

## Appendix 33 - LFQ Section B Responses

#	What kinds of issues compete for your attention on a regular basis?	How do you go about prioritising which issues to address?	How do you manage situations where there are too many issues competing for your attention?	How would you describe the fit between yourself and your organisation?
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1	External and internal. My role largely requires understanding and influencing external forces (legislative, social etc) but much of it is also about internal issues (staff perceptions of the organisation - image)	I often try to balance them in my day, but my goals are more externally influenced, and so is the roles of my department. This results in an easy choice because my performance is measured in relation to how I successfully achieve them	I would try to measure impact of not immediately dealing with a specific issue and take it from there	in my view I fit partially. I am far more concerned about people issues while my organisation is more focussed on process and results
2	Projects for improvement of - systems - equipment - processes	Everything is planned and has a deadline with milestones. As projects progress, different issues become more important	Delegate tasks to people that have the ability	Mr Fixit - I am used to improve or correct most operational issues
3	Motivational issues - make everyday productive, avoid complacency, motivate every staff member Measuring progress - where are we? Are we ahead or behind and what do we do now?	Measure progress against target. If you are behind what do you do to catch up? If you are ahead what do you do to keep ahead?	Prioritise. Allocate time to specific issues. Break down your time according to importance and urgency. Priority to urgent issues then look at important issues	Good. Learn to handle and work under pressure. Learnt to achieve results through people
4	Internal - sales performance, training, recording, measuring, analysis reporting, quality, safety External - customer satisfaction, quality	Focus on: - firm commitments get priority whether internal or external - issues with critical deadlines - those tend to revolve around customers, sales performance and quality	Work longer hours - upto 18/day on a regular basis, weekends. If I have not found balance, try to delegate where possible	Try to drive the company's objectives/key issues - this focuses on quality and customer satisfaction. Promote a happy work environment, where everyone feels part of a team
5	Working on a team environment, focusing on pressing issues	Prioritise urgent tasks and delegate to relevant staff members to do them	Differentiate urgent issues from important issues/tasks and start with urgent tasks	Fit in very well on emerging opportunities as part of greater opportunities in future
6	Staff issues Contract issues Technical problem solving Self development	Understanding the goal and what is important clearly, understanding which issues will bring success in the long run	Just keep sticking to the issues which are defined as important	Poor fit. Organisation is autocratic and bureaucratic and needs followers who follow the rules without questioning it. I tend to focus on the people and achieve results through their input.

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7	Production delays Process improvement projects Costs and controls Operational, housekeeping, safety	Maintain stable environment first, then look at improvement opportunities Look at impact	Prevent by not procrastinating Delegate so that there is able support when needed Prioritise based on core business stability first	Good fit initially, getting worse because organisation is slipping into old-fashioned nonsense approach after take-over
8	Process improvement as opposed to time-to-market pressure. You might get a product out first, but a lack of quality will make that it is not sustainable	I look at long term sustainability of the company and its strategic direction and then prioritise issue according to that framework	I pick those that will give the best improvement/pay off as measured by the strategic objectives. The rest I will delegate/postpone	Good - my organisation needs someone right now to formalise process - they're an R&D company with a great product but they need a completor and higher(?) mindset to 'productise' and sell it successfully. This implies that I'm engaged in initiating a lot of change and motivating the need for changing processes
9	Development of new processes and improving of current ones Production problems	Production problems definitely gets priority, but I try to keep a fixed time available for development	Prioritise and attack the most important one first, until I reach a holding point and then move onto the next one	Our organisation has the problem of being incorporated into an older, less advanced organisation and this leads to mix fit currently
10	Plant breakdowns Insurance/history investigations Project planning	I think about which priority would mean the most to me, not necessarily the organisation	Rank them Spend 10 minutes on small things that can be done quickly (eg phone calls) Work down the ranks	I think the organisation does not use any full potential and take a lot of my time with tasks that do not add value
11	Staff vs tasks	Things which have to be done today Things which need to be done ASAP Things which need to be done but low priority	Prioritise and deal with issues in order of importance	Very good
12	Understanding & sharing my understanding of the commercial objectives and strategies of Woolworths Integrating across various business units to ensure common understanding and a focused effort on the important issues	Address issues first that will have the biggest impact or consequences for the business Prioritise issues that impact on relationships with external suppliers/partners Prioritise together with staff members	Delegation to the right skills within the team Communicating work load to partners and providing realistic time lines to clients	I believe that the general culture of the organisation is one of challenging existing mindsets and developing innovative ways of meeting challenge or capitalising on opportunities first well with my style of leadership. The lack of 'speed' in implementation is my major frustration

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13	Operational problems in a production environment	Use urgency and importance - usually the urgent issues get attention first leaving little time for the important	Prioritise and delegate	Not so good
14	Staffing Sales Stock Operational Logistics - transport	I break it down into my six stores, then attack one store at a time and one issue at a time	I prioritise them into very urgent; urgent and important	It's an unbalanced fit. I am more of a person who likes change and very visible change whereas on the other end my company takes some time before they implement any change which in the end is not visible at all
15	New business development (10% of time) Client enquiries (50% of time) Tenders (20% of time) Design & optimisation (15% of time) Technology development (5% of time)	Client enquiries & tenders have deadlines and are seen as top priority. The time in-between is allocated for the other issues, with biggest focus on new business development	Delegation of work to qualified staff in the engineering division. This is happening more frequently, especially as I'm trying to allocate more time to new business development strategy & client visits	My fit with the organisation is good (performance, intimacy), not as good with current management (not intimacy-based). Also refer to my HR exam answer (leadership).
16	Integration with support function Travel priorities External franchise partners	80/20 principle - focus on 20% that gives 80% result	Same as 48	I am part of the culture fit. I have the ability to challenge and drive change
17	My focus tends to be directed towards achieving operational efficiencies, and increasingly HR related issues My focus is internal	I generally prioritise issues according to their importance, relative to the company's strategic objectives	By reprioritising relative to the company's objectives By identifying what can be delegated	My fit is positioned to enhance the company's operation issues, and develop the 'intimacy' and staff cohesiveness within the company. This works well, since the other director's strengths lie in company development and innovation. My focus is internal, balanced by another 3 directors with an external focus
18	Customer satisfaction by supply of proper technical service in all levels Improvement of performance and quality of work performed	Urgent customer needs need to be first Internal needs Improvement and changes	Try to find someone to delegate some of the work to and direct	New in the position and it's highly stressful now but I grow into the position for everyday

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19	Detailed technical support (operational) vs overall customer support and long term strategies	Immediate impact on customer's production efficiencies - ad hoc day-to-day response to technical issues Commercial support Technical systems maintain and improve	Prioritise on above weighting Delegate where possible	Technical fit is optimum, technical input and commercial integration is good and improving - room for improvement. Good understanding of all department functions
20	Frequent interruptions by customers internal and external requiring technical information related to our products	Which ones would affect external customer satisfaction? Attending to customer needs and keeping them 'happy'	Try to prioritise and list them and then working on the list top-down to ensure higher priority issues are addressed first	Very good fit
21	Customer related Functional department reporting back on performance (on monthly basis) of the customer - revenue, sales, problems with equipment, efficiencies of customer's equipment	Check customers regularly (one call/day in the morning). Then technician at the customer site to see if he has customer issues	Prioritise:- customer issues, company issues, own issues	Company's philosophy is one of change and customer focused. My role is to work within this philosophy. Works well!
22	What expenses to agree to for the company, in terms of the budget and tight profit margins given - these can be for HR vacancies, IT equipment, Capex and minor works spend Trying to get the company to move forward in all areas - eg staff development, technology changes, improvements to education, skill and costs (difficult in a parastatal) Maintenance spends (Viamax and Protecon)	Deadlines by HQ Urgency and level of person requesting Balance by whichever can be completed quickest	You have to manage whatever it takes, eg working through the night and weekends, completing as fast as possible. There is no assistance from colleagues nor supervisor as they are either over-burdened or not interested. There are 7 vacant posts in our management team of 19. The work is distributed, not uncommon for a senior manager to just delegate	No fit what so ever, I have resigned in frustration after 14 months

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23	Regional HR Generalists (my reportees) consulting with me for guidance Line management - building partnerships with them and delivering to their needs People placements and salary management	Line partnership takes top priority and can sometimes (most often) disrupt my plans for the day Deadline related information is completed Diarised appointments/meetings	Work long hours Reorganise my diary	The lack of good admin processes (technology) in HR 'cramps' my style, as I am very poor in admin
24	Academic development of courses Negotiations with clients Lecturing time allocation	Take what is important to the organisation as a yardstick, and then consider that which is urgent (classical time management)	Delegation, where possible, and focus on one thing at a time	Snug
25	Technological re-alignment to global trends	Evaluate things to-do list: - high priority, high impact - medium priority, high impact - low priority, high impact	Evaluate priority: things to-do list - delegate to suitable competent staff or colleague - focus on priority/high impact issues with due dates and urgency	The organisation decision making process is too long (red tape) 'Business sense' and aligned strategic objectives is focal to my decision-making process
26	Making and negotiating new deals Seeking opportunities Liaising with stakeholders Executive meetings	Time (short, medium and long term). Issues do tend to be all urgent, but I intend prioritising immediate benefits to the company	I look at the benefits that the company will derive out of it, be it in the long and short term Seriousness of each deal	We fitted to a single culture and also the character of the employee does suit with the culture
27	Most of the issues I have to attend to has to do with the process (production). We do troubleshooting whenever there is problems in the blowing phase of our process for example I also have to take the lead when new technology has to be commissioned, where we have to train staff on how to use new equipment	I list all the tasks and prioritise them by looking at the urgency and importance. I tend to do urgent things first	I will always try to do the most important issues self. I will however delegate tasks to competent personnel	I believe that we must empower our people where the organisation tends to do the opposite. I feel that I fit in well in the organisation.

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28	Operational issues - putting out fires Planning and implementing new initiatives Feedback to stakeholders Management reports	Urgent vs important Try to focus on items with high importance and low urgency	Prioritise. Drop less important items from my to-do list. Feedback to original requesters on timelines	Used to be extremely good fit but organisation is getting more and more bureaucratic whilst I am trying to stay as innovative and flexible as possible
29	Committee meetings Travelling between Pretoria and Cape Town, on a regular basis	Focus on the critical issues as in the most important that are relevant to stakeholders/clients	Focus on the one that has the closest deadline	Very good because it is an R&D organisation, where performance and development are key
30	Staffing issues New product development issues Operational issues LR issues Development issues	According to the potential impact these issues will have on business	Try to prioritise the issues and start with the more important ones	Since the company have recently started the change of focus from ID to PA I have a better fit in the organisation
31	Top management vs middle management needing and addressing different priorities for each group	Analyse the issues and split them into 2 - urgent and priority (deadline)	Tend to put in the extra hours Again split them into 2 - urgent and priority	At times out of line, don't always agree with the autocratic style
32	Compliance issues with government/why eg. deadlines for strategic plus quarterly report, policy structures etc Support for other managers	Prioritise on the basis of informative to the growth and relevance of the organisation	My first call is to finish all those projects started before engaging with new ones, particularly when new one's crop up unplanned Refuse to be take to unsuitable and unplanned ventures	The organisation of ... in crisis mode for that is the subterfuge for inefficiency sometimes This at the culture of ... strategic level issues and my own concern being the latter
33	Operational and internal issues more often than strategic issues	List/identify jobs that need to be done and rank them accordingly	Delegation - most urgent to least	Share some values Passionate about the goods and employee relationships
34	Staff (people issues) Attention to internal business stakeholders	Which one has the biggest impact to the business and quick wins	Filtering through those that adds the most value	Both business and personal objective are aligned and fit each other well

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35	Staff issues - personal and work related Suppliers Sales (performance monitoring) Systems improvement projects Product sign offs	Most urgent first Staff issues and suppliers etc in order of ... will make the biggest difference	List them and prioritise and delegate if possible or negotiate extensions	At a high level (values etc) good on a day to day (operations) level quite volatile
36	Manufacturing daily targets Manpower - training/numbers Cost and quality	Evaluate new challenges as arrived daily and either delay or address immediately in favour of existing challenges	Delegate	Comfortable
37	Balancing the sometimes conflicting needs and goals of different stakeholders	Always try to start with important issues and delegate the urgent issues	Struggling at the moment - result is very long hours. Working on it though - by learning to say no and improving prioritising	I'd say a fair fit with regard to culture and values. However there are signs of culture change in the organisation which at a first glance look/feel different to my values
38	Issues that are not pertinently relevant to the business of the organisation are sometimes channelled to me eg. personal legal ...	Urgent matters like court actions take precedents to hers, generally will be addressed according to their delivery in office bar when sometimes one is directed otherwise by the Premier or the Director General	Delegate and check the validity of the replies	Good
39	Operational issues relating to managing franchisee relationship (legal, communication, change managing) Staff management issues (turnover, coaching, competence building and change managing) Interface management with other departments (distribution, credit, legal marketing etc)	I try to attend urgent customer (motorist) 'impacting' issues first Deadlines relating to maintaining commitments to internal partners Effective communication and coaching of my staff (+ retailers) Basis is often 'urgent first' then important!	I try to delegate to members of my team I 'push-back' to manage expectations of my boss/others I prioritise	I feel very confident and comfortable that I am appreciated and acknowledged, even though my style is significantly different - which is a credit to the organisation's 'accepting of diversity??' So, although not identical, I feel relevant to where the organisation needs to, and is, moving towards, although not necessarily in my most effective role at present (in my mind, at least)

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40	Response to regulatory requirements Response to new product/new market requirements Delegation and planning of work for sub-ordinates Liaison with executive for alignment and direction	WTBW. What the boss wants	I drop 'to do' items from the list. Typically those that are not urgent or not suited to my interests. I then tell the boss and sometimes we have a dispute and then I drop something else but I always drop something	A very good fit
41	Service delivery/output Performance Administration	Business development issues/acquisition of business Performance of each business unit Generic administrative issues	Prioritise and planning Cluster issues Handle as per sense of urgency	Constructive misfit especially in the strategy component
42	Developing new marketing strategies for the new product line of the company, and having to implement them through, while dealing with the role of being the face of the organisation it internal and external stakeholders	Issues vary according to their respective urgency, and though sticking to schedules, I get the time to attend to unexpected demands from both internally and externally	Requesting for help from capable colleagues and sometimes using consultants reduces the workload. Some issues are more immediate than others	The organisation requires minds and individuals that constantly challenge the status quo, and I continually engage certain strategies in order to determine clarity and alternatives
43	Operation issues Work ... commitments	The influence of the department provides a guide for priorities	Delegate appropriately	Above average
44	External stakeholders & staff	I normally take them as they come and juggle around	I put in extra time (weekends & nights)	Misaligned
45	Increasing stakeholders demands against realities of business	List them and take those which are in line with the company objectives and prioritise them	Delegate	



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46	Internal customer issues such as: delay on line, costs, productivity	Priorities are firstly customer related issues, then production and lastly staff	Address which are most urgent and will have maximum impact	Not a perfect fit. I clash with the culture and sometimes operational strategy
47	Staff management Have two roles - SA and Africa wide responsibilities Last minute requests from executive management	Most pressing deadline or most influential internal/external stakeholder	Get paralysed and procrastinate	Misaligned
48	Non user friendly HR (IT based systems) slow and repetitive Stock and logistical issues (fire fighting - not proactive selling) Complicated process to serve customers	Customers - rank by C3 and vol (blue chip) Stock - rank by those we can resolve within an acceptable time frame - action others and try alternative solutions - buy in, select higher ... product	Rank in terms of importance relative to the business at hand. Action top three - resolve and re-evaluate	In person - fast and proactive - customer driven Organisation - slow to change - internally focused
49	Internal and external issues	By the weight the issues carry	By planning, and sorting the issues in terms of their priority	Act as a link between the organisation and the environment (community) we operate in
50	Performance vs process optimisation Targets vs continuous improvement Customer standards vs internal culture	Biggest benefit vs shortest time Cost vs frequency of occurrence Impact on customer vs company image and cost	Prioritise most important etc	Good (PA)
51	Direction Multi tasks Staff Admin System/process	Multiple formulae, depending on situation. Sometimes I prioritise what's urgent, other times I prioritise planning if it will help me avoid urgent situations. Sometimes I get what can be done quickly (but is important) out of the way so I can focus on demanding tasks. And other times I prioritise what I know I get measured on	As above	I have not yet had to compromise myself to get by/ahead or survive, even when I have been pressured. 70% fit

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	The challenge to convince various business unit managers to take advantage of opportunities that I have identified for the bank	Depends on the due date of projects to be completed as well as travel commitments	I prioritise what I believe is critical to be achieved first, then follow up with the rest of the work	I am the eyes and ear of the First Rand Group in terms of macro economic opportunities for the group
52	Distribution R&D Customer training	Prioritising according time frames Look at the impact to the business	Delegate some issues to others	See myself as part of the business Work as if it is my own business Work as a link/part of a team
53	Global strategies vs SA strategies			
	Slow implementation of policies and resolution Slow service delivery Interpretation of legislation and policies	By way of looking at urgent matters and issues	Prioritisation and the sequence of events, works very much for me	Harmonization of the administrative arm and the political arm of the organisation
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	Sales Bottom line Customer/distributor relationships	Priority (most important) - look at consequences - thinking, planning process What issue is the most important for the company	Prioritise Delegate Time management	Compatible/asset
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	Internal issues eg. production and stock issues	Issues critical to customer satisfaction is regarded as more important	Prioritise, and start handling situations, making sure to finish off/close a particular situation/problem	Good fit: placed in the environment of sales management
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	Internal politics iro Exco over-ruling my marketing initiatives (lack of acceptance and understanding of marketing/advertising/branding and strategy)	Sort into urgent, important, not urgent, not important Focus on important Delegate urgent where possible if it can be done at a lower level	Prioritise Time management (diary management) Delegation Ask for assistance	Mis-aligned iro PADI Inner circle (PA) - solely banking experience KvdM (DP) - non banking experience / MBA with consulting background
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	Staff issues Internal politics	I tend to look at what is important at a particular rather than what is urgent. However, sometimes urgent matters take precedence	I prioritise firstly, then manage my time to address the important issues first. Delegate where I can.	Some degree of misalignment in terms of PADI. Tend to get frustrated because vision and strategy is not always shared. I question whether I am always part of the 'inner circle'
58				

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59	Getting correct/up-to-date information to customers	I work according to deadlines	Prioritise! Prioritise! Prioritise!	
60	Regional issues: ie. Socio-political, economic changes Emerging investments opportunities Funding requirements	Budget constraints Requisite core competences Risk Relevance to priorities of the region	Delegate to senior relevant professionals Collaborate with our strategic partners ie. Joint activity Draw on the matrix support system of the bank ie. Pull on staff from other units	About 60% fit as my client/region is fairly new - 2 years
61	Training of staff Implementing plans Allocating resources Developing future strategies for the various product portfolios	Often it is allocated on who shouts the loudest Also by what I enjoy doing and am good at and therefore know that I will get the job done well and quickly	Tell the people who are affected that some things are going to have to wait Often work longer hours to get things done Delegation	It is not a bad fit, but I do feel that if our management committee took a step back to see what people were actually doing, it would be better
62	Customer insight Event management Field marketing communication Internal reporting/administration	I prioritise mostly in view of my pipeline strategies on plan. That is to say I walk my schedules as much as possible	Prioritise! What is important and urgent	Bit of mis-alignment because I lack some core competencies
63	Meetings (mainly internal)	Look at the importance of the issue and who is calling for it to be addressed. The more senior the person, the more attention it receives. Response date to issue is important	Look at importance and deadline of issue and then prioritise from there	Reasonable. No marketing knowledge in senior management so poor decisions made by them against my advice. Also have unreasonable expectations of the department
64	I have two diverse products; two diverse sales teams and sales support teams as well as key accounts and operational issues and sales at branch level under me. I also find I am torn between sales, sales & Marketing and part of the strategic team. My staff compliment reporting to me directly is	I make a list of what has to be done and I prioritise according to deadline dates otherwise according to what I can start and finish in a day until I have worked through the tasks I prioritise almost every hour most days	I have to prioritise and give a time or date and time when I will deal with the other issues	I think I fit in well with our culture - especially at senior management level. Our sales & marketing director and myself compliment each other well regarding our strengths and weaknesses

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65	Human Resources Finance Customer satisfaction	I am in charge of the IT help desk Customer satisfaction comes first Other matters are attended to in-between	Delegate some of the issues to a competent staff	I look upon it as a challenge and that I am employed to do a job which I carry out to the best of my ability
66	Sales Marketing Distribution Depot management Operations	Prioritise in relation to business and customer first Operational importance Strategic Staff	Skim Prioritisation Delegate Monitor Systematic	Similar. Too much emphasis on P and A. More time and effort needed for D and I
67	Client servicing/business development Product development Systems/technology Research	Client issues dealt with first	Prioritise the issues and work late	Good fit - pretty much left to myself in terms of management and managing my team as long as we can show we add value
68	In response to a strong rand, focus is on reducing costs and improving productivity. As operational performance has been adversely affected by rand, more time is spent on convincing key stakeholders (shareholders and staff) about the resilience of the company and strategic plans to recover the business. Also currently in the midst of new role and responsibilities as a result of organisation restructuring	Issues have to have strategic significance. I use simple matrix to help with prioritisation. I tend to be good at delegation. I get people to understand and buy-in to the key issues and focus on driving these using 30-day objectives and or strategic project management approach	What is very important and very urgent gets top priority. Also I let some fires burn slowly (that can be allowed to burn slowly)	Good
69	Sales Profitability of company Operational efficiencies Advancement of my staff both professionally and personally	Regular meetings Information flows from various departments	Structure my time appropriately	Perfect!

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70	Product pricing demands Management information meetings Advertising deadlines Delivery issues	Assess which one is more urgent and then knock them off	Re-focus attention, delegate and work longer hours	Very good, results driven and strive on a whole service package to our customers
71	Change management People management Stakeholder service	Whatever comes from any of the three principal as a request (urgent) get attention. Ongoing job responsibilities follow	Delegate to available resources and most staff below	Aligned - generally my peers express appreciation of ... since I joined. Including managers responsible for some of the work I have taken over
72	Transformation issues: policies, practices Improving business processes: to improve efficiency and customer service Strategy: information, analysis, new paradigms Relationship building: internal, external including staff issues	My role is becoming a lot more strategic and very little operational issues, apart from management/control of eg. campaigns/promotions etc. Prioritising is issue dependent whether work or transformation since both carry equal weight at this point, but primary responsibility remain marketing	Delegation, prioritisation (in the sense that some correspondence get delayed replies) The importance and urgency of issues as well as 'negotiation/change options' also determine what gets done and when meetings that can be postponed gets postponed	Currently, I think I represent the future of the organisation and not necessarily the present. I have been there long enough to prove myself but also knew what must be done to change the culture and is trying to influence and work with others in the establishment of something new, a changed culture. It's about vision!
73	Sales Manager function vs policies and procedures internal to the organisation	Servicing customers is always a priority for me. Anything that does not need my attention can be delegated	Prioritise, delegate, reschedule	I am much more stable than my organisation. I am correctly placed, and believe the organisation has a potential to grow and stabilise
74	Motivating people Ensuring good communication to align people	Those in line with the organisation	Prioritise issues	In line
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77	Technical/operational issues	From most important to less important	Deal with issues that will make an immediate difference	Good fit

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78	Union leadership with different demands Management in need of expert opinion	First the most important to the organisation Second demands of the other stakeholders	First those that have to be done then those I can do without	The organisation needs my expertise, while I have to provide a professional and timeous service to the organisation
79	Planning (maintenance scheduling) Machine improvement with regards to optimising performance	Urgency with regard to suitability of the machine for safe use	Delegate issues which fit with the competencies of my team members	Fairly good
80	Staff requirements vs legislation requirements			
81	Corporate prioritisation vs department priorities	Looking at which one's add to most value in the shortest time	Prioritise according to importance and not urgency. Best return on investment	Have learnt to adapt and change to circumstances as quick as the organisation
82	Client needs Security issues Strategic direction Group integration issues	Priority to strategy Knowing the business, 80:20	80:20 Come back to lesser issues in time Would however love to solve everything	Good, don't agree with some of the internal political agenda's of late Rather make a difference than keep on wondering
83	Strategic thinking Stakeholder needs Deals/agreements Staff	Importance Value-add to the organisation Impact Improvement	Most value-add Importance	Good/excellent
84	Analysing information Ad hoc tasks, analyses	Value adding issues - high	Prioritise according to value adding Priority to some higher level requests	Very appropriate
85	HR & IR issues		Step one is to delegate most then focus on the priorities	

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86		Understand big picture first, then prioritise those areas req analysis (for eg front end) Determine which will have the biggest impact Could include multiple issues at same time	As above, prioritise re impact on company	
87				
88	Innovative and creative concepts New ways of doing things Quantifying outcomes	The ones that has the potential to have the major impact on business	Prioritise them, and complete it, not neglecting the accuracy	Good, since I believe we both are looking at better and more cost effective ways of doing things
89	Service to the shaft teams and to the mining teams	Meet with my people and we decide together	Prioritise the items and start from the most important issue	With the new strategy that we follow in the engineering we are ready for the future
90	Service delivery to customers Marketing Structures to deliver service	Operational issues takes eye off the ball Most impact/add value 20/80 ratio	Try and schedule Double bookings Re-schedule due to priority	Good, in terms of service delivery Lack in innovative ideas, more is needed
91	Stakeholder calls for service	Service calls that impact on production	Prioritise issues	Aligned as far as personal objectives and company objectives are concerned
92				
93	Project management planning and management Strategy development Detail management Staffing issues System improvement	I make time in my diary with two approaches: - Project management feedback - Variable on demand issues	Urgency and importance of progress scheduled for the week	Excellent - I am multi-skilled and can adapt my approach to what is needed. Getting things done.

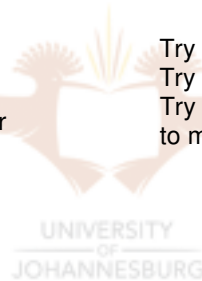
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94	Administrative People	By what will benefit the business most	Delegate the issues to staff or colleagues who can deal with them competently	Very good but can improve to excellent
95				
96				
97	Union disputes, overall production performance, lower unit cost drive, getting buy-in from employees by talking to them regularly	Speaking to team member to see where changes can be made. Try to get consensus	I prioritise and ensure that each gets the appropriate time spend on it	Good - still finding feet
98				
99	People issues Technical issues	Look at which issues if resolved will add the most value in the shortest possible term	Prioritise issue in order to deal with the issues that I feel will add the most value immediately	I think there is a good fit as I am very results oriented
100	Ore reserve generation Profitability	The most important (short-term) gets priority	Delegate, re-organise, re-prioritise	95% fit
101	Issues which are a threat to the operation	By planning ...	Prioritising them	It is good
	Union negotiations			
102				



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103				
104	Productivity Safety Cost effectiveness	Plan is the boss. I follow my plan requirements and prioritise accordingly	I break it in smaller steps and get others to sit with me and we brainstorm. And delegate some and get back and sign off	I open challenges of today's work, and change. So is my organisation
105	Change Implementation	Performance Administration	Prioritise	Matching, I know what is expected of me and in what way
107	Daily breakdowns Regular moaning & groaning Labour relations	In order of importance ie. Production related, personnel	Sort them out in terms of priority	I have a lot to learn and I believe I am at the right place; organisation to ... that and beyond
108	Work and personal development	Write them down and prioritise - according to urgency	Take the omen's that are urgent first	Good as the organisation unlike the previous one allows me to be innovative
109	Communicating with the unions Advicing with the manager Negotiations	Addressing issues that need urgent attention to avoid conflict and strikes	I prioritise	As very important because understanding the culture, strategy and having the best suited leadership style
110				

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111	People's understanding of what is required - proactive Performance of equipment - proactive maintenance Getting people's commitment to perform and succeed Improving standards Proactive process control Achieve and exceed target	Identify indicators which prevent achievement of targets, look at trend and data Address the environment which leads to failure - critical few Focus on the 3-4 items which affect today, performance and set the scene for continuous improvements to beat the current performance	Prioritise what I will do myself and delegate some of the items. Get commitment and feedback Identify real issues and sub issues - sometimes small issues (soft are sometimes more important than initially thought	Very good - some conflict due to lack of communication and perceptions
112	Contractors Staff	Operationally dictated	Delegate to engineers currently working on the project	Currently critical mass
113				
114	Production tonnes of chromite Quality issues (mineral grade) Employee issues Surrounding community	Production first or threat to production		
115	Internal processes and restrictions Double reporting - matrix organisation	I put out the biggest fires first, or at least it always feels like it	Prioritise and plan	I am too wild for the company culture. But am being tepered over time, its time to get out or they will change me!
116				
117	Decisions which affect the successful completion of projects	Analyse details, find out more, then prioritise	Assess which are the most important, prioritise, delegate	I have learned to work within the confines of a corporate, global company
118				

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119	Financial/cost analysis HR	Operational issues usually dictate, but otherwise I keep a list, prioritising the items together with a planned time schedule	Focus on those which may have the biggest impact in terms of the bottom line and/or staff morale	One of the more experienced people post the recent merger process - assisting with strateigc issues, policies and procedures
120	Technical/operational			
121	Staff issues and problems Operations (stores) and head office Strategy development and implementation	Most urgent! Biggest impact Strategic over operational My core function over other organisational demands	Try to get most critical Try to delegate Try to move deadlines that aren't critical to make space	Pretty good. Some personality differences. Company very conserviative and unadventurous - a problem. Don't value ideas
122				
123				
124				
125	Recruitment, training, employee relations, environmental, occupational health, safety and general administration	I list all issues/activities that need to be completed, completion dates and assign responsibilities of who will do what. Then communicate/allocate to the staff	Delegate some of the activities Negotiate different completion dates with end users/customers to spread timing of delivery	Perfect
126				



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127	People Production output Efficiency Costs Future planning	Every morning - draw up list of issues and then prioritise	Delegate where possible, then prioritise according to speed of resolution then degree of urgency ie. Get the quick and easy out of the way	Very comfortable
128	Meetings (formal) Problem solving (usually related to staff) External interaction with clients Report writing and signatures (authorisations)	Order of importance	Prioritise	Positive tension
129	Growth opportunities (acquisitions on greenfields) Operational issues	Effect on profitability if not attended to eg. if staff issues were a problem, I would give it a priority over a project meeting or a project	I prioritise in terms of urgency and impact	I enjoy working for Kopano Brickworks. It has given me the opportunity to grow. The board is a bit on the conservative side, but we have managing growth nicely
130	Sales - marketing - motivation - new products Staff - recruitment - remuneration - motivation - discipline Purchasing - supplier selections - pricing negotiations Financials - reporting - monitoring - systems	Priority to urgent issues (whatever they may be) Systems development and streamlining Reporting to stakeholders as per requirements Looking for new and fresh innovation	Look at which issues would have most devastating consequences if not addressed After that look at current and relevant issues After that look at preventative actions where it looks like situations may arise	Our company is young and in forming stages My role is dominant as not all positions have been filled Basically I am solely responsible for every action needed up to now Transaction is taking place where finance manager and ops manager will be brought in as supportive
131	I deal with all aspects of the business. The issues vary from day-to-day	My main priority is those tasks which are on my target and KPA's. However this is not always possible due to the numerous ad hoc projects	I deal with many issues and often have difficulty in prioritising. More often than not it is a case of 'squeaky wheels being oiled' and working long hours and delegation of tasks	My approach is too hands-on. The corporate environment does not encourage the approach of getting into the 'nitty gritty' of the issues and the taking of risks. Issues get bogged down in red tape and the process is slow
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132	Staff problems Pricing strategies and business development	I want to know where each issue is taking us too I am outcome driven - but within the confines of our objectives	Prioritise	Well-aligned
133	Alignment of the company strategy for survival in the difficult trading conditions Restructuring ... a culture of high performance whilst solving ... problems	Issues that have fiscal implications on the company take priority including matters concerning the productivity of employees	Issues with financial implications take priority in the company	There is a fit between myself and the culture of disciplined performance, however the challenge is the lack of business understanding of some board members
134	Strategic direction Motivational information sharing Customer liaison Client liaison	Through planning Through listening to customer and client's urgent needs	Delegate Prioritise Periodic task evaluation	Open mindedness Creativity Energetics
135	Serious and ... situations of disaster management clients that need solutions to their problems	The most serious issues needs to be addressed first	I prioritise the more serious issues to the less serious situations	A very good fit because I start with the organisation and has come up the ranks to where I am now
136	Customer/client relationship management Industry trends New business Investing in staff Corporate social responsibility	Feedback from management Facilitation of training especially sales Branch visits Strategy sessions with management	Prioritise - but attend to all of them Feedback and acknowledging issues that need my attention Delegation	Leader, operational and walking the talk
137	Company ... and brand development Product development and market penetration Regional expansion	Prioritise in terms of importance	Attend to the important issues first Delegate where possible Outsource where appropriate	Sometimes the organisation is much slower than the pace at which I want to move
138	Strategy Evaluating propositions. Clients financial analysis Administration of stakeholder issues Communication with stakeholders Coaching/Monitoring	I try to consider which is the most important The most pressing often takes over	We as a team of directors try to share Work longer Delegate	Very good
139	Service delivery to customers Internal staff issues	The issue that has the biggest impact on my organisation receives first priority	Delegate some of the issues to direct managers	Fairly good

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140	Help with problem solving	Life threatening Having some legal aspect Can cause profit loss to a company	Delegation	Self development (opportunities available) Financial stability Informal
141	Customer complaints - both external and internal Quarterly board reporting	External issues should be addressed first as they might have negative publicity on the company as a whole if they are not attended to as soon as possible	These must be prioritised and delegated to subordinates who can effectively deal with them and I then do the follow-ups	The company is relatively young, have been in operation for the last 2 years. I have been able to apply myself in terms of the latest developments that I have learnt. The staff in the company are also relatively young
142	Clients needs - statements, advice etc Inland Revenue needs - queries, statutory forms etc Cash flow needs - getting the fees in	Check which issues creates the highest risk	Do planning well ahead, try to identify when the issues will all come into play and by planning try to sort them out before it's too late	My organisation is all about myself. There is no distinction between the two. To the outside world my auditing firm is merely an extension of myself
143	Client/customer needs	Urgency re time availability/constraint External/internal stakeholder	Priorities issues - deal with most urgent personally - delegate others to staff (in accordance with their portfolios/competencies)	Harmonious
144	Issues bordering on the activities of the competition and how their action/inaction affects us Changing legislature, policies and related regulatory matters Staff morale, remuneration and scarce skills and its impact on long-term strategic positioning	We have a well thought out strategy approved by the Board that we review every 6 months. This serves as a guide We are market innovators, market though large and diverse, is not sophisticated. We chart the direction and do this helps to determine what comes first We use the balanced score card, strategy maps, cause-effect charts to determine what to do first etc	Invite senior management to brainstorm issues Determine fit with strategic direction Determine extent of impact if ignored or acted upon Determine 'capacity' (present) to address issues Delegate key action points to direct reports while setting timelines for reporting on progress etc	Perfect. Organisation was my idea. Style of manager (open, youthful, energetic, drive) and willingness to kill unprofitable lines etc is typical of my style and this is also that of organisation Emotional intelligence is viewed seriously and this is also a strong influence
145	Internal board of directors Stakeholders board of directors	Ensure what does the strategic plan over the five year's priorities, then compare it with the operational plan, then ensure that the monthly and the weekly plans cater for priorities from the strategic plan	Prioritise per the weekly plan, then delegate responsibility, whilst keeping accountability/in some instances I delegate both	I am very analytical, goals driven, and my organisation does not care about analysing any issues, or attaining any goals, it's about do and do, we did it like this last year and the year before, so what? For me it's a great challenge to learn how to convince people

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146	Compliance issues Customer disputes Development of new products and packages International benchmarking	The most urgent issues The issue I have more of an interest in The issue which will be the quickest to resolve	Try to delegate Advise stakeholders accordingly in respect of when a response can be expected	The organisation is in the process of change and I find it extremely challenging and exciting The position/organisations vision is challenging and it prevents one from becoming bored
147	Management of risk	Most important first (\$)	Most important first Social issues after	Change management process to realign values
148	Performance management Forecasting and budgeting Client's complaints	Those prioritised in the strategic plan Emergencies due to changed political mandates Those that will impact more on communities	Delegate as much as possible Multiple tasking	So far no fit, but still working on it. Only the ideal is talked about
149				
150	Forecast Projects Costing units Product profitability	What supports the company strategy	Prioritise to important	Good fit. Great culture and performance driven
151	Structures of commercial deals (supply and demand side) Feasibilities Legal Financing arrangements	Evaluate time sensitivity Evaluate business impact	Sit with senior team and delegate/assign or reprioritise	Good. Provide reality and commerce experience and expertise to compliment skills of others
152	External focus in terms of business opportunity (growth) and stakeholders relationships (suppliers and customers)			
153	Marketing, HR, legislation, customer problems, product development, reporting, finances	Customer issues always come first 'the ones I like' - next The rest to follow	Prioritise, time plan, work late, delegate	Good



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154	Client complaints Organised labour demands Strategic planning	External and internal demands take priority to planning	Delegate less complicated/important issues Work overtime Defer less important/urgent issues	I love getting done. Organisational culture dictates that there is no urgency to change the 'way we do things'
155	Problem solving Meetings	Planning Delegation	Prioritisation Allocation of own time to special business Delegation to others	Complimentary
156				
157	Crisis management (problem solving)	Biggest money makers most important	Do the big money spinners	I am leading the direction
158				
159				
160	Staff motivation and guidance Cold call presentations Information sharing	Split into: - urgent and important - important, not urgent - urgent, not important - not urgent, not important	Prioritising, as above	Part of the organisation for many years, know the culture and fit in well. Although, try to change focus of senior management where I feel it is appropriate and possible
161				
162				
163	New projects Company meetings Attending to problems raised by our customers	I categorise issues in terms of priority from high to low beginning with those high as they are usually critical for business running	I prioritise doing highly critical issues first and delegate to my subordinates those with low risk	I fully understand the vision and mission of our organisation. All that I do is informed by the company strategy which I align myself with and the company values and ...
164				
165				





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166	Effective utilisation of resources Shifting org culture - more performance and quality based Org design and development - research, consulting, implementing Scarce resources Training & development	Align to org strategy and goals and priorities Also look at urgent and critical impacts Personal goals	List them and look at impact and priorities Check expectations of stakeholders Agree priorities	Good to reasonable
167		Evaluate importance in terms of potential impact on the organisation	Rate them in to Important and prioritise	Good
168	Mostly training of new staff or new products, not really coaching	Mostly setting up deadline date priorities Most of the deadlines are set up by head office	Make a choice as to see which will have the greatest impact on the staff	I'm the link between the frontline and head office
169	Answering emails about different subjects from any area of the business Signing administrative documents: contracts, leaves, salaries advance, loans, ... disciplinary processes Meeting people internal and external Attending meeting planned and no-planned	Important and urgent Urgent Important Other, routine, etc	Establish degree of urgency, priority Start by those need urgent solution Give to others issues I can execute by delegation Then important issues, but non urgent	My position plays a key-role in the organising as everybody expect solution for any aspects concerning people
170	Strategising Staff issues Broader organisational issues eg. introduction of new systems, bonus issues, structure change, politics etc Finding new business/markets Building a new culture	I prioritise based on what's important, and on expected times/dates of delivery	Seek assistance ie. Delegate more on issues that I can delegate Spend more time Drop some unimportant/less important issues	At an ideas/conceptual/strategy level, the fit is good At strategy execution level, the fit is poor
171				

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172	Operational issues	Important to least important	Work from the most important and urgent to the least important and urgent	I would say the culture is not a problem, but they do not put enough time on individuals
173	Strategy			
174	Innovations Control	Daily, weekly and monthly planning	Deal with them in order of priority Delegate those that I can	
175		Impact on the business, if not prioritised		The organisation is strongly governed by a set of values, which is becoming part and parcel of the business. I see my own values in the company values I follow
176				
177	General staff issues Shareholder issues Sales & marketing Competition			
178	Emails, reps and agents not listening/doing	Manage important issues first by assessing which need to be addressed immediately etc	Start with most urgent, complete and move on ie plan days/weeks	Good, quite distant though
179				



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180	Legal HR Finance	The biggest crisis gets attention first	Delegate	Effort
181	Staff internal issues relating to performance	Priority 1 - urgent and important issues that add value to the business and the customer	I delegate to competent people	The company focus is performance and administration, mine is performance and building relationships
182				
183				
184				
185				
186	Provision of data for business Meetings Administration/emails	Important issues are dealt with first Urgent issues are looked at next	Delegate where appropriate Tackle issues that need urgent/important intervention	Very good Conform to the Woolies DNA
187	Supplier management - strategic and operational Store/selling integration with my team and my strategy Product quality issues that require tough decisions and have significant brand impact Product development Team integration and communication	I use a quadrant matrix system that prioritises the urgent and important things first	I delegate what I can or alternatively make an informed judgement about which issues need to be addressed and conversely, which need to drop out (or get held over for later)	Very good in terms of values and principles
188	People performance management			
189				



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190	Strategy of new initiatives/ideas (direction and architecture) Operational performance (department and group) Data integrity Staff management (feedback, performance management, project reviews) Organisation design (current issue)	Address those with longest impact first Some crisis management dictates sequence Always leave time for people issues	Delegate where applicable Seek help from colleagues Prioritise remainder Work longer hours!	Very close (values of quality, integrity, high standards, fairness, openness)
191				
192	Staff issues Strategy sessions	Most important, short vs long term impact Right decisions, right people Sustainability	Prioritise Always make time, even if it is in 2/3 weeks time, eliminate not important issues	Very good from leadership DNA point of view
193	Operational escalations Project impacts and implementations Staff/line interaction Strategic input	Big rocks - sand in jar example Prioritise big rocks as changing/improving environment and people Smaller issues include operational day to day which one inevitably 'fits in'	As above - focus on value add. Re initiatives which add not only value in short-term but contribute to ... benefits are critical	Good in general - think the organisation is a little more austere than I am though
194				
195	Performance Management Financial Indicators Customer Care People Day to Day Issues Operational Efficiencies and Corporate Governance	Assess what is urgent and important and prioritise accordingly. There are specific days that I do my financial indicators and operational efficiencies, thus planning and set routine pays an important part in my day to day structure. I also delegate work to my team who are specialists in the area and also when I am out of office	I would understand what issues are at hand and which ones require my urgent attention. I would task one of my fellow managers to action priorities.	My leadership style fits with the company because I am in touch with people and I am change fit and focus on personal transformation within the individual to ensure that individuals believe in something and are not forced to do it. My personal DNA reflects the values of the company. My values are mirrored by the company values and I can be who I am without having to put on any pretense.

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	Networking with other stakeholders Administrative Strategic Rollouts Expense Reviews People Development	Base decision on biggest impact to the business Are they people issues? Check deadlines associated with activity	Identify timelines associated with individual issues Decide what can be delegated to others Take a high level view of issues and what has a knock on effect on others Ask myself what is important or what is urgent Make a list and prioritise using the points above	Good DNA fit. My personal values and that of the company are very similar I require a level of creativity and interaction that is allowed in my current position My personal skills and competencies are core requirements of the company I love my job and the organisation allows me to be me and values my input and personal leadership style in driving the right issues to enhance the brand experience to the customer
196 197	Relationships in teams and across business Customer needs/issues Budget facilities ... Supplier relationships and needs and issues	Identify urgency ie. Immediate or hold depending on time frame Senior requests Lead time schedules	Discuss with team to identify support Analyse priorities	Good synergy of values and principles ... ethic!
198	Balance between travelling and spending time in the office	Urgent and important Critical path for entire year to mark key events, etc	Prioritise according to the above	Good. I am more advanced from a free thinking liberal point of view. Organisation sometimes slow to change
199	Requests for information/input from my superiors Requests for information/input/guidance from my team Critical path deadlines Changes in direction from my superiors Customers (internal ie. Stores, regional managers, finance dept. etc)	I look at the impact of the issue and the time frame that I have available to address it. I would prioritise the highest impact/shortest time frame issue first and then tackle the others using the same approach	Delegate or meet with my team and discuss which are most critical. Generally my team would tackle most of the issues that arise and I would be there in a guiding or supporting role	I do not believe that I am an ideal fit for my organisation. I value an interactive approach and prefer consulting with my team before arriving at decisions that would have an impact on them. The senior management approach is very autocratic and decisions are pushed down in our organisation
200	Delivering inherent outcomes of the job			

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	Working capital reduction Customer service Financial reporting and analysis Disputes	Issues with largest impact both internal and external are addressed first Low impact issues are left for later	Address issue that will have largest impact both internal and external and delegate the rest	Huge opportunities exist within the organisation and I am seen as a change agent. Change is what is needed in the organisation
201	Forward strategy Understanding the customer (market)	Plan everyday, and slot new issues in where they belong	Prioritise situations in order of importance	Not perfect
202	Leading people Leadership of people Innovation of product Day-to-day management Strategic thinking (meetings) Training sessions Following up on issues Getting to know our customer (store visits)	People issues Getting to know our customers People issues Building supplier relationships People issues Focus of product and procedures	Try to delegate - difficult Priorities - to do list	Good - same vision - culture - passion - I am a true Woolworths person - trust - integrity
203	Building supplier relations			
	Cross management Personal people issues Conflict resolution	Often the one that is the loudest or affecting the team	Stress, withdraw and handle those within my own control and then deal with the balance	Very good in most circumstances or I wouldn't stay
204	Customer related issues (customers wanting to cancel) (unhappy customers) Product related issues Issues in the team (eg. New Business Consultants perhaps working on the same deal)	I think it is important to address the issues that need your attention first (most likely be an external issues - a customer issue)	I find it quite difficult but I make a list of them and work through the list as efficiently as possible	I fit very well into the organisation
205				

