

USHISHINO | UKWENZA ISIGQIBO

Kungani ukuba abaphathi abalungileyo besenza izigqibo ezingalunganga?

Publication: USB Agenda

Date: April 2014

Ingaba imo yethu yangaphakathi isibangela ukuba senze izigqibo ezilambathayo? Okanye singabeka ityala kwiimeko zangaphandle? UBongani Mgayi - ichule kwezoshishino kwanomcebisi oyinxalenye yezaziso eUSB kunye namanyathelo emisebenzi yasekuhlaleni - uthatha ingqwalasela koko kufihlakeleyo ekuzikhetheleni kwethu.

Kukuba ngumntu nje kuphela ...

Ilivo lithi iKumkani yamaRoma uMarcus Aurelius waqesha isicaka esasimsebenzi waso kuphela yayikukulandela yena xa ehamba-hamba kwibala ledolophu yamaRoma nokusebeza endlebeni yakhe xa abantu bemncoma, “Ungumntu nje kuphela, ungumntu nje kuphela.”

Inkokeli ephumeleleyo isemngciphekweni wokuwa entendeni yofefe njengoko abalandeli bayo bekholelwa ngokuthe chatha kumandla ayo afihlakeleyo okwenza izigqibo ezizizo. Umbutho oluhlu lwemigangatho yabasemagunyeni uyayikhuthaza le nkolo njengoko igqibela ngokuthi ngokuya uba kufuphi encotsheni, uya usondela kwiimpendulo.

Abaphathi banamhlanje bamelwe kukuba bagqwese kubuchule bokwenza izigqibo ezikhawulezayo, ezithe qatha engqondweni kwanezigqibo ezicothayo, ezinengqiqo. Ubulunga bezigqibo ezinjalo bufuthelwa kukuthambekela bucala obuhamba nomphathi, ukuntsokotha ngenxa yokungaqiniseki nokusilela kolwazi, amaxesha afutshaniweyo okuphendula nokungakwazi ukukwahlula uhlobo lwesigqibo esifanelekileyo.

Ukusebenzisa amava nezinto ezaziwayo

Ngoko ke, abaphathi bazinceda ngokusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo. Iwebsayithi yokukhangela *iAbout.com Psychology* ikuchaza ukusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo njengendlela ekhawulezayo yengqondo okanye ubuchule bokuphatha umthetho wokufutshanisa ixesha lokwenza izigqibo kwanokuvumela abantu ukuba basebenze ngaphandle kokuyeka rhoqo ukucinga ngesenzo sabo esilandelayo.

Inzululwazi yezengqondo engumSirayeli – mMelika nekwaphumelele iNobel Memorial Prize ka- 2002 kwezobuNzululwazi bezoQoqosho uDaniel Kahneman ukucacisa ukusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo ngolu hlobo lulandelayo: “Xa uqubisene nengxaki – ukukhetha intshukumo yomdlalo wetshesi okanye ukugqiba ngokutyala imali kwinkampani – izixhobo zeengcinga ezikhawulezileyo ezithe qatha engqondweni zenza konke okulungileyo ezinokukwenza. Ukuba ubani unengxelo yobuchule elungeleyo, uya kuyiqonda imeko, nesisombululo esikhawulezileyo ukuthi qatha engqondweni singaba sesichanekileyo. Yile nto yenzekayo ke kanye xa umpetha wetshesi ekwimeko entsokothileyo: iintshukumo ezimbalwa ezenzekayo kuye ngokukhawuleza zonke zingqongqo. Xa umbuzo

unzima kwaye nesisombululo esinobuchule singekho, ingcinga ekhawulezileyo nethe qatha engqondweni isenokuzama: kodwa asiyiyo impendulo yombuzo wokuqala. Umbuzo ebequbisene nawo umphathi ubunzima, kodwa impendulo yombuzo olula noyeleleyo ifike engqondweni yakhe yakhokelela kwindlela amakakhethe ngayo. Lo ke ngundoqo wokusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo: xa sijongene nombuzo onzima, sisoloko siphendula lowo ulula, singakhange siqaphele lowo ulibambela.” UKahneman ukwangumbhali ka-*Thinking Fast and Slow*.

Ukusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo kungathi kubangele iimpazamo kwinkqubo yokucombulula ingxaki kwanokwenza isigqibo. Ngenxa yokuba loo nto ithe yasebenza kwixa elidluleyo, oko akuthethi kuba yosebenza kwixa elizayo. Ukusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo akukuthatheli ngqalelo ukuntsokotha kwemiba efihlakeleyo. Ngaphezulu, ukuthembela ekusebenziseni indlela yokucombulula izinto ngokusebenzisa amava nezinto esele ikhona kungenza kube nzima ukuza nezimvo ezintsha okanye ukuphanda izisombululo ezizezinye.

Ukuphumelela ngokukhawuleza okanye ubulumko bexesha elide?

Ubuchule bomphathi bokuthatha izigqibo bukwachats hazelwa kukungaqiniseki kwanezi-ndululo ezikhuphisanayo. URas Myburgh, owayesakuba ngumfundi eUSB, owayesakuba yiCEO ye Kumba Iron Ore nomseki kwaneCEO ye Hindsight Financial and Commercial Solutions, wathi, “Thatha umzekelo womphathi wotyalo-mali liqumrhu ekuhlaleni. Okokuqala, lo mphathi akanguye umnini weshishini. Okwesibini, unokungabi nangqiqo esisiseko sendima yecandelo lakhe okanye uxanduva lwakhe apha kwishishini. Oku kusilela kweenqobo zokugweba kwanomyalelo oyeke-yeke ekwenzeni izigqibo kothi kukhokelele kwizigqibo ezilambathayo.

“Abaphathi baphinda balwe noko kulindelekileyo kuphikisanayo. Iintengiso zigxile kwiziphumo zethutyana, zenze kube lula kumphathi omvuzo wakhe wongezelweyo osisixa esikhulu unxulumaniswe nenzuzo yethutyana yokurhweba, lungekho ulungiselelo olulindelekileyo lweplanti kwiminyaka emibini ezayo.”

Eyesithathu i-*King Report on Governance for South Africa* ilungiselela ulawulo olulungileyo kananjalo ubunkokeli obusebenzayo ithi, “Iinkokeli ezinoxanduva zilawula iindlela ezisebenzayo ngayo iinkampani nobuchule bazo ngenjongo yokuzuzwa imiphumela kwezoqoqosho, ekuhlaleni nendalo esingqongileyo.”

UMyburgh uphinda abalule izimvo zika-*King III* ngokuthi, “Abaphathi bangalenzelelela lula iqela elithile lamahlakani entsebenziswano ngaphezu kwamanye amaqela amahlakani entsebenziswano. Ukuba liqumrhu elingummi kuthetha ukukwazi ukulungelelanisa, ukuxabisa okuvela ngaphakathi kokuphatha bonke abantu ngokulinganayo, ukuyilawula kakuhle imisebenzi yamathuba amade, lo gama kusiliwa umkhwa wokuphunyezwa kweenjongo zamathuba amafutshane. Amaqumrhu aneebhodi ezomeleleyo zabalawuli anethuba elihle lempumelelo njengoko iibhodi zabalawuli sukuba zingaxhinelanga kuphumeza imida yazo yenzuzo yemali.”

Musa ukuqiniseka kakhulu

UToni Beukes, ongumphathi wezibophelelo weNordex Energy South Africa, wongeza omnye umba wengxoxo. Uxoxa athi ngokuya abaphathi besiba namandla nokuzithemba ngokuthi babenakho, kungona basesichengeni sokuthatha izigqibo ezinobungozi. Umphathi omtsha ongazange abe kwisikhundla sokongamela angaba nokuzithemba okungaphezulu. Ukuba ushishino luye lwaqhuba kakuhle, umphathi akayihoyi imiba efihlakeleyo okanye engaphandle ekhokelele kule mpumelelo. Aba baphathi bazithembe ngokugqithisileyo bathi babuthelekelele ngokugqithisileyo ubukrelekrele babo okanye ukuba nako kwabo; bayibalele ngokulula kubo impumelelo, kodwa ukusilela kwabanye abantu.

UBeukes ulumkisa athi: “Iinkokeli ezidumileyo zikholelwa ngenene ukuba zilunge kakhulu yaye oku kuthi kubaselwe liwonga lobuthixo-mntu elibekwe kubo ngabalaneli babo. Ukuzithemba ngokugqithisileyo kuphumela kulawulo lozwilakhe, hayi kangako ngokwedemokhrasi. Ubume bemeko yasemsebenzini bebunokuba ngcono bugqale iimodeli zangoku zokwabelana ngolawulo, apho amaqela asebenza kunye ngohlobo olunemilinganisano emininzi nolucebisayo. Abaphathi bafanele kukusoloko bethe qwa.”

UMyburgh wongeza athi, “IEnron ayizange iwe ngenxa yolawulo okanye imigaqo-nkqubo,

koko ngenxa yabaphathi abanamathelwe yingcinga yokongamela kwanokuba nako kwabo ukukhokela gwenxa abanye abantu. Inye into eqinisekileyo: ngokuya unyukela embuthweni, kungona kugunya ukungaqiniseki nenkcazelo engeyiyo. Kodwa, oku kungalungiswa bubuchule nenkqubo emisiweyo yexabiso yomphathi”.

Kwincwadi yakhe, uKahneman uthi ukholelwa ukuba iingcinga ezizo ezikhawulezileyo engqondweni ziphuhla xa abaphathi abanamava befunde ukwazi iindlela zenkqubo kwimeko entsha yaye benze ngokuchanekileyo. Kananjalo, uyavuma ukuba ingcinga yabaphathi ekhawulezileyo engqondweni ayisoloko isekeke kwingxelo yabo yobuchule.

Imbono ezininzi, izigqibo ezingcono

UKerry Sandison, oyintloko yeUSB Postgraduate Diploma in Leadership nokwangumlawuli weVillage Leadership Consulting, uthetha athi ngokuba nako ukwenza izigqibo kwabaphathi: “Okokuqala, ihlabathi seliqalisile ukuntsokotha ngamandla. Imihla apho isithwala-ndwe esithile sisindisa ubukumkani igqithile. Imihla apho kufanele ndibe nazo zonke iimpendulo njengomphathi igqithile. Abaphathi bajongene nemibuzo ekungekho bani owakha wajongana nayo ngaphambili.

“Okwesibini, kuba abaphathi bekubona oku kuntsokotha, bathi bazive bengazithembanga okanye bephantsi koxinzelelo lokwenza izigqibo nokuba bazi ntoni. Oku kuthi kube nesiphelo sezigqibo ezibungozi-bungengakanani ukwanelisa abo banenxaxheba kwishishini okanye ikratshi –“Ndazi konke, ndingakwenza oku”.

“Okwesithathu, sonke sinohlobo lwethu lokwenza izigqibo, oluthi lufuthelwe yimiba enje ngenkcubeko nemfundo. Abanye abantu baphulaphula kakhulu kwaye ke bangabambeka emgibeni ‘wohlalutyo olungenakuncedwa’ ngeli lixa abanye beqhutywa kukwenza, befuthelwa yiloo nto ibaqhubayo, yaye bengazihluphi ngokufuna icebiso.”

Okona kuthethwa ngaba babhali nezi ngcali kukuba abaphathi banamhlanje mabaphuhlise ulwazi lokuqonda ukuba ubunkokeli nokuphatha kuzinzame zeqela. Akuxhomekekanga nje kumphathi omnye. Abaphathi baya kudinga iimbono ezahlukeyo ukuphambela amahlakani entsebenziswano ahlukileyo. Ngoko ke, bafanele bafunde ukubandakanya amaqela entlobo ngeentlobo zabantu ekwenzeni isigqibo.

USandison wandisa athi, “ Ukuxhomekelelana sesinye seempawu ezingundoqo zabantu abaphumeleleyo, nangona inkcubeko yequmrhu ingakuxhasi oko, ingenzi nalungiselelo lokuhlulwula. Nangona kunjalo, iinkokeli ezikhuthazayo zinayo intobeko yokucela igalelo kwezinye.

“Kwimibutho ekwizinga eliphezulu lokhuphiswano kunzima kakhulu ukuba abantu banganokuzityhila. Abanakucela ngcebiso njengoko oko kubonwa njengobuethethe. Ngokiphikisanayo, iba yinkokeli eyomeleleyo ethi icele iimbono namagalelo ahlukeneyo. Inkokeli enjalo isethubeni lokwenza izigqibo ezilungileyo. Kumzekeliso wenguqulo yasezilalini, kunqabe kakhulu ukuba ikumkani okanye ikumkanikazi ingazithathela izigqibo ngokunokwayo. Bekusoloko kubakho ingxoxo, ze ke ibe sisigqibo.”

Ngenxa yolwazi lobugcisa, umjikelo wonyamezelo uya usiba mfutshane. Ubufutshane bexesha bufuna oko kwamkelekileyo ngoku endaweni yoko kuza kuba nozinzo. Abaphathi ke ngoko baphantsi koxinzelelo lokwenza izigqibo ezikhawulezileyo bengakhange balithathele ingqalelo ikamva.

Uthi uKahneman, “Ukucinga ngokukhawulezileyo kuquka olunye uhlobo lokucinga oluthe qatha engqondweni – ingcali kwanokusebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo – kwanazo zonke izenzo zengqondo ezizenzekelayo zebono nenkumbulo. Uphengululo oluzenzekelayo lwesisombululo esikhawulezayo luye luphanze ngamanye amaxesha – engqondweni akufiki sisombululo sangcali kwanempendulo esebenzisa indlela yokucombulula izinto ngokusebenzisa amava nezinto ezaziwayo. Kwiimeko ezinje sisoloko sizifumana sitshintshela kwimo yokucinga ecothayo, yangabom kwanaleyo ineenzame”.

NgokukaSandison, “Kwimeko yokucinga ufunda ubuchule bokucinga kunye, njengenxalenye yokwenza isigqibo esilungileyo, endaweni yokuchitha ixesha ulungiselela izimvo zakho. Kwakhona, kwimeko yokucinga, inkqubo enjengokucebisa nokusingasingisa iyenzeka. Ezi nkqubo ziyacotha kwaye ziquka ukucinga.

“Ukucinga akwenzeki rhoqo kule mihla, kuba kukho iprojekthi esele ilindelekile. Ukufunda ubuchule bokuba nakho ukutshintsha phakathi kokuya ucotha okanye usenza izigqibo kwangethuba kufuna imfezeko, ubuchule obufuthelayo, kwanamandla okuphindisela umva xa umongameli efuna isigqibo esikhawulezileyo. Ikwathabatha isibindi, ukuziqonda kuchase iingcinga ezikhawulezileyo engqondweni nokuzithemba kwakho kuhambelane nokweyiseka kwakho,” ugqiba ngelitshoyo uSandison.

Ukuba nokuziqonda – sisitshixo sokwenza izigqibo ezingcono

NgokukaKerry Sandison, ukuba nokuziqonda yenye yemiyalelo engundoqo efundiswa kwiinkokeli ezisakhasayo kwiPostgraduate Diploma in Leadership yaseUSB. Ukuba noku- ziqonda kumalunga ne-IQ kunye ne-EQ. Abaphathi bafanele ukuba babe nokuziqonda ukwenza ngenjongo into engabonwabisiyo kwanechasene nengcinga ekhawulezileyo nethe qatha engqondweni.

Inganokufundiswa?

“Ewe, kodwa ke yindlela ende yobomi ekufundeni nasekuzilungiseni ngokuhamba kwexesha. Xa uthe wanokuziqonda uthi udale imikhwa emitsha wakhe nobunganga bokwenza into ngokwahlukileyo.”