

# **Addressing Workplace ethics and behavior through Learning & Development**

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# Productivity concept

"Productivity is an attitude of mind that strives for and achieves the habit for improvements, as well as the systems and the set of practices that translate the attitude into action..."

# What do industries want: Desirable Traits (work ethic) for sustainable development

| WE – The Big Ten Traits | Description   |
|-------------------------|---|
| 1. ATTENDANCE:          | * Attends; Arrives/leaves on time; Notifies in advance of planned absences  |
| 2. CHARACTER:           | * <b>Displays loyalty, honesty, trustworthiness, dependability, reliability, initiative, self-discipline, and self-responsibility</b>   |
| 3. TEAMWORK:            | <ul style="list-style-type: none"> <li>• Respects the rights of others; Respects confidentiality; Team worker; Cooperative; Assertive; Displays customer service attitude; Seeks opportunities for continuous learning; Demonstrates mannerly behavior</li> </ul> |
| 4. APPEARANCE:          | * Displays appropriate dress, grooming, hygiene, and etiquette  |
| 5. RESPECT              | *Deals appropriately with cultural/racial diversity; Does not engage in harassment of any kind  |

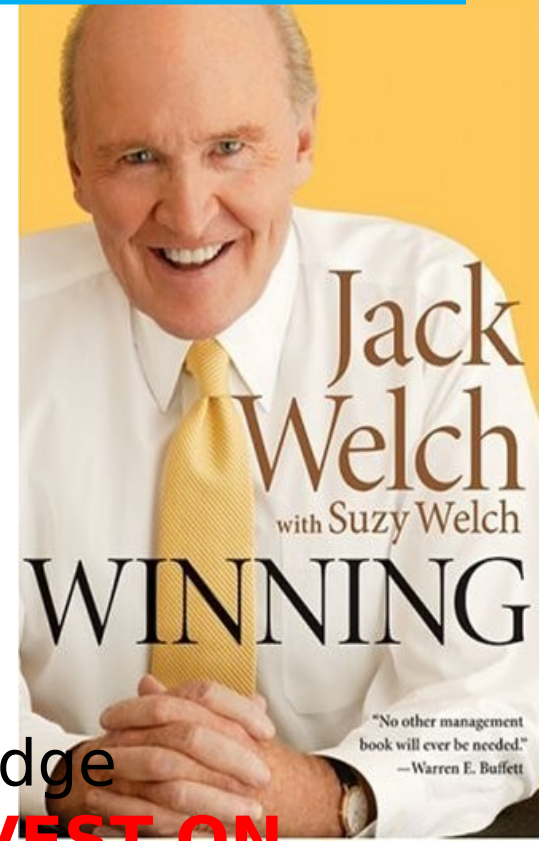
# What do industries want: Desirable Traits for sustainable development ( cont'd)

| WE – The Big Ten Traits   | Description   |
|---------------------------|---|
| 6. PRODUCTIVITY:          | *Follows safety practices; Conserves materials; Keeps work area neat & clean; Follows directions & procedures; Makes up assignments punctually; Participates Efficiently and Effectively      |
| 7. ORGANIZATIONAL SKILLS: | *Manifests skill in prioritizing and management of time & stress; Demonstrates flexibility in handling change   |
| 8. COMMUNICATION:         | *Displays appropriate nonverbal & oral skills; Eye contact (appropriate); Body language   |
| 9. COOPERATION:           | *Displays leadership skills; Appropriately handles criticism, conflicts, & complaints; Demonstrates problem-solving capability; Maintains appropriate relationships with supervisors & peers. |
| 10. ATTITUDE:             | Demonstrates a positive attitude; Appears self-confident; Has realistic expectations of self and others   |

In the Production process People Matter  
Its about Human Capital

“People are our most important Asset”  
“Human Capital is key to growth”

“Companies are not  
Buildings, Machines or Technologies.  
They are People”



People *are* our (Company's) competitive edge  
**QUESTION: DO WE AS COMPANIES INVEST ON  
THIS ASSET SUCH THAT YOU CAN BE  
COMPETITIVE?**

Why focus on WE?

The Important Link

Work Ethic



Productivity



Competitiveness

## How we define competitiveness:

“The set of institutions, policies, and factors that determine the level of productivity of a country”

*The level of productivity, in turn, sets the level of prosperity that can be earned by an economy.*

***However, the level of productivity is underpinned by the work ethic of the individual***

# Understanding of Work

## Ethic

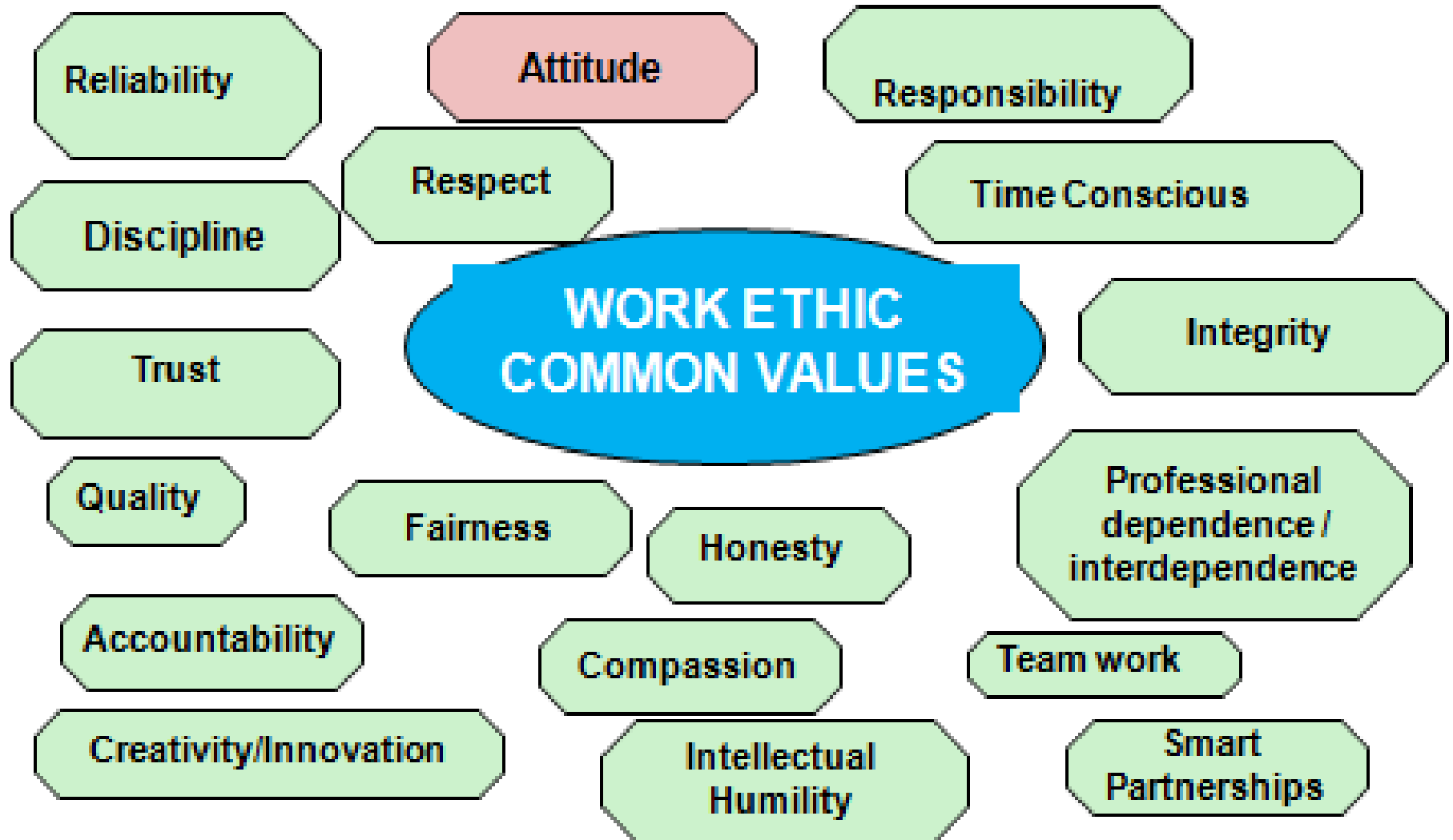
- Definitions -1

A positive work ethic is a collection of all values and actions that people feel are appropriate in the work place, (Kaskaskai, 2008)

## Definitions -2

*Work ethic* is simply defined as a set of values based on the moral virtues of 'hard work' and 'diligence'.

# Work Ethic Traits - Values



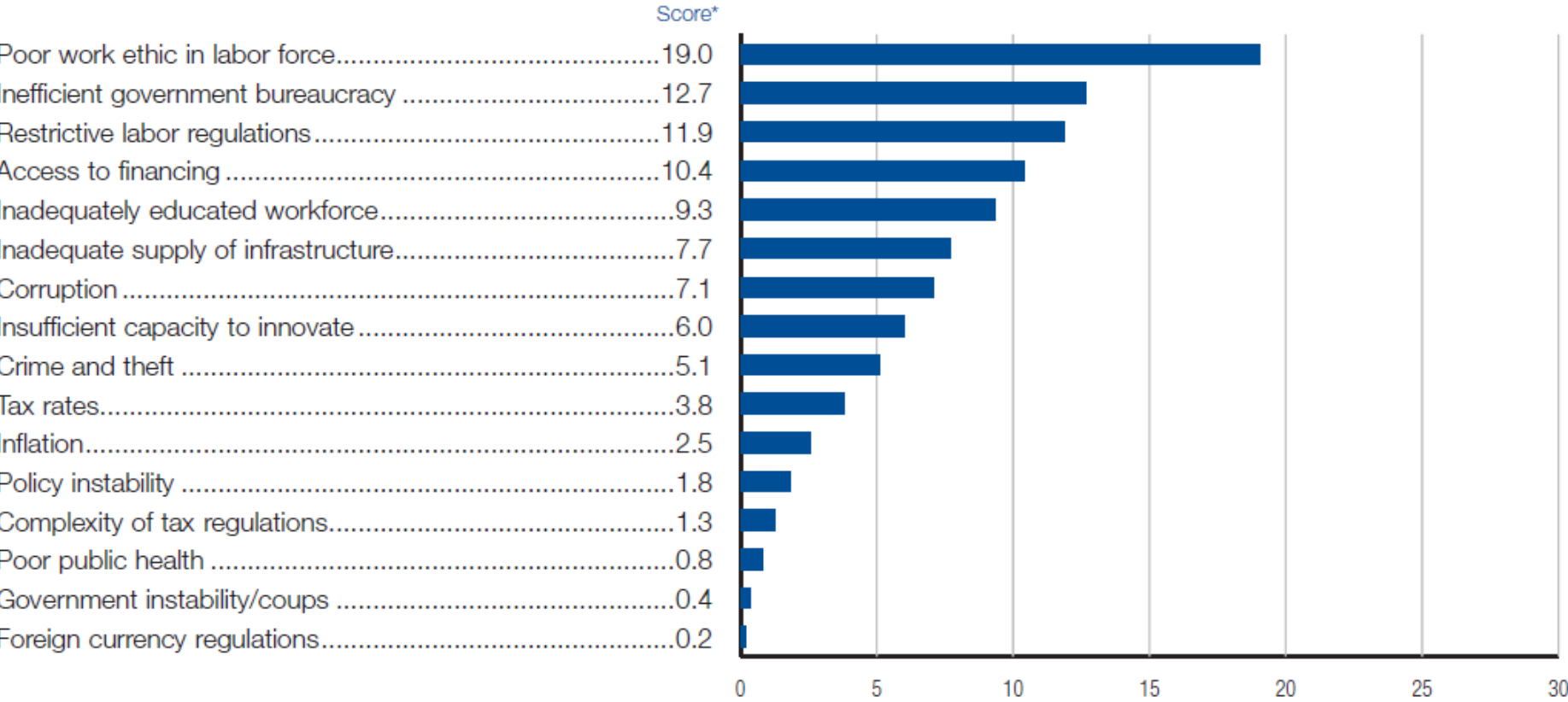


# Work ethic in Botswana

- OUR MAJOR CONCERN

Most Problematic Factors for Doing Business in Botswana:  
[Botswana 2015/2016](#)

The most problematic factors for doing business



**dominate: 2015/2016**

# Highlights of 2017 Recent Research

## **Top 5 PROBLEMATIC FACTORS FOR DOING BUSINESS BY REGION - Botswana**

### **FRANCISTOWN**

- 1. Poor work ethic in the labour force**
- 2. Limited Access to financing**
- 3. Inadequate infrastructure**
- 4. Corruption**
- 5. Insufficient capacity to innovate**

### **PALAPYE**

- 1. Poor work ethic in the labour force**
- 2. Inadequately educated workforce**
- 3. Insufficient capacity to innovate**
- 4. Inadequate infrastructure**
- 5. Corruption**

### **MAUN**

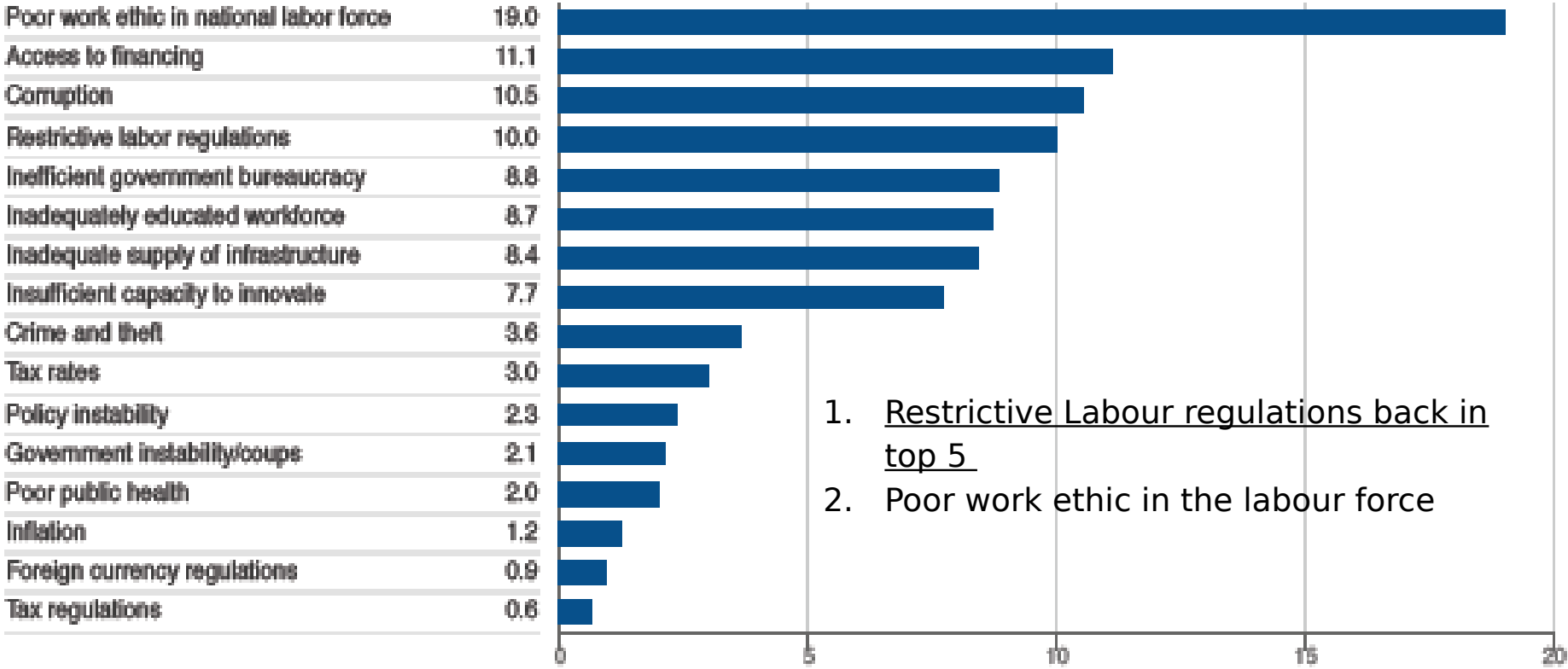
- 1. Poor Work Ethic in the labour force**
- 2. Limited Access to finance**
- 3. Restrictive Labour regulations**
- 4. Inadequate Infrastructure**
- 5. Crime and Theft**

### **GABORONE**

- 1. Poor work ethic in the labour force**
- 2. Limited Access to financing**
- 3. Corruption**
- 4. Restrictive Labour regulations**
- 5. Inefficient Government Bureaucracy**

# Most problematic factors for doing business

Source: World Economic Forum, Executive Opinion Survey 2017



1. Restrictive Labour regulations back in top 5
2. Poor work ethic in the labour force

- Work Ethic still considered the leading the Most Problematic Factor for DB
- Access to Finance considered 2<sup>nd</sup> Most problematic
- **CORRUPTION** jumped up from 8<sup>th</sup> to 3<sup>rd</sup> position
- Link between Corruption and WE hence increase in Intensity of the WE problem (16.2 back to 19%)
-

# Botswana Work Ethic –

Rating by Industry of Employment: 2010 BWQ study (BNPC)

| <b>Industry</b>                                    | <b>Mean Rank<br/>(1=poor , 7= excellent)</b> |
|--|--|
| <b>Agriculture: Hunting, Fishing, Forestry</b>     | <b>3.3</b>                                   |
| <b>Mining and Quarrying</b>                        | <b>3.4</b>                                   |
| <b>Manufacturing</b>                               | <b>3.5</b>                                   |
| <b>Construction</b>                                | <b>3.2</b>                                   |
| <b>Wholesale and Retail Trade</b>                  | <b>3.2</b>                                   |
| <b>Financial Services</b>                          | <b>3.4</b>                                   |
| <b>Health</b>                                      | <b>3.3</b>                                   |
| <b>Public Service: Central or Local Government</b> | <b>3.6</b>                                   |
| <b>Tourism: HOTELS AND RESTAURANTS</b>             | <b>3.1</b>                                   |

# Who is responsible for changing the work ethic of Batswana: BQW study

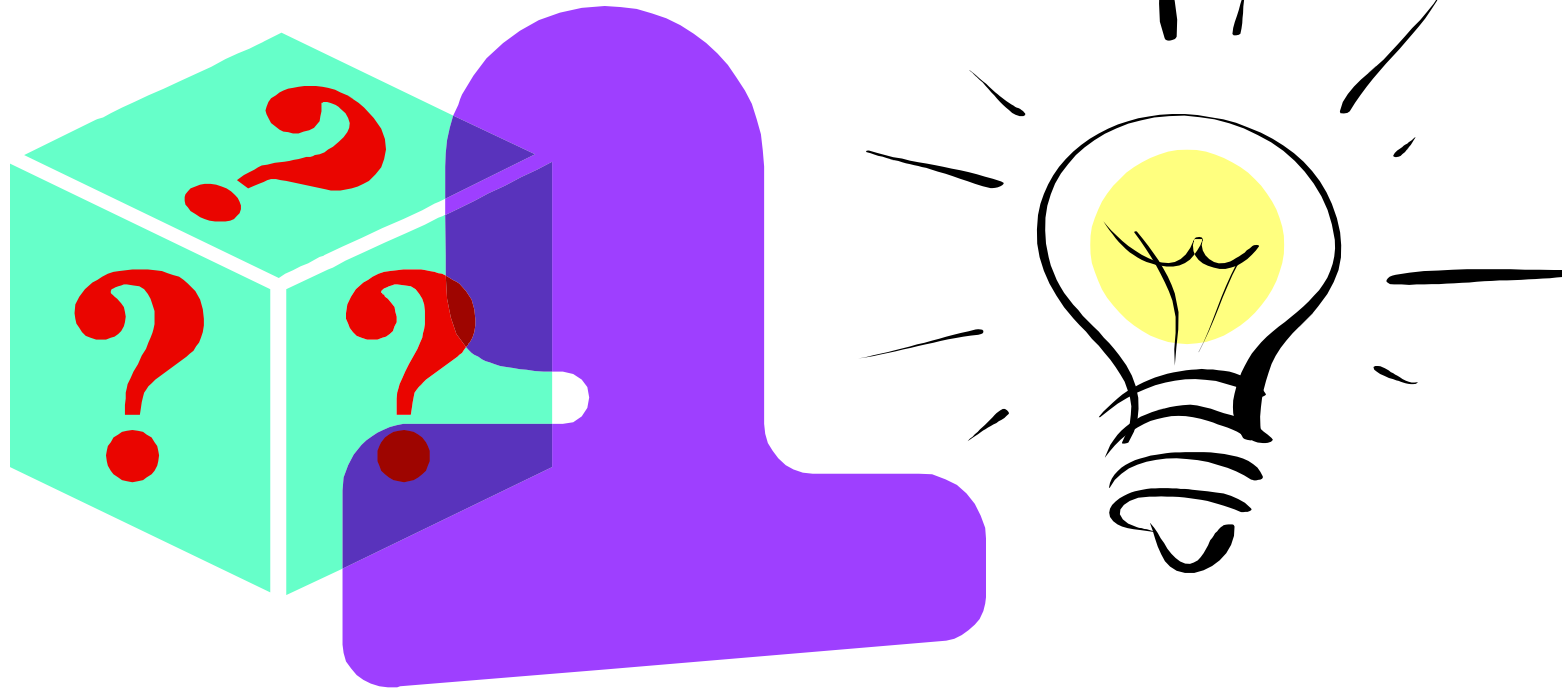
| <b>Institution Responsible to Improve Work Ethic</b> | <b>Mean Rank<br/>(1= most responsible and<br/>10= least responsible)</b> |
|--|--|
| Government   | 2.1  |
| Private sector                                       | 4.5  |
| Individuals  | 4.4  |
| Trade unions   | 4.6  |
| NGOs   | 6.1  |
| Social Institutions                                  | 5.1  |
| Schools  | 5.6  |
| Church   | 6.2  |
| Family   | 6.2  |

# SO WHAT IS THE WAY FORWARD



If you ignore it,  
it just gets worse. We cannot  
continue to bury our heads in the  
sand

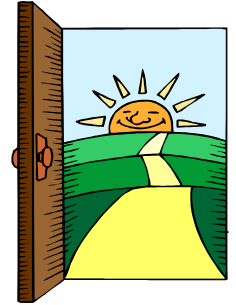
We need an “out of the box” solution



TO CREATE A LEARNING CULTURE IN ORGANISATION



# What can be done TODAY



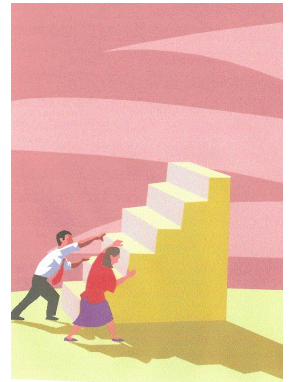
- Acknowledge the need for a new approach to Work Ethics training
- Incorporate a program for Work Ethics in the various institutions( schools, churches, dikgotla meetings, families and gatherings etc)
- Create the change necessary to provide the country with a stable and strong workforce
- Train the present workforce in Work Ethics
- Train the incoming workforce in Work Ethics

# Training

- Need to stop asking why they do not have the work ethic and provide the training necessary to instill the required work ethic

# Training

*Telling is not training*



Orientation/induction

Policy Manual

Supervisor Instruction

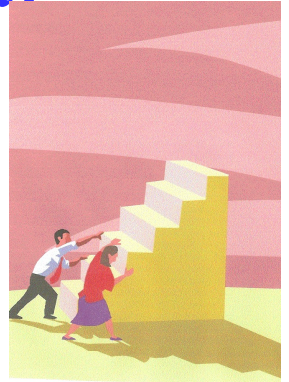
Employee Meetings

# Training Must Include Experiential Activities

Tell them what you are going to have them do -- and why

Have them do what you want them to do

Have them report on their experience



# Effective training must

- \* Engage the person
- \* Create interest
- \* Provide relevance



# Encourage Success

Feedback is important

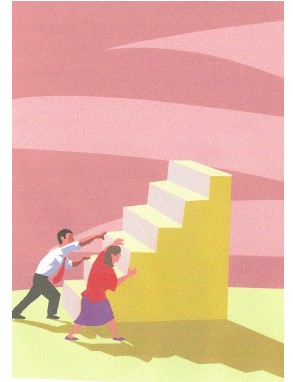
Trainer feedback

Participant feedback

Reinforcement program

Tangible reinforcers

Social reinforcers



# Reinforcement Program

Behavioral reinforcement is used to create change.

Reinforcement refers to methods of strengthening behaviors so that they will increase, or will continue, to be performed.



- Tangible reinforcers  
(material objects)
- Social reinforcers (attention, praise, approval and acknowledgement)



# The need to focus on human resources development

- The 2017 competitiveness Report concludes that economic growth once again needs to focus more on human well-being - *human-centric economic progress* .



# Why Poor work ethic in Botswana

- **The leadership Challenge across most structures**

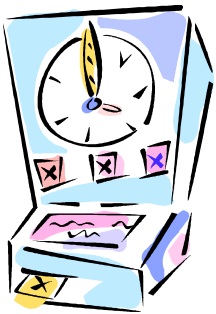
# So, where do you “get” work ethics?



Home



School



Work



Role Model  
--Sports or other  
activities

# Organisational Values and behaviors: Why organisations fail to develop an effective work place ethics

- **WORK ETHIC VALUES ARE LEADERSHIP DRIVEN THE THROUGH BEHAVIOURS.**
- **The leadership should teach and demonstrate to the people what the values mean. This must come from the top and cannot be relegated/delegated to junior staff members.**

# To become a value driven organisation

- Pay attention to your selection of values
- Induction and other training programmes to ensure that new recruits especially are given a clear initial guide about the values which are seen as important;
- The values must guide criteria used for recruitment; appointment; advancement; succession; retention and release decisions;
- Incentives and rewards must be guided by values;
- Penalties and sanctions ( there must be consequences for not adhering to behaviours);
  - standards behavior of management, especially senior management

# BNPC SOLUTIONS

- **THE SMART WORK ETHICS PROGRAMME** - Taking Personal Responsibility to change your work ethic
- **LEADERSHIP ESSENTIALS** - Creating an environment that would allow individuals to Flourish by setting a clear direction and creating an enabling environment