**DATA COUNTING**

|  |
| --- |
| **Competencies for a manager to execute retail logistics projects in the Cape Metropolis** |

**SECTION A: BIOGRAPHY**

Please tick the applicable box

**1. Which age group do you belong to?**

|  |  |  |  |
| --- | --- | --- | --- |
| 18-24 Years | 25-29 Years | 30-39 Years | Above 40 |

|  |  |
| --- | --- |
| 18-24 Years | 34 |
| 25-29 Years | 71 |
| 30-39 Years | 102 |
| Above 40 | 102 |

**2. Which department are you working at?**

|  |  |  |  |
| --- | --- | --- | --- |
| Transport | Logistic Integration Center (LIC) | Customer Service (Help Desk) | Other |

|  |  |
| --- | --- |
| Transport | 99 |
| Logistic Integration Center (LIC) | 71 |
| Customer Service (Help Desk) | 84 |
| Other | 56 |

**If other, please specify**

Head office, Site services, IT Department

**3. Which position do you occupy in this company?**

|  |  |  |  |
| --- | --- | --- | --- |
| General worker | First Line Manager | Operations Manager | Other |

|  |  |
| --- | --- |
| General worker | 68 |
| First Line Manager | 53 |
| Operations Manager | 34 |
| Other | 155 |

**If other, please specify …………………** Planners, team leaders, site services manager, finance clerks, administratos

**4. How long have you been in your current position?**

|  |  |  |  |
| --- | --- | --- | --- |
| 0-5 Years | 5-10 Years | 10-15 Years | Above 15 |

|  |  |
| --- | --- |
| 0-5 Years | 167 |
| 5-10 Years | 109 |
| 10-15 Years | 34 |
| More than 15 Years | 0 |

**5. Have you attended any leadership training?**

|  |  |  |  |
| --- | --- | --- | --- |
| No, I have not  | I cannot remember | Yes, once | Yes, twice, or more |

|  |  |
| --- | --- |
| No, I have not | 47 |
| Yes, once | 109 |
| Yes, twice, or more | 140 |
| I cannot remember | 16 |

**6. If you have attended leadership training, are the skills acquired from that training helpful?**

|  |  |  |  |
| --- | --- | --- | --- |
| No, they do not | I am not sure | Sometimes they do | Always helpful |

|  |  |
| --- | --- |
| No, they do not | 103 |
| Sometimes they do | 34 |
| Always helpful | 155 |
| I am not sure | 17 |

**7. What is the size of your team?**

|  |  |  |  |
| --- | --- | --- | --- |
| 0-5 | 6-10 | 11-15 | 16 and above |

|  |  |
| --- | --- |
| 0-5 | 69 |
| 6-10 | 86 |
| 11-15 | 52 |
| 16 and above | 103 |

**8. What is your highest educational qualification?**

|  |  |  |  |
| --- | --- | --- | --- |
| Matric | Diploma | Degree | Other |

|  |  |
| --- | --- |
| Matric | 18 |
| Diploma | 55 |
| Degree | 182 |
| Other | 55 |

**SECTION B: THE LIKERT SCALE**

Please rank the following by ticking the applicable using the Likert scale below**.**

**Please note: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|   | Retail logistics projects | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|   |  **Retail logistics projects initiation** |  |  |  |  |  |
| 1 | Managers must have good team building skills at this stage | 31 | 16 | 47 | 31 | 186 |
| 2 | Managers must influence positive atmosphere at this stage | 0 | 0 | 86 | 16 | 207 |
| 3 | Managers must create a good working relationship in the team | 0 | 0 | 36 | 36 | 237 |
| 4 | Knowing people in your team is quite critical at this stage | 0 | 17 | 52 | 34 | 207 |
| 5 | Managers must take risks in project initiation stage | 0 | 0 | 0 | 201 | 109 |
|  |  **Retail logistics project planning** |  |  |  |  |  |
| 6 | Communication skill is critical at this stage | 0 | 0 | 17 | 103 | 189 |
| 7 | Managers must make good decisions at the project planning stage | 0 | 0 | 16 | 52 | 241 |
| 8 | Managers are required to be able to resolve conflict at this stage | 17 | 0 | 16 | 103 | 172 |
| 9 | Managers must be flexible so that they are able to adjust in any situation | 37 | 0 | 34 | 71 | 167 |
|  10 | Mangers must be able identify threats and act against them | 16 | 68 | 40 | 53 | 133 |
|  |  **Retail logistics projects execution** |  |  |  |  |  |
| 11 | Managers must have the ability to motivate the team in project execution stage | 0 | 17 | 34 | 69 | 189 |
| 12 | Time management skills are required so that projects are completed on time | 0 | 17 | 34 | 86 | 172 |
| 13 | Managers must delegate tasks to the right people at the right time | 0 | 31 | 0 | 102 | 177 |
| 14 | Managers must ensure that team collaborates at this stage | 0 | 17 | 0 | 103 | 189 |
| 15 | Project execution requires managers to be problem solvers | 0 | 18 | 0 | 18 | 274 |
|  | **Retail logistics projects closure** |  |  |  |  |  |
| 16 | As team leaders, managers must be accountable for the results of the project whether they are positive or negative. | 17 | 0 | 86 | 69 | 138 |
| 17 | Managers must present project results and must accept positive or negative feedback | 0 | 0 | 69 | 86 | 155 |
| 18 | Managers must be honest about project the results and not present false information about the project | 0 | 0 | 34 | 52 | 224 |
| 19 | Good analyzing skills are critical for mangers in project closure | 0 | 0 | 34 | 34 | 241 |
| 20 | Managers must be decisive in project closure; they must decide what is relevant for the output of the project | 0 | 0 | 52 | 34 | 224 |

**SECTION C: Your understanding about the significance of leadership skills to deliver successful retail logistics projects.**

1. **Give three reasons why it is important for managers to have leadership skills when they are managing retail logistics projects.**

|  |  |
| --- | --- |
| **No of respondents** | **Participants responses** |
| 8 | Team building |
| 5 | To motivate the team |
| 7 | To be inspirational to the team |
| 4 | To make quick decisions |
| 3 | To ensure that the team collaborates |
| 5 | To lead the team to success |
| 6 | To empower team members |
| 7 | To involve everyone when making decisions |

1. **Give three things that may happen if managers who lack leadership skills run retail logistics projects.**

|  |  |
| --- | --- |
| **No of respondents** | **Participants responses** |
| 15 | Project failure |
| 5 | Lack of communication from the team |
| 7 | Unhealthy working environment |
| 4 | Team will have unclear vision |
| 9 | Lack of trust amongst the team members |
| 2 | There are high chances for the team to have conflict |
| 1 | Lack of collaboration |
| 4 | Lack of accountability from the team |

1. **Give three leadership skills that you think a manager that runs logistics projects should have.**

|  |  |
| --- | --- |
| **No of respondents** | **Participants responses** |
| 4 | Good communication skills |
| 3 | Good problem-solving skills |
| 5 | Time management skills |
| 2 | Good decision-making skills |
| 1 | Good listener |
| 6 | Team building skills |
| 10 | Good technical skills |
| 2 | Analysing skills |

1. **Comment on anything that you think may be relevant for this study.**

|  |  |
| --- | --- |
| **No of respondents** | **Participants responses** |
| 6 | Project management is quite a difficult task, it needs someone with experience in projects and someone who is willing to work with the team |
| 3 | Project management is a scarce skill in South Africa and people need be encouraged to study project management. |
| 2 | The failure and the success of the project is the project manager’s responsibility. |