don't think we created the processes to manage our growth.

SP1 Yes. And do you feel that if you... So you tell me this now. Are you having ability to talk about it and come with ideas and say I want to have really changed this, and I have an idea, let us do it in the future like this or that? Is that possible?

SP2 I think it is, but I think we don't have the time to think about... Oh, we don't make the time to think about such things because we are in a very... So we are very fast-paced. Fast-paced most of the time, because then you don't take time to reflect and think about the impact of something. The impact of our growing structure, the impact of us introducing new positions. What does it mean for the structure. So I think for a very long time we... We've neglected the aspect of how we... We've neglected our own organisational design.

SP1 Yes, I understand. Yes. That often happens, yes.

SP2 [Inaudible] looking after design, anything, and with that makes sense in the overall structure in what it's going to mean for different things. So you feel I need an additional position to be added, you submit work proposal, it makes sense, you know that the position is approved, then, and before we knew it we had some positions that all over the place were creating staff positions, and... But nobody sat and thought about what does it mean, what would it mean three years from now, five years from now, where we're going. It kind of happens in a solution.

SP1 Yes. Well you... What you just added is important as well, that came out of the research that I did when it comes to sustainability. Sustainable performance. And knowing where you want to go to in a few years. So can you talk about that? How sustainable are you working? Do you have an idea in what kind of direction it will go?

SP2 I currently think that the way in which we are working is not sustainable in... In the long term. Unless we really pause and think about... The foundation has just now completed its first ten years, and maybe that 15 [?] years we're busy learning and busy figuring ourselves out, but I think that first the pace of our work is not sustainable. The rate at which people leave the organisation is not sustainable. The rate at which people stay longer, not because they... They want to stay, but at the time they now wanting to go into something else, but maybe the job market is not favourable. And having those people there for two, three years that you know, have outgrown... Have outgrown their role, or I don't want to be here anymore, is not sustainable.

And I think the rate at which we grow our structure, and as I've said, the fallings of reporting, just the hierarchy around it is also not sustainable.

SP1 Yes. I understand. I think you have a very clear vision of what is taking place, and it must have also because of you have been in different positions in the Orbis Foundation, and you have seen how it went from a small to a much bigger company of course. If it comes to values, because that also comes out of the research, can you talk about the values of the Orbis Foundation and how they are lived?

SP2 First before they live I don't think they are understood.

SP1 Yes?

SP2 I don't think... I don't think we have a common understanding. So we know the words, they're quite easy [?]. I don't think we have a common understanding of living those values. And I basically think for the most part we don't live our values. From a scale of one to five I'll give us a two.

SP1 Okay. And can you give examples what you see?

SP2 Okay. So for example, yes. So one of our values talks about long term orientation, that whenever we do anything we will take a long term view in how it's going to impact what we do. In... In most things we have done in the last ten years, our strategy, whatever it is that we do, we don't take a long term view.

SP1 Yes.

SP2 We really respond to short term needs. So while our vision is very long term, and also it's... Also it's a bit difficult. I don't think we've taught ourselves as an organisation that takes a long term view to say, what does that mean?

SP1 Yes.

SP2 And how do you balance off that with short or medium term needs? So I think in most of our decision making... And it shows that we can decide something, and two years down the line it's the wrong thing, or three years down the line. Or a new person comes, and they introduce something new, and you keep changing, and you don't manage that change very well, and you don't know why we change.

SP1 Yes.

SP2 So I... And the second one I think is excellence.

SP1 Yes.

SP2 One, we talk about it, and we want to pursue excellence in everything that we do, I think that the pace at which we work, I think that the many goals that we're pursuing and many things that we try to do do not allow for excellence. You can't... It's almost like we set ourselves up for failure, you want to be excellent, but you want to do 20 things and therefore you can't be excellent doing 20 things.

SP1 Yes.

SP2 If we're incredibly... Doing three things, we probably will be excellent. And so I really think we like doing more, and I think doing more and excellence most of the time is not going together. And certain I don't have that we are not excellent, I think in some respects and aspects of wanting to do certain things we do pursue... I think we've got the most excellent selection process you can find.

SP1 Yes.

SP2 We're excellent. But I... But I think in some... In some ways we're not as excellent as we'd like to be. And then the other value that we have is stewardship.

SP1 Yes?

SP2 So I... I think because we're fast-paced, because we don't plan for the long term, because we try to do too many things, it then necessarily means that we are not good stewards of time, we're not good stewards of human resources, people, their energy, their everything. And we also don't become very good stewards of finances at times.

SP1 Yes.

SP2 So we're not... Not a corrupt organisation, we're not a... You know, we're not a... It's not intentional, we're not... We don't waste money intentionally. But you know it's... Like in a simple thing that if I put that three weeks before the time, I've paid less than if I do two days before the time because of lack of planning.

SP1 Yes.

SP2 So I don't think... We are occasionally not good stewards. I think in the main and overall we... We are... The way we're good in stewardship is making sure that we direct our funds towards our mission.

SP1 Yes.

SP2 So we don't try and fund other things and do many other thousand things, we're very focused. But I think we could do better.

SP1 Yes. Especially when you... I like your examples because they are simple, but before you know they add up. Like indeed, if you can plan your trip and you travel, months before, this is what my husband and I experience when we want to go to Holland, it makes really a difference when you do this six months before, or four days before. It's almost double of the price of the tickets.

SP2 Yes. So... Yes, so I'm making that... Such a simplified example. But it also means, I've seen that also in many other projects we've undertaken. So there's a path where we also at a certain stage are a start-up, and some of the things we pilot, and it doesn't mean they will always succeed. So there are certain projects you think, oh that's an amazing thing, it's really going to develop our students, but two... Two years or three years down the line, even though we've invested a lot, we realise it's not getting us... So there's a balance to be made as well, because we cannot not experiment.

SP1 Yes.

SP2 And sometimes we won't know what will work because we have a very unique model, and you can't buy most of the things off the shelf. So it's not always that we can always know. But I think in certain instances we could be better.

SP1 Yes. Some people tell me that they think you will grow even more. What is your long term vision, instead of having...? I think you have now 40 scholars. There will be much more. How do you think about it? What is your opinion about that?

SP2 Okay. So we currently have 156 scholars.

SP1 Oh yes?

SP2 We... We take 30 a year.

SP1 Oh yes, that is what I mean. And that will be more, or how do I...? Or is it...? Will it stay the same?

SP2 I think for the university fellowship I... We're actually doing a project to determine whether we should grow anymore. But my personal opinion for the university program is that we should and can grow. And we can do that with exactly the same human resources that we have.

SP1 Okay. Okay. But how does that translate into the fact that you say, you know, to be excellent, and sometimes doing 20 things at the same time, and if you then take on more activities, how then, how does it work for you? Maybe I misunderstood, but I want to clarify it.

SP2 So for me growth is not... You'll do the same activities, but for more kids.

SP1 Okay.

SP2 So instead of having 20... You'll teach the same... If you're teaching a lecture, lecturing, instead of having 20 kids in class, you'll have 30, but you can still have the same lecturer, it's still the same notes, it's still the same, it's just ten more seats. So that's what I mean. Instead of saying now we're going to be lecturing history and

teaching a dance class. So it's not about adding activities. For me growth is about adding impact by having more people benefiting from the few things that we'll do.

SP1 Yes. And would you...? Is that also what you would like to see happen?

SP2 Yes, I would like to see that happen.

SP1 Okay. I understand that, because of the impact. I always think that it is important, and it came out of my research that passion to go to your work, like you know your holidays are over, it is first day, and you know you are... You know you have to go to work on Monday, and you already look forward. You can't wait to call your colleagues, I'm back, on Monday. How...? How is it in the Orbis Foundation?

SP2 I think it depends on different people. I... Yes, I'm at work all the time. I can't... I'm trying to find this work/life balance. And so I think it is for different people. Like I said, if people have held certain roles and they're bored in that job, it's more about... It's less about I think the organisation, what sucks people's energy. I think it's more about I'm bored of doing the same thing for the third year.

SP1 Yes. I understand that.

SP2 I am fortunate in that I have changed position, that's why I'm kept challenged. But I remember in my first role, by year number three I was also starting to get bored. And if I'd done it for one more year I wouldn't look forward to doing it.

SP1 Yes. I believe what I learnt that Orbis Foundation is really doing very well in offering education and training. How do you feel about that?

SP2 I think we're doing incredibly well.

SP1 Yes. Is it also the reason that people then feel much sooner bored, because they learn all kinds of new things that they can't use?

SP2 Yes. That's the other thing. They outgrow... That's... Yes, I didn't think of it. Because also you start thinking, because in my third year you start, okay, I'm feeling a bit bored in my job. And I... And then I then went to register for a brand new degree. At UNISA. So I could find a place to challenge my brain. But then you are right, after that qualification it even makes you more bored, it doesn't help actually. The fact that you got exposed to all this new knowledge, and you're wanting to change things, that's also then when you start talking about the structure and the bureaucracy and everything else, and you get even more political because now you've learnt things at a business school or wherever that you can't really apply, or sometimes people feel they don't have the influence or the power to apply.

SP1 Yes. Yes. And I think that that is what happens. We had the same, because I told you I worked for ING, the bank in the headquarters in Amsterdam, for a financial institution. And we had also very open policy of when somebody wanted to study something, then of course you let this person study. And of course you don't want that somebody then learns to... To work in the garden. You know, there were some restrictions. But then we had as well a very open policy of the people could be able to prepare themselves for positions outside of the bank, or to very different departments. How does that work in the Orbis Foundation?

SP2 I'm sorry, can you repeat that? I missed the last part.

SP1 Yes. I was telling that sometimes in an organisation, we were very liberal in giving people opportunities to study, and I hear that this is the same in the Orbis Foundation. But we also had a very open policy of that we were never afraid to work on and using the education so that you can leave for a better position outside the organisation. How is that in the Orbis Foundation?

SP2 I think we... I think we're starting to get there, especially now that we're seeing the growth, to say maybe because we're a small organisation, we don't have too many positions, I'm going to grow by that much. We're now becoming open to saying to people, we can give, but we... We do it for certain people, after a certain discussion that they've been performing well, clearly bored in their jobs, they've applied for a particular position, is there any way that... I mean, particular studies. Is there any way that we can help them and assist that particular individual towards finding a place elsewhere in terms of using that education to... To find... To become more marketable in the job marketplace.

SP1 Yes, or to be more entrepreneurial.

SP2 Yes. Yes, you know, to... We don't state it to everybody, but I think once managers or someone is applying for jobs internally and they can't seem to be getting the internal promotion, then we... We'll consider supporting them to grow otherwise.

SP1 Yes. Because sometimes people feel like that is very difficult to do, but I never felt that is very difficult, because I thought, you know, it's not that you want that people leave your organisation, it's that if there is trust then you know the people do that from the heart and from the right intentions. And then you can say, you know, I see you grow, your growth was enormous, you did so many studies, and we saw that how it helped you as a person to improve, and you know, your whole development is in such a higher level, but actually we can't offer you the positions right now. Is there any need from your side so that we can help you, maybe in the Allan Gray... I don't know the other part of Allan Gray, or maybe in other companies.

So for me that's very normal to talk about that, but is that normal in the Orbis Foundation?

SP2 As I said, I think it's normal in the... For certain individuals, once we've identified them, or they have come themselves to say... I find that most people in our organisation are quite open with their managers to say I am bored with this job, I've outgrown this position. So people are quite vocal around these things.

SP1 Yes. Okay. So and then what is the next step when they are vocal? What is then happening?

SP2 So the person, it depends on each manager. Some people say I'm bored, I've outgrown, but they've not even performed very well in the job they're in. I think we have a very different response than someone who's really, really done well.

SP1 Yes.

SP2 And we see potential for them to grow, and they are keen to study something else. Because sometimes we have a rule that what to study must be related to what you do. But those people we'd make an exception, even if what they want to study has got nothing to do with what we're doing.

SP1 Yes.

SP2 Almost as a... As a prize for their... Their contribution and performance over the last... So we get very concerned when someone who's not even been performing well in the job says, well I'm now bored.

SP1 Yes, I understand that. I can... Yes, of course it is normal if somebody is telling, I don't like it so much, but they are not performing for the 100% in their position right now, that is very different than people that you really feel like, wow, they did excellent in our organisation, and we should be helping them. I agree on that. You

know, out of the research there is also something when it comes to a healthy organisation that we talk about coherence. You know, coherence that's... It's like a flow. It's like a river that goes and it's the easiness between one department and the other. How would you scale, from one to nine, one is not coherent, and nine or ten is coherent. How do you feel about the Orbis Foundation in that sense?

SP2 Sorry, just explain what you meant by coherence again?

SP1 Coherence is that for example if you look at the metaphor of our body minds, our body minds are, when it comes to healthy organisations, the heart and the minds and every cell in the body works very coherent. Then there is balance. There is harmony. And there is understanding. And that's the highest form of the body intelligence. So if you look into organisations, then we also like and strive for that, you know, that there is coherence. That you know, that there is no cell in the body will tell another cell in the body, I don't want to work for you. They will never do. Sometimes we have that, but then we call it a disease, like cancer.

Cancer forgets that it is part of a whole system, it eats every and other cells, and before you know the person and the whole is dead, as well as the cancer cells. So in a healthy body everything is coherent. So the heart sends much more signals to the brain than the other way around. But everything is two words supporting, to be coherent. Coherent is almost the highest level of consciousness. So I would like to know whether... How coherent the Orbis Foundation is.

SP2 From one to five?

SP1 One to ten. That gives you more opportunities.

SP2 I think six.

SP1 A six. So that's a little bit lower than what you said for the health, yes? For the health part of the organisation. So a six is just okay. So where do you see that it could be improved?

SP2 I think we work in silos a lot.

SP1 Yes. I've heard that before to be honest. Yes.

SP2 I think for such a small organisation the silos that we have are... And I also think because everything that we do is... Should be targeted towards developing this individual.

SP1 Yes.

SP2 And some people are working... I'll call them kind facing. So they work directly with the beneficiaries.

SP1 Yes.

SP2 Other function are support functions. But sometimes some support functions will create systems and processes that don't help the functions, that help with directly with the beneficiaries, and people are working in their own silos. So we collaborate far less than they do. We should be collaborating so much more, and I think also like we're saying, the hierarchy and the many levels have also impeded a certain level of collaboration that should have been there.

SP1 Yes. Yes. Okay.

SP2 So I don't think we are a coherent organisation at all.

SP1 Yes. But still you gave it a six so it is not that it is really like almost that we have to cry. For example in the... In everywhere in the world, and I'm really... I'm somebody that likes to take care of the caregivers, so I'm always very interested as well how it works in healthy... In health organisations, like in hospitals. And of course

it is... It is to be very honest very unhealthy. It is... And it's not because the people are not hard working. They work double hours than anybody else in the world. But since they work so hard there is so much work pressure that so many people that work as medical doctors in hospitals are completely addicted to drugs and alcohol. And burnt out and even die early from heart attacks than normally in generally other people.

So we can call that an unhealthy organisation, and therefore, yes, I'd really like to see improvement over there, and see how we as individuals, as a government, but also as individuals, could be of help to create other circumstances for our caregivers. You know what I mean. So that is what I mean with a complete unhealthy organisation.

SP2 Yes.

SP1 And then therefore you said the Orbis Foundation is as seven, coherence is a six. You know, there are things that can really be improved, and the more you improve in your organisation, the more it will be an example for other organisations to do the same. How do you feel about that?

SP2 The more we can improve in that coherence and health?

SP1 Yes.

SP2 Yes, I... I think that will really be a more kind of effective organisation, and... And I think also it ties back again to that question you asked around values.

SP1 Yes.

SP2 I think they're very... I think they're very interconnected.

SP1 Yes, it's true.

SP2 But now when I think about the silos I actually think. Because when I thought about... When you asked me the coherence question, when you asked the health question I didn't think about that coherence, I... I thought about is it a healthy environment to work in, to go to work in.

SP1 Yes.

SP2 And I thought, yes. But when you ask about the coherence, if you ask about an efficient and effective organisation, for me that's coherence. And suddenly I feel as though and that also impacts on the health of it, because some of the stresses that people do experience, most of the stresses actually come from the incoherence, the lack of coherence. Actually.

SP1 Yes.

SP2 Most of the stresses, most of the politics, are... Some of them are brought by that lack of coherence.

SP1 Yes.

SP2 So it actually makes the organisation, for the people who don't experience it as healthy, it's because they're on the firing line of what happens when... When it's incoherent. Because sometimes it doesn't affect me in my own position, because I'm thinking about it. So maybe if you ask me I'd say it's six on coherence, but if you ask someone else that gets affected even more, they will say it's four.

SP1 Yes. No that is of course... That can happen. Especially because you are situated in Johannesburg, the others are in Cape Town, and sometimes you don't know exactly what is taking place, but you know still you can feel, and you can notice certain things. I agree completely with you, it can be completely different from one person to the other. If you have all the information, and you can respond to that

immediately, and you don't have the feeling that, you know, that you always have to run, because you know, you can go ahead and you feel like, oh, I oversee everything, it's very different from people that have no idea what the rest is doing, and feel that all the time they have to run and to... Yes, to reach their deadlines, you know? That's very different.

SP2 Yes, yes. I think I do see that, in inverted commas, in a bit of a position of privilege in that. Being able to see the overall picture, the global picture. But I think the balance comes from the fact that because I come right from the bottom of the organisation, I understand how one felt in that space as well.

SP1 Yes. Okay.

SP2 And so tend to be more open in telling me things, because they know I know, I understand.

SP1 Yes. Well, I covered all my questions. Because this was what I told you, this came out of the research, when it really is a healthy organisation you... We can refer to the healthy body. Then everything is in line. And it's not all the time because even when you feel healthy and energetic and impassioned, then still you can think, why is there suddenly pain in my ear, or in... You know? So and that can fluctuate, it's not always the same, but still in overall you can say even when there are some itches and pains there is the feeling of being healthy. It has to do with coherence, it has to do with the values, that people have, what you said, there is not always a common language of the values, that people have a very different interpretation of the values. I understood you right, hey?

SP2 Yes. Yes, you did.

SP1 Yes. So that makes it that for the common goals when people have other interpretations of the values that it also is more difficult then to have coherence. You know, if one cell of the body or certain cells of the body want to kick out an external virus, and the others don't recognise that this is a dangerous virus, you know, we have a problem, you know what I mean?

SP2 Yes, yes I fully understand you.

SP1 Yes. So therefore I... But what I feel is that when I interview the people from the Orbis Foundation as well as I do now with you, you're very open. So there is no fear at all to express what is alive. That I really... Is also... Even when there seems to tell that maybe you always almost feel that is not so positive, people don't feel hesitation in telling that. That is also a part of health.

SP2 Yes. Because you're saying you experienced that with other people as well?

SP1 People are very open in expressing. They express different things sometimes, and some things are I can already say they do tell the same things. But you know, after I finish all my interviews I will see all the patterns. But what I see overall is that people are very open to express what they see as now we can improve there. And that is actually also something that is healthy. You know, if... If you have a house and you never clean a part of the house, you know, all of a sudden you want to use that part of the house, you first have to see that it is... Needs to be cleaned. Then you have a lot of possibilities. You can close immediately the door and say, well then I don't use it. Or you can say, let me shine the light on it and just clean it. You know, it needs first to be cleaned.

And sometimes in the human body and in the human relationship, you know, opening up to that, it is really... It needs courage. And what I feel when I interview you, and also others, they're very open. And that is a good sign.

SP2 We're like our students.

SP1 Sorry?

SP2 We're exactly the same as our students.

SP1 But that's wonderful, because even... Because you know, if you smoke a lot of cigarettes and you go to the doctor and the doctor tells you, you know, are you smoking? And you say, no, but you have a serious lung problem, you just not lying to the doctor, you lie to yourself, and how do you think that this medical doctor, he or she, can help you? It's impossible. It is the recognition of, you know, we... We love this organisation, but there can be still things to be improved. I call that healthy.

SP2 Yes. Yes, in that way, yes.

SP1 Yes. So I don't have any further questions. Do you still have certain things you want to add to this interview? That I didn't come up with that you think is important to know about?

SP2 I don't think... I don't think they are ending [?], but I think as I've been reflecting on the organisation itself, I've been thinking lately that probably the lack of a similar type OD function for expanding our HR has been a huge contributing factor to some of the... Because if you have silos but you have nobody meeting it together, that's what sometimes promotes the silos. Because there's nobody who's actually looking at the architecture and is able to do that. And I think we feel because the heads of functions all report to the CEO, that then the CEO will be together, but I think he's got other... That's not his role per se.

But I think also the balance in the foundation is to say, how do we fill these gaps without creating another hierarchy?

SP1 Yes.

SP2 And creating a flatter structure. So I think we... Sometimes we solve problems by creating positions.

SP1 Yes.

SP2 We put that position and we have that person, so sometimes I'm never sure whether it's a position thing, it's a process thing, and how do you lessen the hierarchy? We're clearly much more hierarchical than we need to be.

SP1 Yes.

SP2 And we also maybe confuse... So we don't understand reporting lines a lesser be [?] hierarchy.

SP1 Yes. Yes.

SP2 For a certain number... We have to have a manager, but does it also mean... I think maybe that's also where I'm confused. Does it also mean those [inaudible] levels?

SP1 Yes.

SP2 I think we... It's an incredible organisation. If we fixed a few things that we all know, and talking about them for five years or six years, which gets very discouraging, that's the only things that talk about it six years ago, and... And a new person who joins us, within three months they'll say the same thing. We've all been there. So it feels like... That's the only thing. It feels like we've had our problems for too long.

SP1 Yes. And then, and sometimes you know that is the beauty of problems. When you don't do anything about it, they will come back to you. It's like in your own life. You know, if you don't solve something and if you're not clear, if you're not working on yourself, you know, they will give you new opportunities to learn and to improve. Problems you have to do something about it.

SP2 Yes, that's true.

SP1 Okay, well thank you, that was really helpful what you added, and I completely agree with you. I myself... Yes, always like as much as possible a completely flat organisation. But sometimes there are good reasons maybe not to do that. But sometimes the CEO will say, but I can't talk to 59 people at the same time, and then you know that they're all a part in the decision. And I understand that. But you can also every second week send somebody else of the group so that everybody else has an opportunity to feel important, and to reflect back on what is said. So you can do a lot of things, it's... It doesn't mean or this or that. You can be very creative and it is all about human beings and about their ideas and to work together.

SP2 Yes, yes, that's true.

SP1 Okay, thank you so much. I will stop the recording.

Respondent 14

SP Speaker

SP1 Okay, so that's recording. Okay, so my name is X, and I've worked at the foundation for two years now. I work in the fellowship program. I work directly with the beneficiaries around their personal development. So my title is personal leadership program officer, but it's... It's a little bit of jargon. But essentially, yes, I work directly with them ensuring that they are adhering to what the program expects of them, but also working on their personal development. So I meet them one on one four times a year. Essentially it's a bit of a coaching, sort of mentoring role, during the hour session. And then in between it's a lot of admin. And then I also help facilitate events that we have, work on the actual program that the... That the students are expected to... To be part of.

Yes, I work in a team. So there are eight of us with exactly the same role as myself, across the whole country. There's three in Johannesburg and five here in Cape Town. And then we have a manager, yes, and a director above that.

SP2 Okay, perfect. So when... You know, I... I talked about the Hauti [?] Organisation, and yes, what I'm interested really in is, you know, because of research we often talk about values. So you are now two years at the Orbis Foundation, so fresh, but also long enough to have an idea about values and how they are lived. I really like you to talk a little bit about that.

SP1 Values with regards to the organisation and the organisation's values?

SP2 And the mission, and how they all come together.

SP1 So... I think the... The mission and the values of the foundation are something that are incredibly aspirational. You know, they... They are really... They are worthy of working hard to trying to attain, and I think it gets everyone's buy-in. You know, so everyone that works here wants to be part of this vision and is proud to be part of this vision. I think that vision is also... Is strongly spearheaded from... From senior

management. And... And exco level. I think unfortunately how it trickles down though, there... It does get lost. So I think there's very strong values that are driven from the top, but as it seems to trickle down it becomes a little bit more bureaucratic, and the values start getting a little bit more tainted in a way. I don't know...

You know what the core is, and you know what that is, but as it... As it trickles down it... It becomes more about details, and it becomes more about... Yes, systems and process or lack thereof, and... And sometimes that... Those values get a little bit side-lined.

SP2 Can you give some examples when you've seen that, when you've made that observation?

SP1 So for example Spirit of Significance, you know, we have wonderful values though, and that's why I don't have to name them. We... I mean, you can find them. You know, they're all over the place with the foundation. We have really lovely sounding and you know, you buy into it. When you come for your interview here you want to be part of this organisation. But then on the ground, and the work that we actually do, you find that things like Spirit of Significance become very difficult to live out. In the work environment.

You find that you... Or I find that you must just do what you need to do. So sort of... You know, things like Spirit of Significance and Entrepreneurial Mind-set, those are all things that almost take you from where you are and move you forward. You know, their... That's why I say they're aspirational. You want to go with them. But then by the work or... And as I said, more grass roots level work, you find that it's... You can't really do that. Or if you do that you're not really rewarded or encouraged, it's rather, no, but you must do what you need to do. You must do the... What's expected. If that makes sense? You know, don't think too far ahead, we're thinking, we... You know? You must do.

So like for example I've sent a lot of suggestions to the director or to the head of programs around, you know, a certain something I've seen a bit of a loophole. You know, something perhaps we could do this to, you know, to fix this or... And... And often emails are just not responded to, for example. So... And I've... I've made suggestions to my immediate manager, if we're working on this part of the curriculum, you know, could I be involved? And the response is, well if you've got free time rather put it into checking. You know? So it's that kind of thing. So you're kind of encouraged from the top to be this, to do this, but then on the grass roots level, kind of where you are, it's kind of like no, just... Just do what you're doing.

SP2 Yes.

SP1 If that makes sense.

SP2 Yes. I understand. And maybe even because you did all this education and for the program, so it's often you'd like to use, I can imagine, the knowledge that you've got and received.

SP1 Absolutely. So... And we have... And we're actually underway with that exact conversation to say, perhaps you've hired wrong. Because it's very frustrating. You know, the analogy that was actually put to us is, if we hire you to cut the grass, if you want to plant flowers, then that's your story. We just want the grass cutting. So that was actually an analogy that was used, and it was a very... It was a huge eye-opener for us. And then that's exactly it. But so it's a combination of my... My... I suppose

my experience, my professional experience, and my education. But also they hired me knowing that this is the type of person I am. So they know that this is the type of individual with the aspiration that I have.

Yes, so there seems to be a bit of a disconnect with those two types of...

These are our values, these are our missions, and we want everyone in the foundation to feel it and believe it, which we do because it's beautiful. But at the same time, there's a disconnect between actually being able to live that out in a different type of way I think. Yes.

SP2 What are the failures that you really see that almost everybody lives [?] them? Because you have five[?]

SP1 Yes.

SP2 You said five [inaudible] yes?

SP1 You know, it's interesting, the foundation, because there's such different people here. And there seems to be people... Yes, please, can you...? There seems to be people... Is it okay that I'm talking to freely this way?

SP2 You should.

SP1 Okay.

SP2 Because you know what I said, I signed full confidentiality, and I'm 61, and people know me that in that field I never make mistakes. But also you don't help if you go to a doctor...

SP1 Yes.

SP2 And there is somewhere pain...

SP1 Yes.

SP2 But you said, oh no, I can't tell them, it is always then and then.

SP1 Yes, sure.

SP2 And how can you do a diagnosis? So as of now I think everybody's very open, and I think that helps me.

SP1 Okay, sure.

SP2 And I look what can I use for the research...

SP1 Okay, perfect.

SP2 What is important, where are the patterns? So don't be afraid that I take... We will see the weak points, and you will see the integrity of it...

SP1 Okay.

SP2 Otherwise I can better stop talking about consciences, I make myself ridiculous.

SP1 Sure. Yes, yes. Okay. So... So as I was saying, like with regards to the value that everybody lives out here, it's very tricky. I think there's things that are incredibly enforced, but I don't think that they are really organically lived.

SP2 Okay, then I'm always interested, so which one... Which once...?

SP1 So for example stewardship.

SP2 Yes.

SP1 So that... That is essentially like a really wonderful thing, you know...

SP2 Yes.

SP1 With regards to, you know, just taking care of your resources. Not wasting, you know?

SP2 Yes.

SP1 Just understanding that, you know, things are limited. And I come from an NGO background, I've always worked in NGOs, so I've come from very, very underprivileged organisations where I had to use my own laptop, you know, my own data, everything.

SP2 Yes.

SP1 So coming into an organisation like this, it was like wow. Wow. And yet there... There's this... There's a lot of waste. There's this need almost on the one hand to be corporate and to... To have things excellent and good and to be able to deliver what looks really nice. But there seems to be so much waste that it takes to get there.

SP2 Can you give examples? Because I always like it as concrete as possible because then it makes sense, you know? So in general, what is waste? But can you give examples...?

SP1 Sure. Sure

SP2 [Inaudible] on this.

SP1 A silly example I suppose, and it's not quite, but... For example we always give gifts to our students once a year, and we gift a lot. And the quality of what... We have a budget for that. So say it's R200 for... Per student. But now... So we look for what's in our budget, and it ends up being... Like something usually quite... Quite low quality, or something like that. But we're thinking, we've got... We must give them a gift. So we end up giving them something that they're not going to wear, just for the sake of it. But if you say R200 times 150 students that's a lot of money to go and spend on t-shirts that they get every year that they don't even wear. Like it's this kind of like what are we thinking here?

You know, and should we maybe spend another R10 on top of that and get really good quality, or just don't do it. You know? So it's kind of like this... This budgetary thing that we must... We must be stewards of our money. But then at the same time because the budget's there we must spend it. And it... I don't come from that world. You know, I... I'm not a... You know, I've always just done, you know, human development, personal development. So my mind doesn't quite work in those figures. I kind of see the... The bigger picture, the logic here, and I'm like that doesn't make sense. To me.

So maybe it's... It's a personal thing, but another thing is for example we do a lot of transfers, because we don't have a car, like an office car or whatever, so sometimes if... If talent need to get places we do transfers. Now we use a transfer company, for example, because it's easier with booking and all the rest. But it's... It's R300 minimum, one way, here to there kind of thing, which is insane. We could use Uber for example and that is a tenth of the price.

SP2 I was this morning, and yesterday, with Uber.

SP1 Yes.

SP2 Yes.

SP1 But it's... It's almost like, well the process, that's a bit more complicated, because then it's on people's credit cards, and that gets a bit... But the money you would save at the end of the day... But then it's... Another prime example, interestingly enough, finance wants... So if we travel to a place...

SP2 Yes.

SP1 We must now... We've started, we must print out the Google Map of where we travel. We actually have to physically print out the map. So now there's obviously some kind of distrust, because this is a new process. So something's happened along the way that they're saying to us, no, print the map up of your destination. And now they're saying to us they... We can't do the route we took, it must be the shortest route. Now we know, like the shortest route can take you in the dodgiest places and you... Or the slowest route. But now they will only... We can only claim for the shortest route, and with the map. And it's become this like really interesting kind of... What is happening here, you know?

SP2 Do you feel that this is a lack of trust in the people that you hired?

SP1 Absolutely.

SP2 Because I... I sometimes, when I listen to what you say, I can hear things that you didn't say, but it's almost a lack of trust.

SP1 Yes.

SP2 And you maybe, if you were family, you wouldn't just go extra roads just to...

SP1 Absolutely.

SP2 Stretch [?] money, and yes.

SP1 So there's that aspect. But there's also, as I said, there's different people here now. I think people... From what I understand, this is what we're told, oh but people do.

SP2 Yes.

SP1 So people do. So people... There will be comments like that made.

SP2 Yes.

SP1 And then I want to say, but isn't management's role to reprimand that individual? Not blanket an entire organisation of people. You... You know?

SP2 Yes.

SP1 Like it feels like instead of just individually targeting where these problems are, we... We're starting to have these blanketed implementations of, okay, so in order to avoid that person ever doing that again, there's a loophole, we must now develop a new policy. And that policy is... Is problematic. It... It costs money.

SP2 Yes.

SP1 As I said, we're printing ridiculous... For what? We're printing...

SP2 It's really printing?

SP1 Yes, we're physically...

SP2 So it's a lot of paper.

SP1 Yes, we physically have to print every trip we've done, showing where we went to and where... Yes. And the route, so they can calculate.

SP2 Yes.

SP1 And it's... It's become, as I said, for me that's just a small example of... And my understanding of that is instead of reprimanding or dealing with the individuals that are doing this, if they are...

SP2 Yes.

SP1 It becomes a... This blanketed thing.

SP2 Yes. It's almost like the people are late, or some people are late, or one or two, and then you tell we need to time clock for each and everybody.

SP1 Yes.

SP2 Instead of telling, what happened in your life that we see the last...

SP1 Absolutely.

SP2 Month that you're often late.

SP1 Absolutely.

SP2 So... And if you have questions, I think what I would call a healthy organisation would ask people, you would say you see that you make a lot of travel expenses, I'm sure you do the right things, but let us talk about it.

SP1 Yes.

SP2 I think it's not so difficult, and that is what you're talking about, right?

SP1 Yes.

SP2 Okay. Yes.

SP1 And unfortunately it's small things like that, but that is what creates a distrust, and even internally from our side, from you know, say my team's side and the senior management, because what ends up happening, then we like... Don't you trust us? Don't you believe that? You know, like and then it becomes this... So there's distance being created just by these policies. It's... It's a them and us.

SP2 Yes.

SP1 And it's creating silo... You know, situations happening.

SP2 Yes.

SP1 You can clearly see it.

SP2 Yes.

SP1 Clearly see it.

SP2 Yes, yes. Then I look, I just restarted the computer so that you don't think she's... I'm listening [inaudible].

SP1 No, sure, sure.

SP2 Okay. So that is something that you'd recognise in the organisation. It is like communication as well, or the lack of communication, etcetera.

SP1 Yes.

SP2 So coming back to communication, how do you think that communication is working?

SP1 So this is no secret in the organisation and externally, and if we talk about also, you know, value creation as far as what we're delivering to our students, our beneficiaries, communication is our weakest point. Absolutely weakest point, and it's one of... It's an incredibly... Because I'm on the grass roots, you know, I work directly with the students, I can see how dangerous the lack of communication actually is, and... And what it... It has the potential to do to an organisation, and to good things, you know, like a really good intention can turn very nasty very quickly. And that is exactly what's happening internally and externally, unfortunately, with the foundation.

So if... With regards to communication, incredibly poor. Incredibly poor. But I also have my theory on why that is.

SP2 What [inaudible] incredibly poor? Let us do a summation, and if good would be a one... No, let's say bad is a one, and good is let's go to ten, where do you think...? How would you evaluate the communication?

SP1 I'd say a four.

SP2 Okay, that's...

SP1 Even sometimes a two.

SP2 Okay.

SP1 Yes. It... It gets incredibly bad.

SP2 Yes. And so I'd like to be... I try to understand why that is, because you said I can tell you why that is.

SP1 I feel from... Only from... And this is obviously because I work in a specific department, I see it from how it happens in my department, I can't obviously for the rest of the organisation, I don't know. But in my department, there's become some really strict... Hasn't become, there is some really strict sort of bureaucratic lines, which is bizarre, because that's not the culture. Or it's not perceived to be the culture. But we literally... You talk to your manager, your manager talks to the director, the director talks to the head of the programs, head of programs talks to the CEO. And none of the others should happen.

And in that case, there's bottlenecks all the way up. So if I want to get an answer from... That is... That is my manager feels often that she can't make decisions because she's waiting for the director, or the director feels like she can't make decisions because she's waiting for that, therefore all the way down the line the beneficiary is being at the bottom of the... You know, the communication, get nothing. And we being a step above that are equally... Because we... So we have to often filter the [inaudible], suck out the air, you know, just communication down to them to say, you know, yes we have heard you, or this is the story, this, this, and this.

That is my theory, but also I... There is unfortunately, once again maybe it's just from our side at the bottom here, but the CEO is put on a massive pedestal, and people refer to him like a foreign creature. Completely detached, completely removed. So it's always like, you know, well it seems like people are scared to make decisions, because he's going to make the final decision anyway, or have to sign-off on the decision, so it's almost like, well we have to wait for him. So there's waiting from this side, and there's a waiting from this side.

SP2 Yes.

SP1 And these... It just never seems to actually... Yes. Communication then just gets incredibly lost. And small things. And at the moment I'm sure you know about the... What's happening on campuses, you know, with all the different movements, etcetera.

SP2 Yes.

SP1 Now these are very, very real experiences for these students, I mean they live in it, it becomes quite toxic to them. You know, they're really trying to have to understand themselves and... Now we as Allan Gray Orbis Foundation represent another institution.

SP2 Yes.

SP1 You know, another white man who benefited in apartheid, yes, he's giving back but there's some very, very specific institutional aspects of us. You know, we still have a white man, you know, CEO, and there's some very specific stuff there. And a lot of the way the communication comes down, it's very punitive sometimes. So it's almost like no communication, then punitive. And then, oh well good vision for the future. No communication. You know? It's kind of like one of those extremes. And it leaves these students which are really questioning, really... And we source these students as questioning individuals, we want these kind of students. I think it's the same way they... They... You know, employ the talent. They want talent that question, that are go-getters, but then there's not that room for it.

So the students I think are feeling a similar thing where how can they not be using their critical thinking back on us? You know? And spotting those insecurities, or you know, those loopholes. But then there doesn't seem to be the communication back to them. And for whatever reason, I mean, it could also be growth. You know, the foundation's found itself at a new space, you know, we've got so many students, I think we've got over 800 altogether now which is like a massive body of students. Both our scholars, existing students, and our fellows. And so there's growth. We're also physically, you know as talent we've grown. So maybe it's just a developmental thing as far as the foundation goes.

But the students are getting lost in the interim, and that is what we're here to do, and this is what our concern is around the communication. We are here for these students, that is why this organisation exists.

SP2 Yes.

SP1 So if we are not... You know, the service is all around for them, giving them the best. Therefore if small things like the communication, it... This whole building becomes irrelevant.

SP2 Yes.

SP1 Because it's... It's just not getting to them what they... What they are asking for or need or whatever the story is. So that becomes very difficult to navigate, and as I said at the heart of that is communication.

SP2 Yes. And when are people coming together and to talk about this kind of strategy [?], how many times does it happen?

SP1 So we had our first one now which was... Okay, well let me rephrase that. Every year we have a national event where everyone comes together. Yes, you carry on, please. Oh no, I've got my coffee, thanks, very cold but... We have a national event, but that is... The students are... Are not... Are not... They're not... They're there to be taught. They're there to be... You know, they're there for workshops, and round the entrepreneurial development and things like that. It's not a matter of let's discuss how you're feeling about the foundation, and you know, time for introspection, it's not about that at all.

But you know, I mean you touched on it, it's all around consciousness. If we're going to go forward as organisations you need to be conscious, and therefore those conversations are going to become more and more relevant. And I think maybe that's what they... The organisation is actually experiencing. Is the consciousness of its own people all around, specifically the beneficiaries. But so we do have that event and we do have other events, but as I said, it's always around... It's structured... It's a program, it's structured around them coming, them learning, them reflecting on their learning and then leaving. And it's always jam-packed.

So because of the last... And then we had some things that happened last year, some disciplinary hearings with some candidate fellows. Don't need to go into details, but once again for me it came down to, I can dissect that for you, and come down to a communication issue. But that's my personal take on it. But yes, students were exited. And the... The current students were very upset because they didn't understand. There was a little bit of communication, then there was nothing, then there was some. And it left big gaps. And they often as it comes down to, they're actually just scared that they're also going to be exited or do something wrong.

So it comes down to you need to know your boundaries, you need to know what space you can play in. What can you say, what can't you say? And those are just not quite clear just yet.

SP2 Because that I think is important, from an organisational perspective of course. Some people when they take this... Yes, the people have to leave the organisation, you are as well a part of the walls that function from each perspective. You can't inform the other participants, whether it's fellows or students, what actually is taking place. You can explain to them that this is the case.

SP1 Yes.

SP2 That you send out... It's going to be very surprising for you, it's... There are really reasons, you have to trust us. That there are really reasons. But we can't talk about it. It's privacy, it's the law that forgets to talk about people in those kinds of situations. So and actually you have to live with that.

SP1 So but even that communication doesn't always happen.

SP2 Yes, that is what I mean, that is...

SP1 So it's just an acknowledgement. Yes.

SP2 Yes. Yes.

SP1 So, but as I said, sorry, I want to just... Because we did have one session this year, and that was based on the students' need, and my role is like really advocating, you know, that these students need a platform. And we got an external to come in, to facilitate some dialogue, and what this external did was put up a report of all the feedback from the students and send it, and I've seen the report. And attaches on everything I'm saying. And everything we've been saying. You know, you need to engage with the students, you need to talk to them. You need to tell them one way or the other, listen, this is our stance, take it or leave it. That's all you need to do. You don't have to engage in dialogue all the time, but you have to state something. You have to put something out there.

And so a lot of that came through a lot of the same issues around senior management feeling very distant, very authoroteric [?], yet this big vision, this contradiction between this amazing aspirational vision, but then where...? What's happening?

SP2 Yes.

SP1 Yes. So what we are feeling internally in often what I... What I'm mirroring outside, externally, with the students.

SP2 Yes. So that has to do with communication. But then... I deal a little bit more than just the communication. It is also a little bit what I... That I'm wrong, so then you have to tell me.

SP1 Sure.

SP2 That people feel like it's almost to be very grateful that you're one of the students, but taking very seriously as well that maybe you can give inputs that organisation can be improved, that is not the case.

SP1 Yes.

SP2 Yes. So they... They almost feel like, oh thank you god for this beautiful opportunity, but you know, if you have these people with great ideas, they can make really your organisation that it works well.

SP1 Yes.

SP2 And also, if people come with ideas and you feel like, well some of them it's really impossible, but even that you can say, you know, I liked all your ideas, but some of them we really for this and this reason we can't.

SP1 Yes.

SP2 This is not the time, and maybe we're completely wrong. I think... And we took it very seriously, and that's also communication. Communication is also telling, love your ideas, but not now.

SP1 Yes.

SP2 It's also.

SP1 But once again, and this is... We spend a lot of time thinking about this and trying to understand this from our side, and the... Once again we feel like it... Where does the message get lost? Like broken telephone. Where is it getting lost? You know? Like... Because we're telling what the students are saying. You know, we are yelling it from the rooftops.

SP2 Yes.

SP1 But we can only yell it to one level. Maybe another level at... You know, when we have our once meeting, if we have that. So even structured communication is terrible. We do not have regular meetings at all, anyway, that's another story. But that's a process, probably another issue around communication. But... So where is that...? You know, is it not getting to the CEO's ears for example? Is it not getting to the program...? Head of program's ears? Are they not...? Or maybe it is but it's so diluted because now this one's trying to make sure that it looks like everything's under control and it's sharp, you know?

SP2 Yes.

SP1 Or... Where is it getting lost that...? And the same from our side, you know, where's the messages getting lost that we're not hearing what we have to say or valuing or...? But... And then what unfortunately it perceives is that we don't care what you have to say. Because that's what the... You know, the silence, kind of then you read into that what you... You know, your own message. And it can be we don't care what you have to say. You know, we know what we're doing, we will tell you what to do. Or, you know, you're not experienced... You know, whatever the story is.

You know, but whether it's the talent or whether it's students, you read into it yourself that silence, what that means. And that's also very dangerous because you're going to lose some good people or create some animosity or more silos.

SP2 Yes.

SP1 Yes.

SP2 Okay, good. Don't worry about this, because you know the good thing of being open and telling, that all this gives space for change. If you don't express it, if you don't look at it, it will never change, because then you don't see it.

SP1 Yes.

SP2 You know, it is when you open a place in your heart that you never cleaned, and then you say, oh let me close the door again because I don't want to see that. But if you really open it and are willing to clean it up, you first have to look at the mess.

SP1 Yes.

SP2 So even in the most healthy organisation, there are things that, you know, that you just are less aware of.

SP1 Yes.

SP2 And because you did it, and yes, because sometimes you know, it's very difficult to look into all the different mirrors.

SP1 Yes.

SP2 Because you don't want to see what you see. So there is... It is a lot what you tell that I also feel is from a good heart. Like I would like this to change. I understand that.

SP1 Yes. One of the things we often talk around is... Or, corridor conversation, is that the... The organisation seems to reward mediocracy, which is very unfortunate. Because of their... Their values. You know, so it's almost like if you sort of keep quiet, if you play within the lines, and this happens with the students as well really. Because as long as you just do what we want you to do, you actually... Then you stand a good chance of somehow getting a promotion that comes your way because we... We know that you're okay. You know? You're there somewhere.

And the same with the students. You'll then get reimboarded [?] the next year. Some of our most brilliant students, the ones entrepreneurially, which is what we're about, right? I mean, we want these... They've had to... They've been exited because they got... They're so involved in things, their ideas are getting so big, their businesses are growing, and their... Their marks fall, you know, below their 60% for example, and that's one of our benchmarks, you cannot get under 60%. Which is fine, I mean I'm not... That's their thing. But there's that contradiction between we want from you, but then you've got to play in that little bubble. You know what I...? You see what I'm saying? Like you can't...

They... They throw this big beautiful thing, when you walk into this building you see the stairwell, you see... You know, you want to be part of this, the same with the students. But then when you're in it, you... You feel like you're not quite sure how you're supposed to move in it. You want to shine, you want to, you know, live these values that are so beautiful, but then you seem to be told to sit down and keep quiet if you do. And it's so interesting as I'm talking about this that it's really, really mimicked with the students, the same experiences that I'm experiencing in my team in general, but I can only talk for myself, the students are saying things very, very... Using very similar language and emotions actually. It's very frustrating.

And unfortunately there's some really amazing people that are lost, you know, along the way. Because eventually you get tired of trying to... Yes. Play nicely.

SP2 And then you talk about the talent or the students or...?

SP1 Both.

SP2 Okay.

SP1 Even in my two years of being here, there's been amazing talent that's left. Really... You know, if I had to pick a team, you know...?

SP2 Yes.

SP1 I would pick the ones that have left.

SP2 Yes?

SP1 They were just... Maybe not always the easiest to... You know, because...

SP2 Yes.

SP1 But... But just go-getters. Want to... You know, they see things critically, they talk, they think, they analyse, they decide. You know...

SP2 Yes.

SP1 And that doesn't seem to be rewarded. Or encouraged. No... Not encouraged, because maybe on an external level is encouraged, but it's... It's definitely not rewarded.

SP2 Yes.

SP1 And the students similar. Our manager unfortunately is incredibly opinionated about the students. So she talks, not necessarily to them, but she decides whether they're good or bad, if... If I can say that. Now that... That's overshare, I suppose, a bit, but it's incredibly frustrating, because then they almost get... Certain things where, like for example can I... I've got... I've got a test on Tuesday so I can't come to this... This... This even we're having. Then if it's that student it will be very much like, oh, she always does that. You know, and there's certain very much generalised statements that start coming out.

And it creates this like... Because this student has kind of made a bit of a wave for herself, because there's stuff happening, or you know, she's now being labelled like a little bit problematic because now she's standing up and kind of... You know, do you...? I don't know if I'm talking about that correctly. Like it's almost like you must just... You must just fall under the radar. But just pop up enough to, you know, say hi and smile nicely, and then go back down again. And you've got to be careful if you're anything else really. Yes.

SP2 Sometimes you see that in organisations that you have difficulties, what they call negativity, and I think you only can appreciate positivity when you also embrace negativity because it's a balance.

SP1 Sure.

SP2 And if you're from a different angle, look into that, then there is a lot of... Lot of space to play with that. So it's not always that people... I hear what you're saying, when they come up with ideas, and maybe are critical, you know, it's not... It's not just, you know, that it is negative.

SP1 So even... Even if people were critical, I think that's... Yes, exactly as you said, that's okay. But you have to be in a space to accept that. And I think that's once again, so because of that hierarchy, this one doesn't take responsibility of that. No, that was that decision. So who takes the criticism? I can't even give the criticism to the right person. You know what I mean? So there's no room for the criticism to actually even get passed on so we can actually even think critically about that decision.

SP2 Yes.

SP1 It just kind of gets handed down. Communication.

SP2 Yes, that came out of the research, of course. Values, strong values, communication. And then something that I always like to address is that when I worked for the [inaudible] department, for example my three weeks of holidays would be over, and I was really like, yes, I want to go to work, see my beautiful colleagues, lots of work to do. I really loved it. And I talk about passion, and really feeling like people will... Of course they all have missed me, and I missed them, and there are interesting things to do. You feel so much like... You know, even when the holidays were going to be 14 days, you like to be there.

SP1 Yes.

SP2 So how do you feel about that in this organisation?

SP1 You know, another thing, so we're supposed to have a culture of flexi-time for example, okay? But that is... It's incredibly frowned upon. It's that same thing as the finance story. You're looked at like you're trying to take gaps. You're trying to... You're trying to, you know, pull one over on us, you know? And it's incredibly frustrating, just number one because I have always... My background is in social work, so I've always worked on my own. You know, like I... I will work... I will drive where I need to, I'll work as I need... You know, when I need to, long hours. So to now be working to be sitting at my desk at seven o'clock in the morning, you know, that's me working. I'm like, that's insane. And it's not what we... What we promote if you look at our culture. It doesn't talk about that.

But internally, it's very much like, where's everyone? No one's in the office. These people are not working. You know, and it's like... So when you talk about that, that kind of... Exactly what you described, I'm so envious. Because I love my work so much. I... I love working with, you know, development of these young individuals. I consider it a complete privilege. But unfortunately there's... I'm looking to leave because it's... I can't handle feeling like I'm a child. Like I... I... My only worth is when I'm sitting in that seat. And I... That might come down to a manager thing, that there's, you know, I don't know. But it's... It's just unpleasant.

So as much as I love my work and I want to come to work, I want to do my work, I don't want to be looked at like I'm trying to cut corners. Just because maybe there are people, but that's not being addressed, and therefore once again there's this blanket thing that comes down, now everyone...

SP2 Even when I now experience what you feel, because I'm very intuitive, I can feel that there is pain. The pain is of, I... I never experience not to be trusted.

SP1 Yes.

SP2 Is that right?

SP1 Yes.

SP2 That this is the pain that you experience.

SP1 Yes.

SP2 And you think you... Nobody knows exactly how many hours I maybe work. And you go, I can't do even more, and then why is that not being trusted?

SP1 Absolutely.

SP2 And that is also something that can be discussed. So if you have flexi-hours you can say, what is a good moment that just everybody is there? You know? Or you know, wherever you are during working hours, let us make one promise you should be... We should be able to reach you at ten o'clock. And again at two o'clock.

SP1 Absolutely.

SP2 Just to make sure that people can reach out for each other, even when, you know, in a family...

SP1 Absolutely.

SP2 You say whatever you do, it's fine, but let us know, you know, what your problems, challenges are, let us make sure that we can reach.

SP1 Yes.

SP2 You know? And that is this what you... I hear what you're saying.

SP1 Yes.

SP2 Even when you try... Yes, to express it in a very nice way. Yes, it's not being trusted.

SP1 Yes. And you know, unfortunately because there's some... There is talent, older talent, that seem to... And this is once again, I think this is where it comes from, there's been incidents, or there are incidents happening, but people don't know how to deal with them, or control them, and therefore they implement these blanket approaches and this punitive kind of controlling...

SP2 What kind of incidents are you talking about?

SP1 We have contractors that essentially do the same work that we do, as personal leadership officers, but around the entrepreneurial side. So originally, five or six years ago, these two roles were one person. The entrepreneurial side and the personal leadership. And then they decided, actually we should... We should look at, you know, because different skills and thankfully for that. And the same entrepreneurial officers are still around, and from way back when. And they are now contractors. But they will literally only do what is in their contract, and nothing else. And it gives some of the managers a big... A bit of a headache, and they become very difficult to deal with.

Also because they're entrepreneurial, they've been here a long time, they actually just take full advantage of a lot of the things that are provided for them, and then will not give anything more. Proper contractors, like to the T. Which is sad, because that's another thing around the values that's not what we're about. But these are our longest standing individuals that are held so high because they're these businessmen and they've got so much experience, and so they're almost held on a pedestal. But they are like the complete contradiction of what...

But anyways, it's almost like that is one of the things because we don't want that. So now we're going to do this. It almost... As I said, it feels like it's almost in reaction to something else that they're not dealing with that more punitive stuff gets implemented here. And it's toxic. And it's definitely not just from me, it's... You know, because it plays out for different people in different ways. But the more you suppress, it's going to become toxic. Surely.

SP2 Yes. Because there's no space to talk about it.

SP1 Yes. So that's just one example, as I said, of that trusting issue.

SP2 Yes. Well these are the important things to talk about, and you know, sometimes we'd like to... Just to cover it up, but it's important to really become healthier and healthier, what I said, it's like in your own body, and minds, if there are a lot of unhealthy thoughts and you want to suppress them, you [inaudible] I'm not myself, then ego becomes stronger and stronger, instead of okay, I had very strange thoughts. But you know, let it go.

SP1 Yes.

SP2 And that's also with the body. You know, normally in healthy organisations there is a highly [?] network. Cells communicate every time. And they don't wait until the heads of cell are responding and telling them what to do because they know what to do, you know, if you're cutting your knee for example...

SP1 Yes, it fixes itself.

SP2 They go make sure that it will be... The wound will be healed.

SP1 Yes.

SP2 This kind of things are happening as well in organisations, and it is important to look into that. But what I like is that they give space for this and that somebody is allowed to just interview and do that. Means that they really... Yes, want to know.

SP1 Yes.

SP2 And in the interim they're not afraid, so when people say certain things...

SP1 Yes.

SP2 So that is the great thing of this.

SP1 So absolutely, and from... You know, on that point, our exec, and I've spoken to, you know, certain people from the outside, they don't experience this. You know? Because they're... You know, I love Walter's approach around that... You know, the conductor, where you stand. You see things differently, you know what I mean? It sounds very different from where you stand. They... They don't see that. They get frustrated with us because they feel like, you know, we... We often, I don't know, try and cut corners and this and this. But it's so interesting that perceptions are so different.

And... So but they... They're good... They are good. They also believe in the values. But there seems to just be a loss in... I honestly feel the middle managers are problematic. In this dynamic. Because they are the... There is. And I, from my side, my personal experience, but there's no room to try and sort that out or express that. If... If it's... If I speak to HR about it, it's like well you need to deal with... You know? Talk to your manager about it, you know? Have a conversation. Okay.

SP2 Yes, but you already did.

SP1 Yes.

SP2 Like wow, why don't you send [inaudible].

SP1 Exactly. You know, and it becomes... It's just... It's not a fruitful exercise at all. And it's... It's been more destructive, because I need to work in that environment, so I just play by these rules and keep my life as simple as possible. But yes, so from the senior management side I really do... We know that they're good people, you know what I mean? That there's... And if they don't address it it's going to become worse and worse and worse. So for example we... We've had workshops around... What were they called? Like almost sample groups, we had someone come in and do think tanks with us, and you know, it was so wonderful. But there's never any feedback, it's exactly the same things with the students.

So something will happen, then never again, and we have these opportunities to talk and to air. Nothing. And that's so destructive because then another person will come in a year later or 18 months later to do the same thing in a different way and then people, the ones who've been around a while, even myself now, like we did this, nothing comes of this. So you get more and more disillusioned and you lose trust, you lose faith. And you also then start losing respect for people because it's... These people in these positions, you want to respect.

SP2 Yes.

SP1 But it becomes difficult when you are literally at the other end of stuff that... Decisions that they're making or not making are affecting you. And whether they want to acknowledge that or not, or even do understand that, and I think that might be a problem, that they don't understand the impact, that they... Their decisions or lack of decisions are having on people. And then very quick to say, oh, but it's personal autonomy, you know? You got... You must do it. It starts with you. Does it look like I have a problem with personal autonomy? No. You know what I mean? I don't know. So... Yes.

SP2 And it would make a difference for you when they would ask, what did you do so far? Because I understand that if I look at you as a person, that you already did many things. And so can you explain what you already did so far? And then it's an opening for you to express, I did this, I saw that, I observed that.

SP1 Absolutely.

SP2 And it's very different way of handling...

SP1 Absolutely. I mean, I've even said in my performance appraisal contract, one of the parts there says how can your manager be of more assistance to you. I've actually written it. I said a chance for me to offload my thoughts and my experience. You know, professional thoughts and experiences, because you know, I am... I am all-consuming. I do see things and I am aware of things, and I don't want to go be, you know, having corridor conversations with people. You know what I mean?

SP2 Yes.

SP1 I don't want to perpetuate some kind of culture that's, you know, more silos. So I want to be able to talk to the right person, you know? And I think my manager is the right person.

SP2 Yes.

SP1 Cannot have that conversation. Cannot. Whether it's different... We're at different spaces, professionally or developmentally, but it's just not going to ever happen. Yes.

SP2 You are 60 people working for the Orbis Foundation?

SP1 Altogether, yes. Yes, Jo'burg and here, yes.

SP2 Also space to look into how many others do we actually need, you know?

SP1 Absolutely. You know, we've often talked about that. Our manager should be our colleague. There's absolute work that she does, thank the lord for that, you know what I mean? I don't want to do the budgeting and that stuff, you know? But she doesn't need to be checking if I'm in my seat at seven o'clock in the morning. You know what I mean? If that... if that is what... Is that what you're paying her to do? Like you know, like really. I don't understand.

SP2 Yes. And is it... Do you have to be here at seven in the morning?

SP1 My work hour, yes. So my flexi-hours is from seven until four. So that's flexi-hours.

SP2 Okay. Yes. Okay.

SP1 Yes. But what we say is, I mean, I... We work from home. Because you know, our students whether it's via email, whether it's phone, we often... You know, we meet them, you chat, there's always stuff that's happening. Always. We work at events. Events are after hours. We travel. We... You know...

SP2 Yes.

SP1 It's... So how can you say...? It's just beyond me. It's beyond me. And even if it's... Even if it's a matter of, okay, just let me know. But it's still this very much of a... A controlling aspect of, yes, I don't trust you. I don't trust you to... But our work is never, ever really valued. So we've maintained a hundred times over, if you want to give me a performance appraisal, talk to the students.

SP2 Yes.

SP1 That is what I'm here to do, right?

SP2 Yes.

SP1 You know, check my... My reporting, read what I've written. Read. Because it doesn't get read. Read what I've written, go speak to... My actual work that I need to do, go... Go see it in life. It never has happened. We've begged them. Just send out an anonymous survey, you know, how were the PL peers, whatever. You know what I mean? Just we need some... That... Judge us on that. Judge us on the work we... The quality of our... You know, I'll cc you on the emails, you can see how I'm talking to my students, you can see the relationship I'm building. You can... You know? That is... But no.

SP2 Yes.

SP1 And that's why I'm saying around that, we used to have that question earlier on, with these great aspirational values that I absolutely feel like I'm living, but then if you look on my performance appraisal, I meet the standard. I just meet the standard. I'm not... You know? Which I've got to be fine with. I've got to be satisfied with. Because I do not know what else I'm... Yes.

SP2 What you can do more.

SP1 Yes.

SP2 Yes. And it also has to do, I think, with expressing gratitude for things you did.

SP1 But it's not because it's your job and we've been told that multiple times. It's your job.

SP2 Yes, yes.

SP1 There's no gratitude there, we pay you to do that. That's what you... That's what you're employed to do. Which is fine, I love my job and I can hold that, I don't... You know, I don't need to be grateful for it. Yes.

SP2 No, I think that I have an idea that you would really like to... That they receive... Maybe on a daily basis, it's so nice that you're here. Simple words, it's not difficult to say.

SP1 Yes.

SP2 You know, that is important.

SP1 Yes.

SP2 I hear you. You really like your students. I think you're wonderful people, great that we can do and serve you. [Inaudible].

SP1 Yes.

SP2 That's not so difficult. It's not that, oh, that you all the time need it. But I think, yes, if you know... If you do that to flowers they don't blossom. It's true, no?

SP1 Sure.

SP2 Yes. Yes, I think that's part of life.

SP1 Yes. So I would agree. That is my way of being. You know, just in general gratitude and appreciation.

SP2 Yes.

SP1 You know, for the smaller things.

SP2 Yes.

SP1 But... I don't know.

SP2 Okay. Thank you.

SP1 Oh, we're done? Fantastic. How do we pause this now? Oh, oh nine oh nine.

SP2 Yes.

Respondent 15

SP Speaker

SP1 My name is X, I work in the debtor... In the debtor management centre. I'm a debtor administrator. I have been at the foundation for three years now. Yes.

SP2 Okay. As I told you, I'm always very interested in what I call the healthy organisation, and what shows when we look into literature and the research that is done by so many people, that values are an important part. Can you tell how you experienced the values, do you know them, and how they are lived in the Orbis Foundation?

SP1 Well, when I started at the foundation it has always been based on values and how we live those values. We had it explained to us, what is expected from individuals, because our values and how does one live up to those values. But as never... There's something new to me because I've never been in an organisation whereby we're asked to look at ourselves and just see how we live those values in terms of where the company's concerned. So that I know it... So that gives you the courage of the company. So the value is embedded in you.

So living up those values, it's a bit of a challenge because you can't really pin it... Pin point a value, to say this is how I see the values, and this is how I implement then on a day to day basis. But in terms of working and being involved and engaging in foundation work, it's when you realise that there's no going in, being instilled in you, and you see yourself acting up on.

SP2 Are certain values more difficult than others to live, and do you always see that everybody lives them? There are two questions in one, I know. Let's start with the first one.

SP1 In terms of the values being to say easy to live by, it's strange because you would be living up to the foundations value but you didn't realise it. Because now the impact of what we do impacts those who're into it, you find yourself in a position whereby you're living up those values. So it's not at all that difficult, but in terms of... It differs with people, because certain people will be saying this is what I came here to do, this is what is expected of me, and this is what's delivered. But then get those who will be, this is the foundation's way, this is the road they're taking, the direction they're going, but we proceed ourselves in that direction. So I can't like... You seek yourself onto that [?].

SP2 Yes. Okay.

SP1 Yes.

SP2 Okay. So for example courage...

SP1 Courageous commitment.

SP2 Yes. So can you say a little bit...? Do you see that everywhere that...? Is that embedded in each and everybody?

SP1 In each and everybody... I would say to you pretty much of me to speak of everyone, you look... You look at other people when they work, their work ethic, and like you learn to appreciate their work, you learn to recognise their work. And yes, sometimes you would see one or two values in each and every one. Yes.

SP2 If you... For example, if you would ask to work on the values, where would you put most of the work in? That you say, well we can still do lots about this kind of values?

SP1 I think the most important of all that, you know, Spirit of Significance. Not being separated [?], you know? Because what we do, I think over the years what I've realised is we spend so much time doing the foundation work, work long hours, we... We go over and above. So I would say being selfless you give your time to the cause, because this is not like any other company that has profits or we're pushing the line, but we are doing for colleagues, we are doing for this one dream, as to say try and provide and have [inaudible]. And I've worked here for ten years. Nine years.

SP2 So that is one that you say, well, we could do even more on that value.

SP1 Yes. If I... If I were to have a sense to say which one, it would be the ultimate one, because what we do here, we lose ourselves into the mix. We love ourselves into what we do.

SP2 Yes. Can you give examples of that?

SP1 Yes, I may. Like for us, in our department we... We during the course of the year, we have peak periods whereby working after hours. But now you get yourself and okay, normally you're allowed to work minimum six hours, not more than two hours extra overtime, but in our case you find yourself working over and above those hours and find yourself at home with a laptop and looking at work, you know? It's... It's what you do. Just trying to perfect the art. Trying to perfect the skill.

Whatever will give out there, it's give our best in this.

SP2 If you would be a medical doctor and to see whether this organisation is on all aspects healthy, but you know, even when we're healthy we can sometimes have a knee problem. So what would you say are the... The knee problems of this organisation?

SP1 I'd say the problems with the organisation is people tend to do things and like the moment you do something and you expect someone to do likewise, or they don't do as you would expect them to, we tend to start pointing fingers and start putting blames and starting making uncomfortable and saying, but people do do... People should do... People don't... It just has limits. I think that's the problem. That's the problem there. And some... Sometimes people don't even want to shift out of their comforts as to saying I would like to assist this one because I see there's a gap there.

If there was this spirit of saying I can see the gap there and I'm available to assist, I've seen a lot of talent who would shift out of their spaces to help others achieve what they need to achieve, but if we had the mind-set, I think that's the common problem.

SP2 That the mind-set is not always there.

SP1 Like it's not my responsibility, it's not my line of work. If we get any of that then I think can be encouraging.

SP2 Okay.

SP1 It's what's negative.

SP2 One of the important aspects in a healthy organisation is also self-leadership. So can you say something or tell us something about that? Is it appreciated when you take your own initiative, or do you have to have and wait for others to sign for it? How does it work?

SP1 Well in my current space it's something that has been encouraged. That we do. We... It's a way of being recognised as to say we trust you would be on that. We can't even make informed decision without second guessing yourself or looking for an opinion. With the organisation you'll hear like talks, like hearsays. I can't deal with your thing because I'm limited, my thinking is limited. If I come up with something [inaudible] I'm taking that to the book [?] and say [inaudible].

So in my space currently where I'm at now, yes it was about the book. You do it dependent by the book. But now we're given a space now to grow to say this is how you do this, but you can only... You can use your own initiative as to say I would like to believe at this point this is like that, and it's correct, and it's... I'm feeling what I'm doing and can give it to someone else and... I believe that environment's there, it's good. You don't want to be second guessed, I think that's part of core [?]. \ Because the minute people do second guess your work and they only have to check after you, if you can give them the show that whatever I've given you I have checked and it's thorough and I'm confident that it's going to work, then you're creating trust. Trust to... But the minute you go against that, that's when you compromise that trust.

SP2 Yes. And do you have personal experience of that?

SP1 Well I... My experience is I was given the trust and I would have to say so far I haven't broken the trust because it's [inaudible]. Because if I were to break the trust then it's going to be a problem. It sets me back a few steps. With a whole lot of steps back then [inaudible] going forward. So it is important to... For self-development, as you say self-leadership, yes it is encouraged. One has to be a self-leader. You need to go [inaudible] constantly. That's the way one can go.

SP2 What was one of the most difficult initiatives or decisions you made in the last year for example?

SP1 As strange as this may sound, every decision would be the most difficult. But in terms of my work I think the last time, it has been long since my work has been checked by my team leader. I have to believe she trusts me. So there's not need to constantly say I need to check Sipho's work. There is the constant feedback as to is this thing done, or is this done, was this attended to? So in the last year so to speak, I think all the decisions that have been made have been informed ones.

Although it is difficult because we are dealing with people's lives, dealing with the criteria. So it's almost to make a mistake on some applicants are... Applications, you would compromise their chances. So I think I'm very thorough. So given that responsibility I think I like to say it is difficult every single day what you do, but I have to trust myself that what I do, I meet, I tend to learn, training, and it's time for me to execute.

SP2 Yes.

SP1 Yes.

SP2 Okay. Are there departments that you feel are easier to work with than others? So tell me why that is.

SP1 Our department is really working as support to other departments. There is always difficulties because before... Before we can execute we need something from them. Sometimes it takes time. It takes time. And then it's one of those things, one of the most fundamental points I'd like to relate is it's based on relationships. Because you need to maintain forwards. If you had perhaps a relationship and an

understanding with the next person, then it's easier to confront if there is an example, then you say I will compromise in terms of time, this is the delay from you, so how do you need to get that?

But now between the two parties, both of them, if it was a delay on my side, there's an understanding and a way to mitigate that must procure in the process. Or that was from their side. So the most important thing I'd say is mainly the relationships that we build. Yes, it may be a personal relationship built with one person in the department, but it's easier to influence everyone's thinking based on that one relationship.

SP2 Yes. Okay, so that is a little bit what's going on?

SP1 Yes.

SP2 Okay. When it comes to communication, are you satisfied with how it's...? How it works out in the organisation?

SP1 I'm satisfied. Sometimes, you know, there's a lot of communication.

SP2 Yes.

SP1 Like sometimes you have to bridge those levels. You need to just go over a step to reach to the next person. And there's always... There's always activity. You would expect feedback from someone at a certain time, any given point. But it now happens. So communication, yes, it's always there. It's going to be a problem, in that relationship, communication is a huge problem.

SP2 Can you see, for example, what kind of impact does that have? So you're not satisfied about the communication, what kind of impact do you think it has?

SP1 It does have a huge impact in meeting one because that decision needs to be made. We're dealing with faces here, this field [inaudible] face. So now you can imagine if there's a delayed communication and the delays are processes, and working from a calendar, it's fixed dates you are talking about. So that's something that we say, because of this delay can we shift this for a day or two? We can't because we are working on a fixed calendar. I mean, if something has to happen on Friday, it has to happen on Friday. If we saw the email Thursday night, Friday morning, unfortunately you have to use the little bit of time that we have.

So that's now the... Where the limited impact lies. People are overworked, working under pressure, and there's a huge risk of mistakes being made in the process.

SP2 Can you talk a little bit more about that? What kind of mistakes are made for example?

SP1 There's something that... It opens a risk. A risk for mistakes. Not to say there will be mistakes or there was mistakes, whatsoever. So in terms of when we have time to plan, sitting [?] foundations, then we check and double check and triple check those details. But then if you're working under pressure now, I mean, like you have to say I trust what I have now, I trust what I have here, and it's time to execute. And that opens up a huge gap. Imagine if you have to book a flight for someone but you have the ID number incorrect. Or you have the surname incorrect. You will have a problem checking in at the airport because...

SP2 Yes.

SP1 What information they have in their ID, it's very different. You could be booking for 20 delegates at a function, but in fact you must do [inaudible] attending a function, then two are not catered for. So these are the problems that might arise.

As I'm saying, if you have enough time, communication is intact. People communicate regularly, everything's in place, then we have time to plan and execute. And even check before we execute.

SP2 Yes. So there is still that work to do. To improve that.

SP1 There's always... There's always a challenge when it comes to that, yes.

There's always a challenge. There's always.

SP2 What do you think is the main reason for that?

SP1 I think the reason is... I think the most common of all is the different individuals. I mean, the different types of individuals. If you're going to have a lot of people working on a project, it's bound to create it, because people have got different kinds of times. One won't agree with the way this one is doing it. And one will agree. I think that's the common problem. Any problem where you have people involved. And you problems with people saying why do you want us to do it this way, we can do it this way. And we have people saying yes, I know we have to do it this way but I believe we've got enough time. But then the person believes we don't have enough time. So that's when, you know, you experience problems.

SP2 Yes. And for example is there a space to express that? Are you able and allowed to say, well, this is what I experience, I see there and there problems, people come at the airports. Wrong ID, can't fly, ticket gone. So... Well is that then an opportunity for you to express your concerns and that it might change?

SP1 Well, in my... I think the most common one in my case would be compromising potential candidates.

SP2 Sorry?

SP1 We'd be compromising potential candidates.

SP2 Okay.

SP1 Like the ones who're applying. And we'd get a strong candidate, but somewhere somehow the scores don't go according... They don't go correctly. So now they're kicked out of the... They're eliminated from the process. But then you look and you're like this candidate should not have exited in the first place because they were a strong candidate. And I mean, it's one of those things whereby we make a decision, and then you look back and how do you define it? You can't. Because there's a company's reputation at stake. We can't be doing sitting like we're taking against... Call you in, we don't know what you are doing. So such mistakes really have an impact...

SP2 On the... On the candidates. The futures of the people.

SP1 And the future... And the foundation's reputation as well. So we can... It's... There's a lot that can go wrong. There's a lot that's compromised. Not just the candidate, not just the organisation, but everybody. Yes. So I think that alone, that's one huge impact when it comes to that. Yes.

SP2 Okay. What kind of other things would you say are important and could be brought to a higher level? Let us call it a higher level.

SP1 Interpersonal skills. Yes, I mean that's...

SP2 Interpersonal...?

SP1 Interpersonal skills, yes.

SP2 What do you mean?

SP1 You have to be... I mean, look, I guess I'm saying that now, one will call it... What do I call this? A manipulative approach.

SP2 If you see me sometimes looking and I still check that the system is still working, but I'm listening.

SP1 I... I always refer to it as, okay, to myself, it's a manipulative approach, but I'm not as such, I'm using it in a positive manner. So what you do, you buy people's trust. You buy people's... How do you buy it? Like you connect with people on certain levels. Like personal stuff like you find your way to engage with a person. So when you have that level of trust, level of communication, level of relationship with the person, it's easier to influence the decision that they make. It's easier to influence what you want out of it. It's easier to say... Some call it in some trainings they call having a friend at work. That's what they call it.

It's not really a friend, it's someone you can actually... You go to the person, can you do this one thing for me? And they do it because now you have this relationship. So if we can have that sense to say in our approach, so and so, already there mustn't be a rift between the two of us. There must be that openness, that willing to... Okay, so like what can I do for you? What can we do for each other? If we can build that sort of relationship, it's going to be awesome.

SP2 Yes. And then of course we talked already about communication. And what about communication between the top of the organisation and the others? Is that going the way it should?

SP1 Well in my case it is. In my case. Always making a point, because I mean always a company is always distinguished, you get a chairman, get a CEO, you get directors, you get managers. But now there's always been that gap whereby you can't just have a normal conversation with the director, you know? Hey, what's up, you know? But I always try to bridge the gap with everyone under comes up with information, I mean, it's... It's always... It's always a happy environment. How is it, you know? So the minute you manipulate that hierarchy problem, as I say you can come to... People all the time can talk about anything. If you can establish that, then that's the start.

SP2 Yes.

SP1 That's a start.

SP2 Okay. Then I would also from research it shows that sustainable performance, so knowing in the long term to consist in the things you are doing is very important. Can you respond to that? I know it's a bit difficult, but I have it still.

SP1 Okay, in terms of...?

SP2 Sustainable performance. You know, sustainable means that you really have an idea of, well this will come in our direction in five to ten years, you know? Let's... How about growth, do we choose for that? What will be the situation of the South African government? I don't know. But you know, all these kind of things, how is...? What about the awareness of these kind of things?

SP1 I would believe that in terms of performance, first of all there has to be the motivational factor. Because like when you're a worker and you want to come into this place you must have a purpose. As I was saying, all of the values, Spirit of Significance, we come to this place with a purpose. That alone, that purpose has to be able to reach an effect and just to bring in fewer, it has to be your performance booster so to speak. So if you do good, if you excel at what you do, it kind of like puts you in a different direction because already we are drivers to say I need to achieve. But what do you need to achieve?

The first achievement as a person is being able to deliver. Being able to deliver even because now we always want recognition. Recognition can be given in terms well done, you've done this. But now recognition shows developed people who are valued, they are appreciated. They are appreciated. The end result that you present to them. So the performance is... For one to be enhanced in terms of performance, I can't say I'm not going to perform today on my job because of a problem, my boss is not always happy with me. It doesn't look like that. One has to be their own performance booster.

Whatever... Whatever negatives are coming their way, it shouldn't have an impact because you must have an end result in mind when you're executing. That way anything that will come, it's going to be easy to go through because I mean, we didn't focus on that. We don't factor that into... Into your job. We don't factor in negativity, we only factor in that of your performance. So in an organisation for one to perform and for one to grow, you first grow as an individual before you can be promoted. Because if you haven't grown as an individual how can you be promoted?

You can't say I've done one, two, three, so I deserve a new position, or a position that was available at the beginning, I was going to be the one to move there. You first need to push yourself, promote yourself, then people will see value in you, then that's when you make the point.

SP2 Yes, okay. Thank you. If you look into the organisation and you see how people work, do you think they are more intrinsically motivated from out themselves, or is it more because of salaries, because of things? Not one is right and the other is good, or wrong, but I just... I'm interested. Let's say that external motivation is based on salary, on other aspects that, you know, outside of you, and intrinsic is more like there is no difference between me and the organisation, and I really like what I'm doing and that is already that motivates me, and that's a nine, where do you feel in general that organisation is?

SP1 When you only look at the organisation I think I did have this bird's eye view at some point.

SP2 Yes.

SP1 And what I found was the older talent, like who've been here like say seven, six years, I look at them, I look at the current ones, like the ones who joined just three years back, two years back. And you look at those ones, the older ones, they still have that same make it culture. That sense of why you are doing what you do. They have that. So if the new ones can have that sense, that same approach, I think we would now safely say people are motivated about what you do and not by their monetary factor or what they stand to benefit for them to excel. Yes.

SP2 Okay, because that is also an interesting question. I just take a moment to look into some of the questions. I didn't talk about coherence so much. Coherence is that everything just flows nicely together. So what do you think about coherence in this organisation?

SP1 It doesn't work like that. The way the organisation is structured, everything is supposed to like that, everything must just come together all at once from different points. Because I would say in one you get... You'll be leading this department, that department and this department coming together, just for this one foundation. Just for this one foundation. But it's not there yet. It's not there yet. You would... You