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# Designing and Implementing a Leadership Development Framework and Assessment Tool at Eskom

Assessment Centre Study Group  
*28<sup>th</sup> Annual Congress*

*12-14 March 2008*

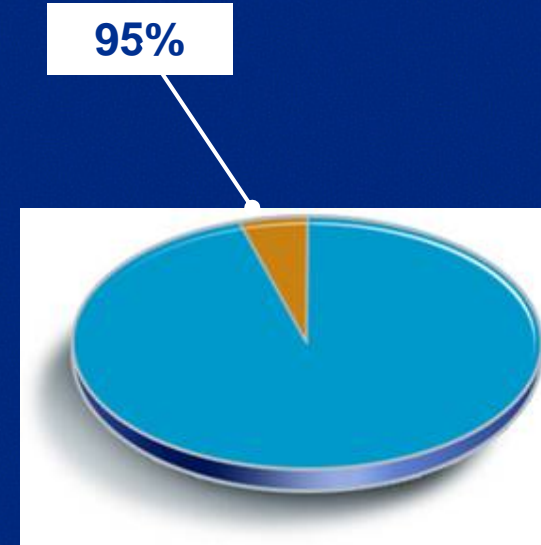
# Objectives of this presentation...

- Share our leadership framework and assessment instrument
- Process that we followed
- Provide a Blue Print for implementation
- Lessons learnt on implementing

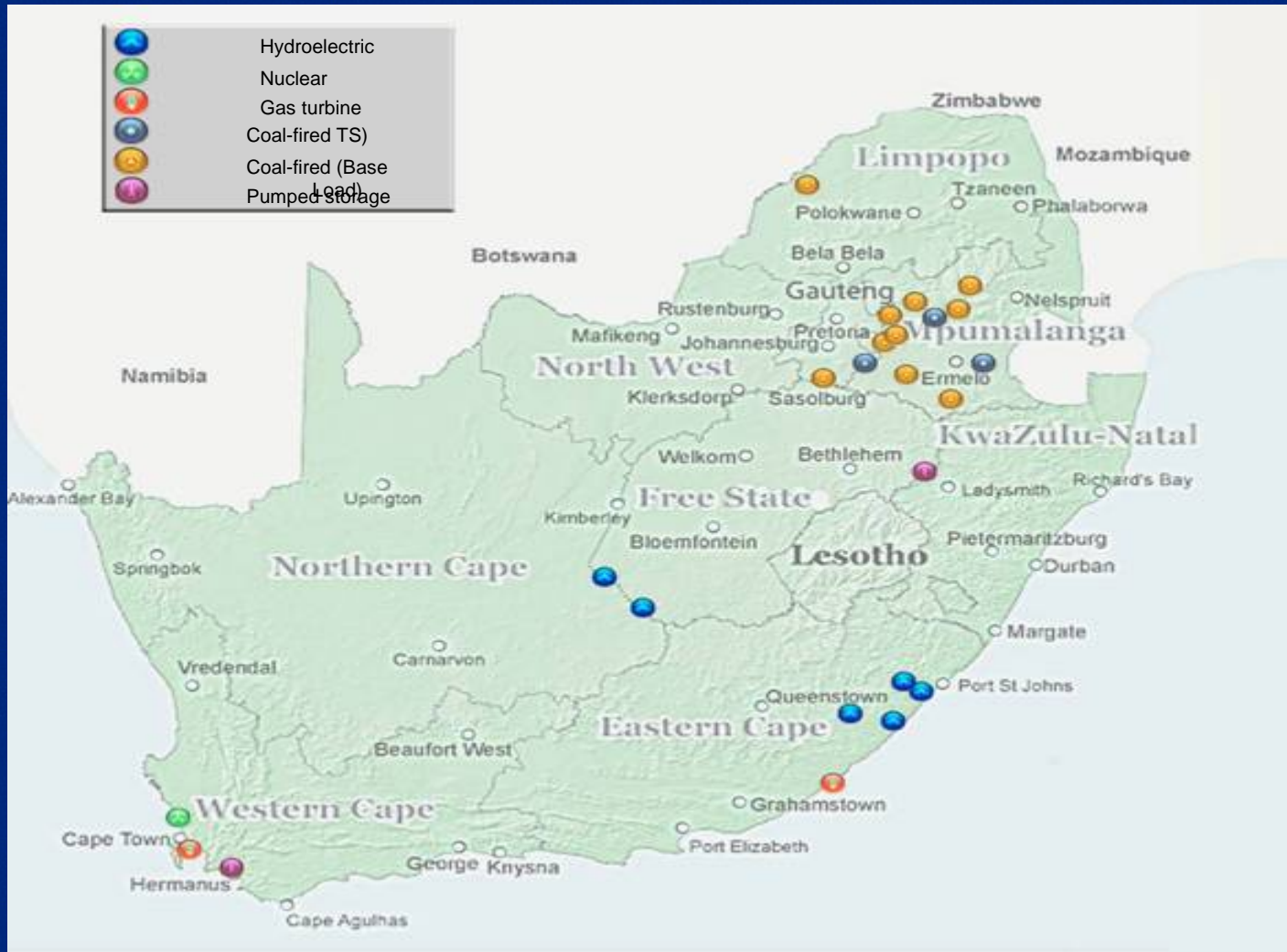
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# Section 1: Our Leadership Context - Overview of Eskom

# Eskom generates 95% electricity in SA



# Location of Eskom power stations



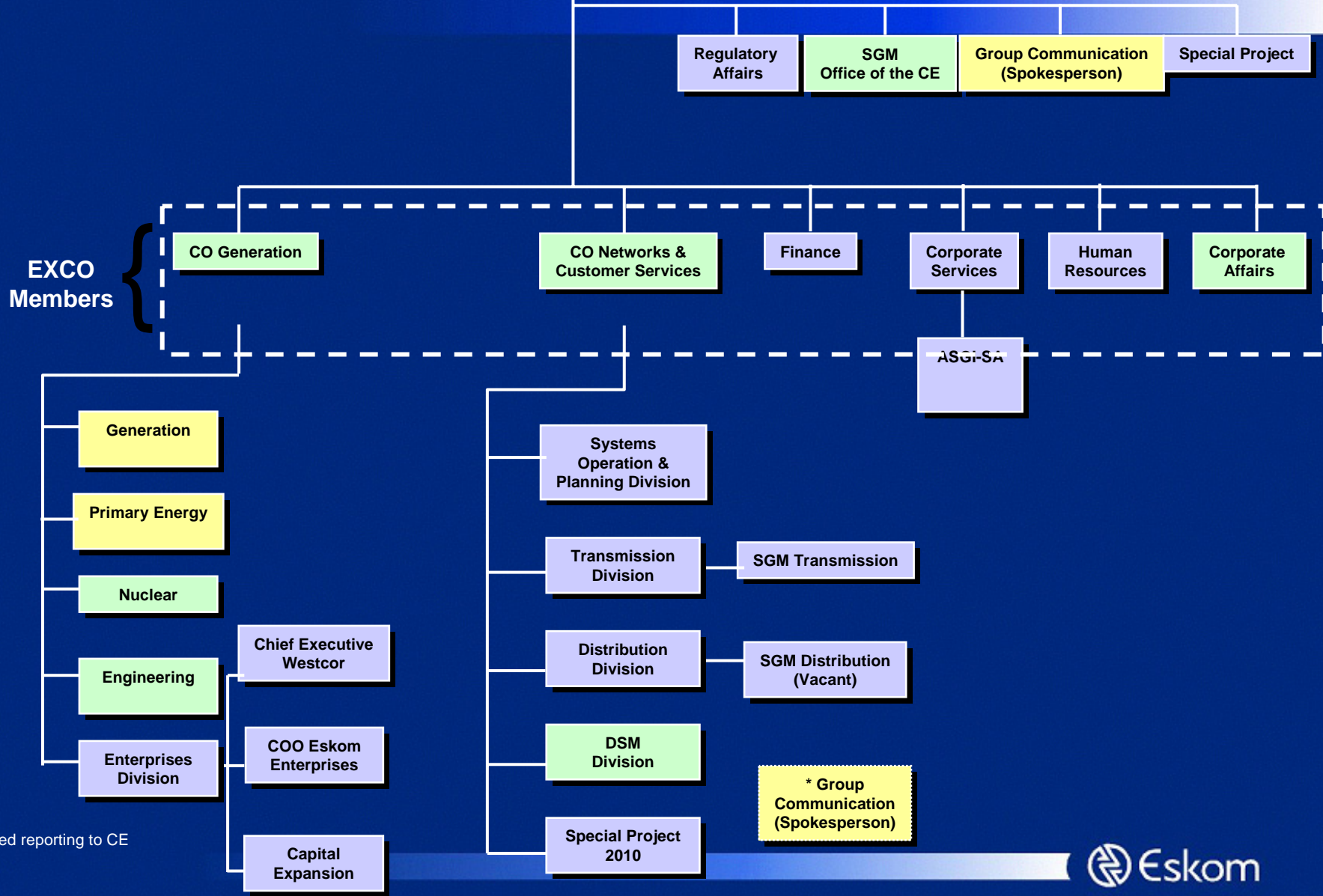
# Eskom's people

- Approximately 32 000 employees
- Consolidating and optimising our existing skills and resources
  - Optimise within
  - External local recruitment
  - Partnering locally
  - Recruiting in South Africa
  - Recruiting in Africa
  - Recruiting in the rest of the world
- Internal training and development programmes and recruitment practices focused on building and retaining the skills base



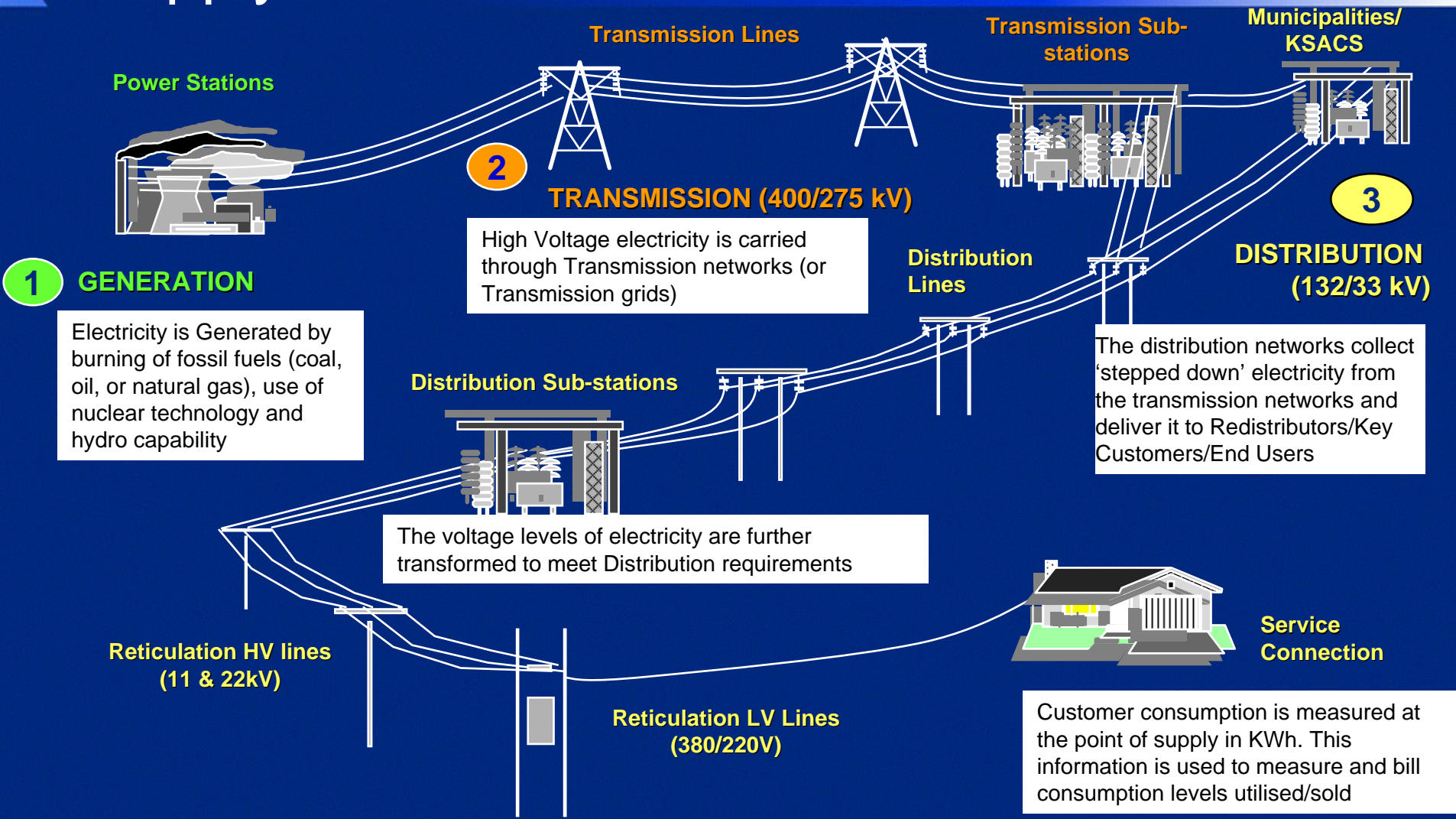
# Structure

Chief Executive

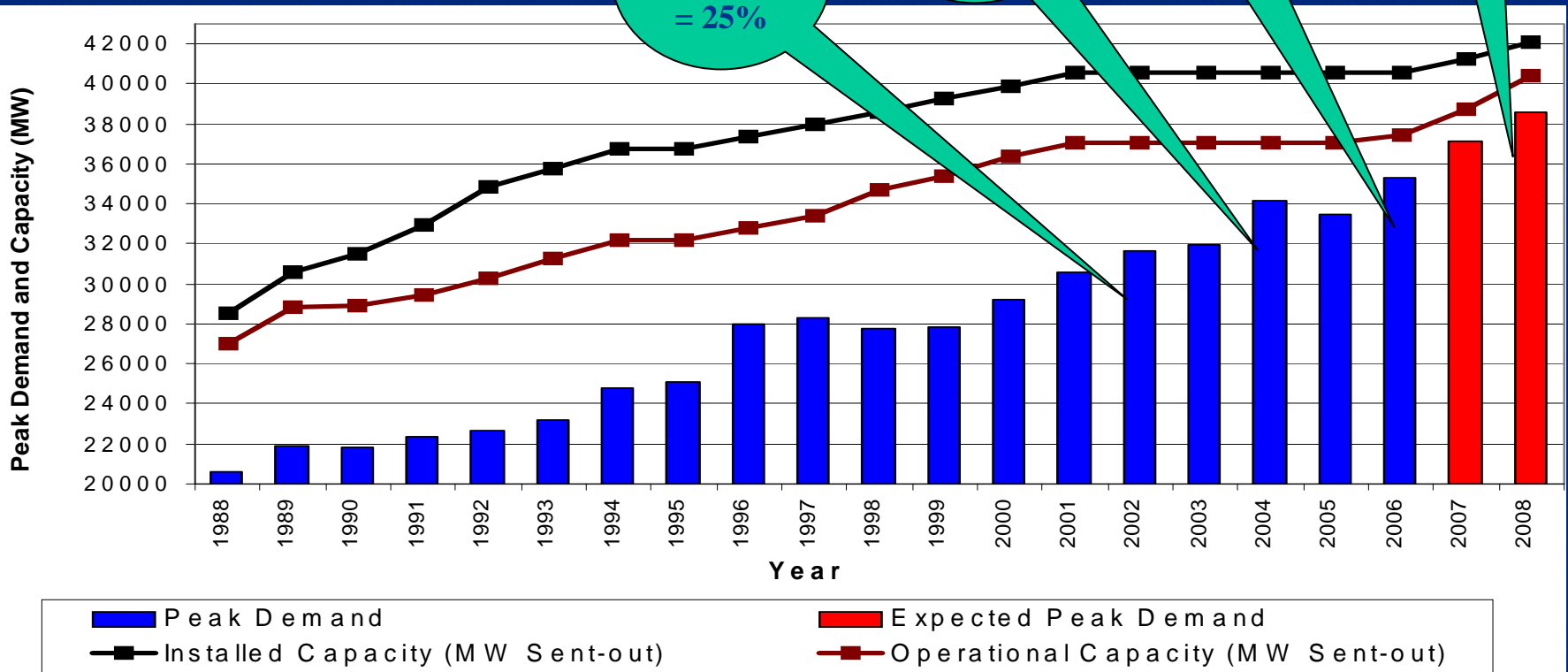


\* Dotted reporting to CE

# ... vertically integrated across the Electricity Supply Chain



# Historical demand overview



**Reserve margin aspiration = 15%**

# The Eskom Leadership Journey

## Transactional Period

1992 - 2000

- Compliance
- Efficiency
- Doing Things Right
- Process Focussed
- Outcomes Based
- High Performance
- Minimum Change
- Centralized Decisions
- One way Communication
- Left Brain

*Lowest Cost Electricity Provider in the World*

## Transformational Period

2000 - 2007

- Focus on Management
- Dramatic Change
- Top Down
- Principle Based
- Structure
- Policy
- Macro Changes
- Dealing With Ambiguity
- Defining and Shaping values
- Macro Morale Issues

*Eskom will be the pre-eminent African energy and related services business of global stature*

## Unification Period

2007 - onwards

- Focus on Leadership
- Effectiveness
- Creation of Hope
- Individual Humanity
- Values based
- Implementation
- Stability
- Right Brain
- Two way communication

*Together Building the Powerbase for Sustainable Development*

# Leadership Competency Model

***'Together building the power base for sustainable growth and development'***

*Integrity*

*Excellence*

*Customer Satisfaction*

*Innovation*

- Role modeling the Eskom Vision and Values
- Providing clear strategy and direction
- Thinking broadly, seeing many perspectives and understanding underlying patterns and connections
- Promoting a compelling view of the future
- Translating the vision into actionable steps

- Creating a conducive environment that values diversity and respects individuality
- Encouraging continuous learning and development
- Empowering others
- Creating a climate of open feedback and recognition
- Effectively navigating ambiguity and learning from successes and failures
- Building high performing teams

## Visionary Paradigm

*Thinking about or planning the future with imagination and wisdom*

## Inspirational Approach

*Igniting passion in others by creating a feeling or urge to achieve results*

- Positively affecting the behaviours of others
- Motivating others to achieve personal satisfaction and high performance
- Leading by visibly role modelling appropriate behaviours
- Stretching others beyond comfort zones
  - Instilling a positive climate of trust
- Passionate for results
- Awareness Eskom's environment, capabilities, resources and assets
- Adapting, initiating and driving change while balancing many demands
- Building and maintaining synergistic relationships and networks
- Creating and sustaining innovation
  - Uncompromising on safety
- Providing superior value to Eskom's customers
- Identifying and generating growth and business results

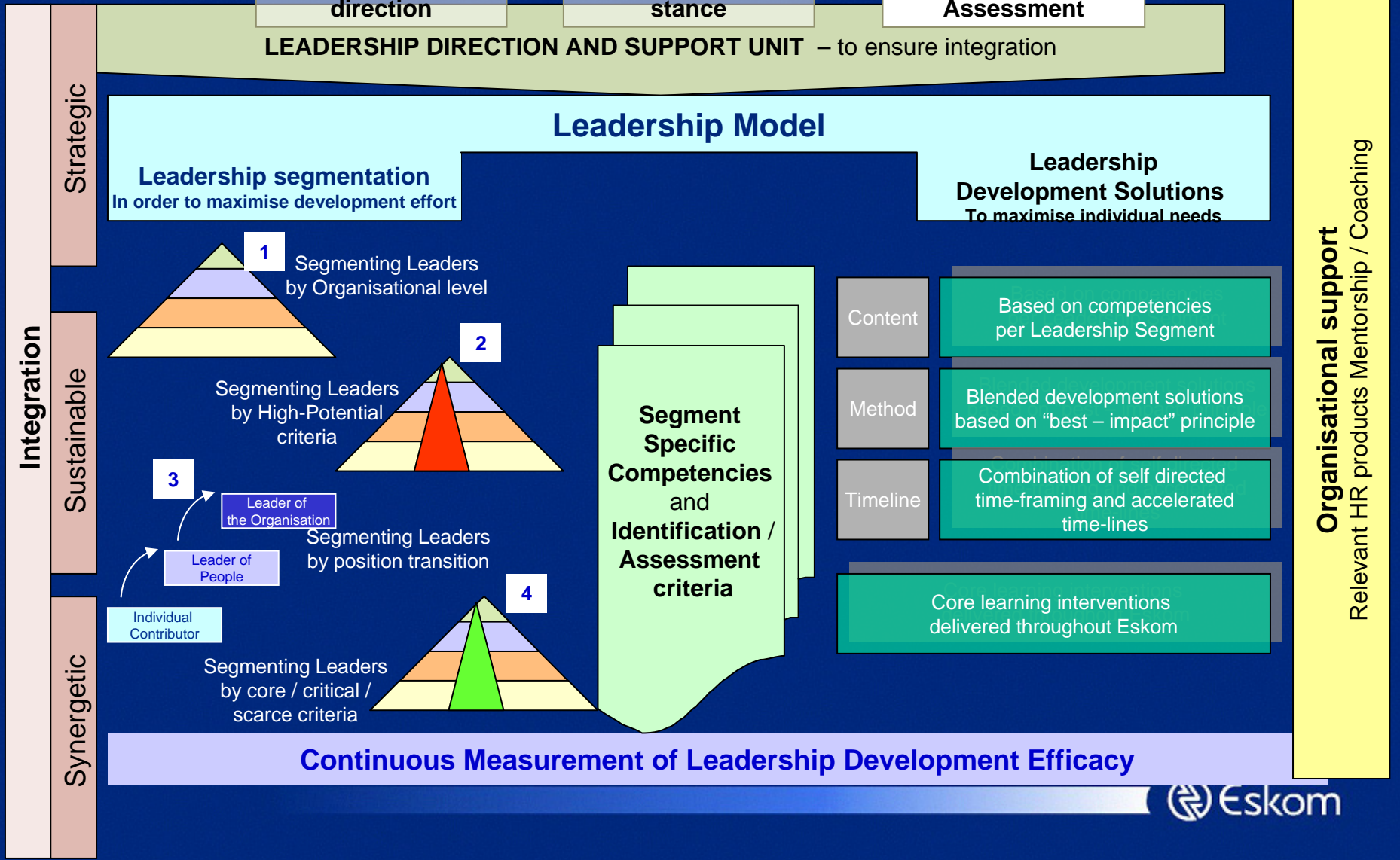
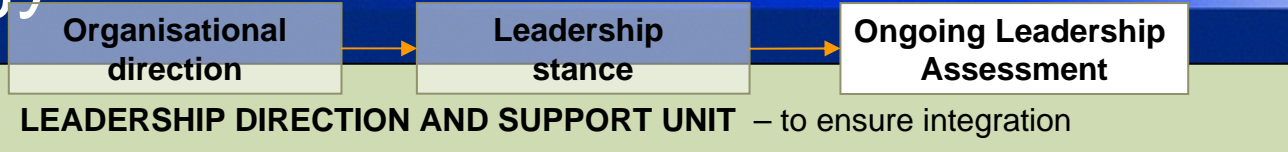
## Developmental Perspective

*Seeks and implements opportunities to enhance growth in people*

## Business Orientation

*Ability to apply an innovative problem-solving approach in relation to what can create value for the business*

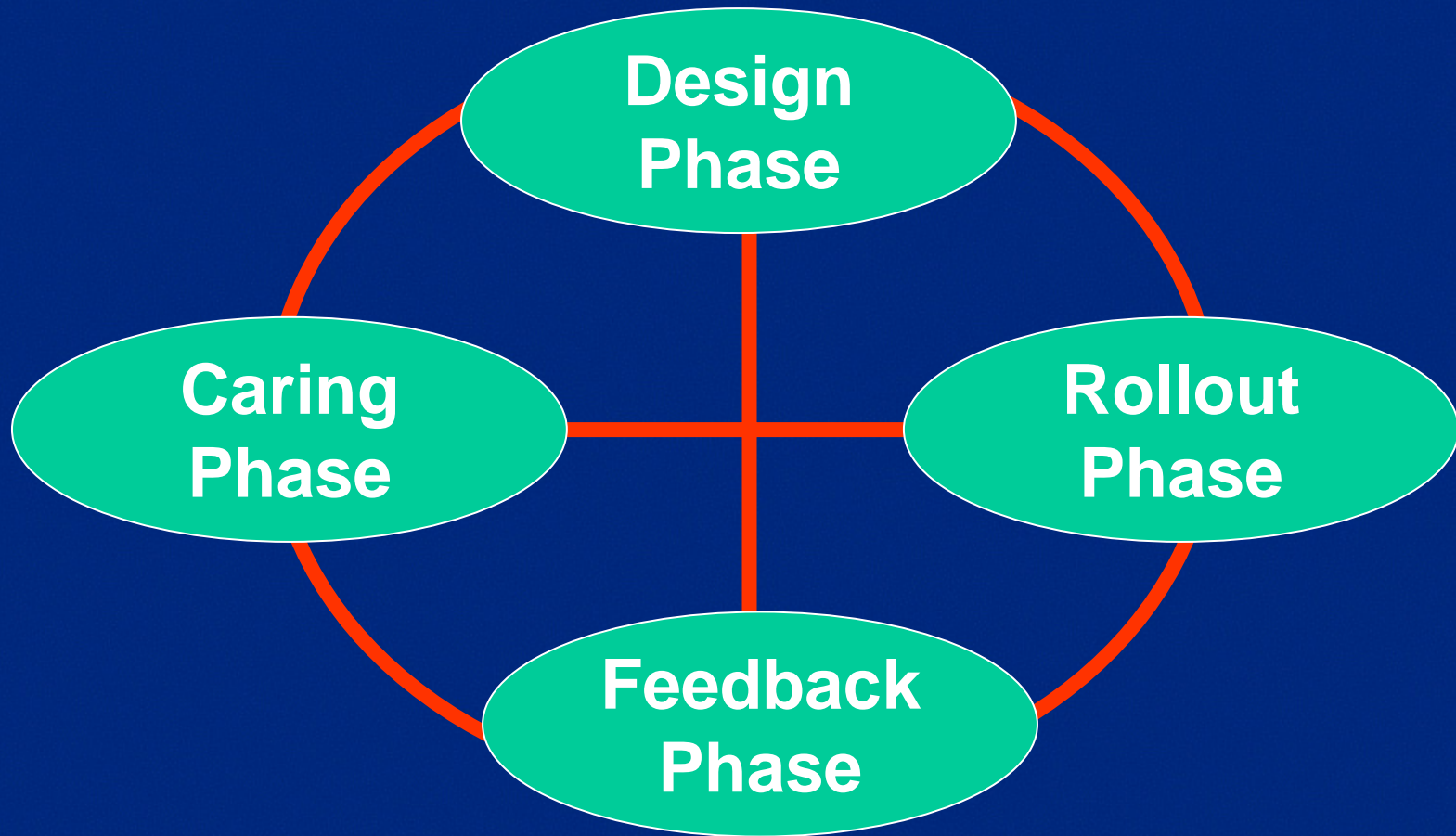
# Eskom's Leadership Framework and Strategy



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# Section 2: Leadership Assessment

# Presentation Outline...



# Design Phase...

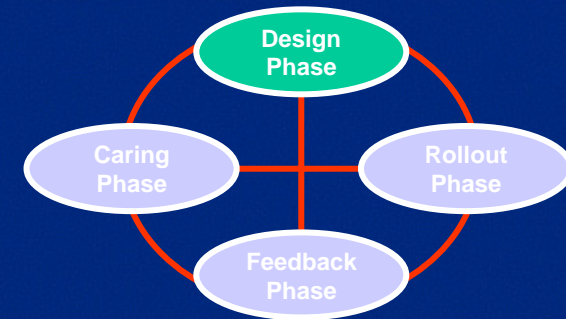
## Lessons Learnt & Key Success factors

### Preparing the Organisational Climate

- Executive Sponsorship
- Line Managers
- HR/ Organisational Development Practitioners
- Information Management fraternity
- Guarantee confidentiality & anonymity of assessors
- Communicate with target audiences

### Designing the Assessment Instrument

- Sound leadership framework imperative
- Formulate questions around desired behaviours
- Benchmarked against similar tool in industry
- Ensure “fit for purpose”
- Consider number of questions & time to complete



# Design Phase...

## Lessons Learnt & Key Success factors

### Methodology

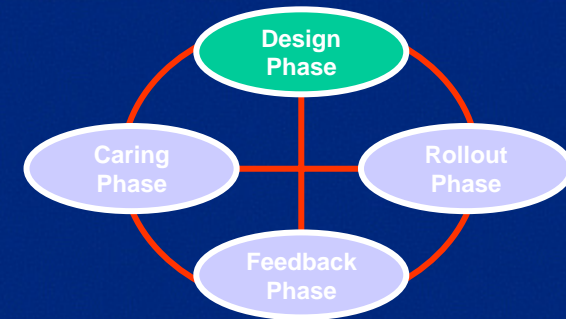
- 360° Assessment methodology
- 5 Point Likert Scale
- Used for Development or Performance Management

### Data Systems & Software Solution

- Effective software solution as a vehicle
- Availability of data on system i.e organisation structures
- Create data template & import data
- Validation of assessment group by leader to be assessed

### Designing the Report [\(link to Sample Report\)](#)

- Report must be user-friendly
- Graphs should facilitate interpretation
- Summary reports to exec members

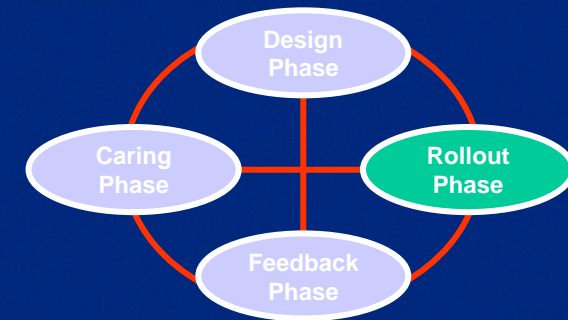


# Rollout Phase ...

## Lessons Learnt & Key Success factors

- **Designing the Report (cont.)**

- Pilot
- Notification to all assessors
- Monitoring of progress & reminders to assessors
- Availability of process & systems support
- Set a target date for completion and stick to it
- Draw reports
  - Individual reports
  - Summary reports
- Analysis of the data
  - To provide a high level picture of the health of the Leadership bench
  - Draw findings and formulate proposals for interventions
  - Reliability study conducted by an external research company

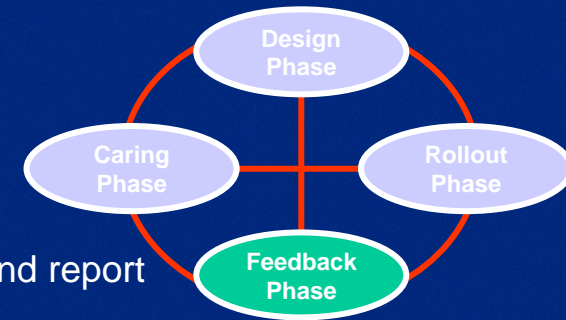


# Feedback Phase...

## Lessons Learnt & Key Success factors

### Training of Facilitators

- Imperative to understand the leadership stance, framework and report
- User manual with all detail to facilitate discussions
- Psychologists were used to deal with feedback to individuals
- Report-back to coordinator on progress and identified areas of need





# Summary...

- Leadership framework
- Organisational Development Process
- Professional Feedback
- Organisational measures / sustainability indices
- Ongoing leadership support

# Way Forward...

- Integration with other organisational indicators (i.e. climate, retention data, employment value proposition)
- Assessment results will drive leadership development themes in Eskom
- Ongoing leadership support to Eskom manager

# Thank You

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