



Enhancing HR Innovation/ Technology for Productivity

Roadmap

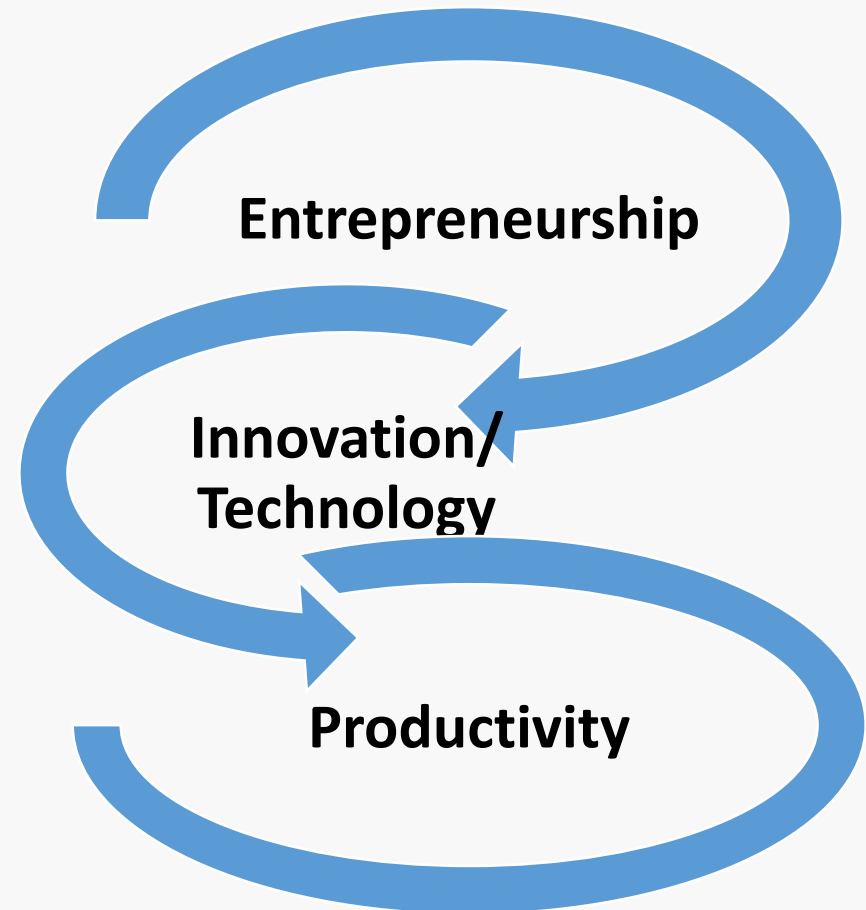
1. The Triple Linkage
- 2. The Global PRODUCTIVITY Table.**
3. The Continental Productivity Table.
- 4. Understanding the Implications?**
- 5. The Implications**
- 6. The Way Forward**
7. Conclusion

The Triple Linkage

It's the sum total of individuals that **produce** and even consume.

Starting point is **entrepreneurship**, the inner drive to achieve things. To look at better (not really NEW) ways to reach our goals= **innovation**.

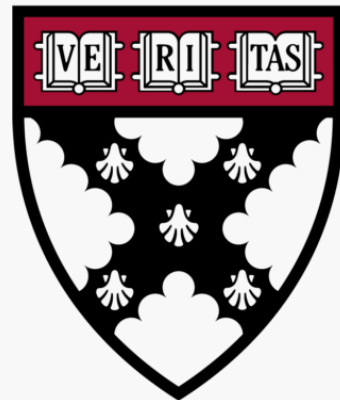
When we are driven to constantly seek better ways, we can be **productive**.



What is Entrepreneurship?

Professor Howard Stephenson

“....Ability to pursue opportunities and achieve goals **without regard** to level of resources currently controlled...”



Harvard
Business
School

Resources Controlled- Time



- Time is usually not enough to complete and attain objectives.
- Ability to deliver assignments and projects in or on time.
- Entrepreneurships asks how we can still deliver without regard to time we control.

Resources Controlled- Goodwill



- Sometimes we must achieve our goals in unsupportive environments. Its even worse when the system and structures are openly against you. This is what happened
- This is what happened on Sunday 15th October 2023 at 21h00 in St Denis a suburb of Paris at Stade de France.
- How do you achieve under such environments?

Resources Controlled



- Can you meet your goals with less staff than you need?
- Do you even know how many staff working optimally you require to achieve your tasks?
- Innovation is the answer to what we can do with fewer staff.



Resources Controlled (Finances)

| in 1'000 \$ | <u>Budget</u> | <u>Actual</u> | <u>Variance</u> |
|---------------------------|---------------|---------------|-----------------|
| Revenue | 180 | 203 | 23 |
| Computers | 120 | 145 | 25 |
| Services | 50 | 48 | -2 |
| Others | 10 | 10 | 0 |
| COGS | 105 | 115 | 10 |
| Computers | 100 | 110 | 10 |
| Others | 5 | 5 | 0 |
| Gross profit | 75 | 88 | 13 |
| Operating expenses | 45 | 47 | 2 |
| Sales | 20 | 22 | 2 |
| General | 15 | 15 | 0 |
| Admin | 10 | 10 | 0 |
| EBITDA | 30 | 41 | 11 |

- How much money and capital do you have for your key performance indicators?
- What can you do, think, change, amend, enhance to still reach your goal.
- Budget is the number excuse we are not achieving target!!

WHATS INNOVATION?

- Innovation is sometimes called the “best way” skill. Its always in search of perfection.
- Whilst the organisation is interested in efficiency, innovation is concerned with effectiveness- doing things or thinking things attaining things faster, cheaper, smoother, softer....
- Innovation is the norm de guerre for value addition, creation of value.
- Innovation is never the creation of NEW processes, new services, new methods. More often than not, it's the remixing of old forgotten ideas, the repackaging of something already with us, the changing of direction and or twickling a bit of an old and tired process.

Is Innovation Easy? Yes

Don't fix what's working. Just mend it better.

Its fulfilling the desire to change; to do better.



- Process, systems, procedures.
- Small consistent changes
- Re tooling of existing assets.
- Repackaging and rebranding what works.

Productivity

With desire to achieve with minimal resources, constantly asking how we can do things better, we can now talk productivity

Productivity is generating more value regardless of level of inputs or delivering against all ODDS



$$\text{Productivity} = \frac{\text{Units of output}}{\text{Units of inputs}}$$

©lockify

Top 30 Productive Nations in the World

(Source ILOSTATS for 2021)

| Rank | Country | LPR | Rank | Country | LPR | Rank | Country | LPR |
|------|------------------------------|----------------|------|------------------|----------------|------|-------------------|---------|
| 1 | Luxembourg | \$136.45 | 11 | Austria | \$62.80 | 21 | Canada | \$56.22 |
| 2 | Ireland | \$121.95 | 12 | Sweden | \$61.71 | 22 | Brunei Darussalam | \$55.92 |
| 3 | United States Virgin Islands | \$81.96 | 13 | New Caledonia | \$61.00 | 23 | Puerto Rico | \$54.91 |
| 4 | Singapore | \$74.15 | 14 | Australia | \$58.76 | 24 | Iceland | \$53.54 |
| 5 | Norway | \$72.37 | 15 | Israel | \$58.72 | 25 | Taiwan, China | \$53.14 |
| 6 | United States | \$70.68 | 16 | France | \$58.52 | 26 | Guam | \$52.97 |
| 7 | Switzerland | \$67.11 | 17 | Germany | \$58.31 | 27 | Channel Islands | \$52.95 |
| 8 | Denmark | \$66.66 | 18 | Hong Kong, China | \$57.06 | 28 | Malta | \$52.79 |
| 9 | Belgium | \$65.94 | 19 | Finland | \$56.96 | 29 | Qatar | \$52.70 |
| 10 | Netherlands | \$65.33 | 20 | Italy | \$56.92 | 30 | United Kingdom | \$51.35 |

The “Champions League” of Productivity

The leading nation in terms of productivity is Luxembourg at USD136.00 per hour of work done. The United States is in 6th position at USD71.00 and the United Kingdom in 30th at USD51.00.

The average productivity of the top 30 league is USD65.00 or ZMW1,300.00 of work done per hour.

How much is your team producing each hour? Because this is ZMW10,400.00 of value created daily and ZMW230,000.00 of value generated per month or ZMW2.7m per annum.

What have you done as Director HR to elevate value? What are you investing in as an individual to become more productive

Africa's Productivity Ranking (Source ILOSTATS for 2021)

| Rank | Country | LPR | Rank | Country | LPR | Rank | Country | LPR |
|------|---------------------|----------------|------|----------------|---------------|------|---------------|---------------|
| 1 | Libya | \$34.63 | 11 | Djibouti | \$14.52 | 21 | Ghana | \$7.06 |
| 2 | Gabon | \$26.40 | 12 | Namibia | \$14.21 | 22 | Senegal | \$6.08 |
| 3 | Mauritius | \$24.76 | 13 | Morocco | \$11.85 | 23 | Comoros | \$5.79 |
| 4 | South Africa | \$23.74 | 14 | Mauritania | \$10.83 | 24 | Kenya | \$4.75 |
| 5 | Botswana | \$22.99 | 15 | Western Sahara | \$9.60 | 25 | Cameroon | \$4.55 |
| 6 | Equatorial Guinea | \$21.87 | 16 | Sudan | \$9.12 | 26 | Zambia | \$4.55 |
| 7 | Egypt | \$20.86 | 17 | Cape Verde | \$8.78 | 27 | Somalia | \$4.46 |
| 8 | Algeria | \$20.23 | 18 | Côte d'Ivoire | \$8.39 | 28 | Congo | \$4.45 |
| 9 | Tunisia | \$18.54 | 19 | Nigeria | \$8.27 | 29 | Guinea | \$4.33 |
| 10 | Eswatini | \$17.32 | 20 | Angola | \$7.87 | 30 | Benin | \$4.16 |

The Continental League of...Pride???

- From an average of USD65.00 for the top 30 world champions league of productivity, we can only post USD12.00 as a continent or ZMW240.00. This is 5.4 times lower.
- And for Zambia, we come in at no 26 with a score that you don't want to know. At a paltry USD4.55 or ZMW90.00, we shouldn't be here calling ourselves HR Experts. Nigeria is at nearly twice our productivity and South Africa at USD23.74 or ZMW475.00 are five times more productive than us.
- **What is the problem? Where have we gone wrong? What should we do to escape this RACE TO THE BOTTOM?**

What does this Picture Mean?

| Rank | Country | LPR | Relative Rankings | Rank | Country | LPR | Relative Rankings | Rank | Country | LPR | Relative Rankings |
|------|---------------------|----------------|-------------------|------|----------------|---------------|-------------------|-----------|---------------|---------------|-------------------|
| 1 | Libya | \$34.63 | 100% | 11 | Djibouti | \$14.52 | 41.93% | 21 | Ghana | \$7.06 | 20.39% |
| 2 | Gabon | \$26.40 | 76.23% | 12 | Namibia | \$14.21 | 41.03% | 22 | Senegal | \$6.08 | 17.56% |
| 3 | Mauritius | \$24.76 | 71.50% | 13 | Morocco | \$11.85 | 34.22% | 23 | Comoros | \$5.79 | 16.72% |
| 4 | South Africa | \$23.74 | 68.55% | 14 | Mauritania | \$10.83 | 31.27% | 24 | Kenya | \$4.75 | 13.72% |
| 5 | Botswana | \$22.99 | 66.39% | 15 | Western Sahara | \$9.60 | 27.72% | 25 | Cameroon | \$4.55 | 13.14% |
| 6 | Equatorial Guinea | \$21.87 | 63.15% | 16 | Sudan | \$9.12 | 26.34% | 26 | Zambia | \$4.55 | 13.14% |
| 7 | Egypt | \$20.86 | 60.24% | 17 | Cape Verde | \$8.78 | 25.35% | 27 | Somalia | \$4.46 | 12.88% |
| 8 | Algeria | \$20.23 | 58.42% | 18 | Côte d'Ivoire | \$8.39 | 24.23% | 28 | Congo | \$4.45 | 12.85% |
| 9 | Tunisia | \$18.54 | 53.54% | 19 | Nigeria | \$8.27 | 23.88% | 29 | Guinea | \$4.33 | 12.50% |
| 10 | Eswatini | \$17.32 | 50.01% | 20 | Angola | \$7.87 | 22.73% | 30 | Benin | \$4.16 | 12.01% |

SADC Productivity League Table

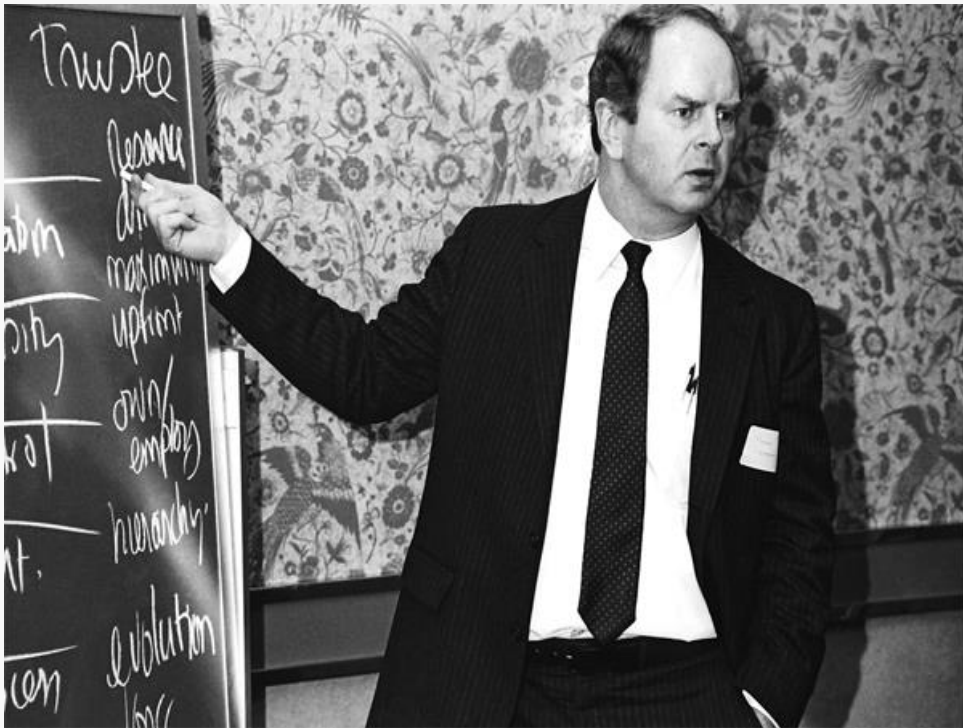
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| 1 | Mauritius | \$24.76 |
| 2 | South Africa | \$23.74 |
| 3 | Botswana | \$22.99 |
| 4 | Eswatini | \$17.32 |
| 5 | Namibia | \$14.21 |
| 6 | Angola | \$7.87 |
| 7 | Zambia | \$4.55 |
| 8 | Lesotho | \$3.00 |
| 9 | Tanzania | \$2.93 |
| 10 | Rwanda | \$2.86 |
| 11 | Zimbabwe | \$2.68 |
| 12 | Malawi | \$2.35 |
| 13 | Congo DR | \$1.88 |
| 14 | Madagascar | \$1.80 |

- Average of USD9.50 and still below average at USD4.55
- **For Zambia it goes that the average productive hours worked annually is 460 or 9hours per week and 1.8 hours per day.**
- This value generated when allowed for 30-40% labour as proportion of value created means wages per month should range between K5,200.00 to K6,900.00

Implications- Zambia's Place in Africa

- If a South African is paid for 8 hours a day or 180 hours a month, they are productive for 70% or 5.6 hours a day. In Nigeria, a worker paid to work 40 hours a week will produce only produce 25% of the hourly charge or 10 hours.
- On average the top 30 productive countries in Africa are 37% productive. Or are only accountable for 3 hours out of the 8 hours they are contracted to work.

Whats the Explanation- Prof HH Stephenson?



Pursuit of opportunity

Resource dependent

Performance management systems

Promoter/Trustee Models



Whats the Explanation- Michael Gerber?

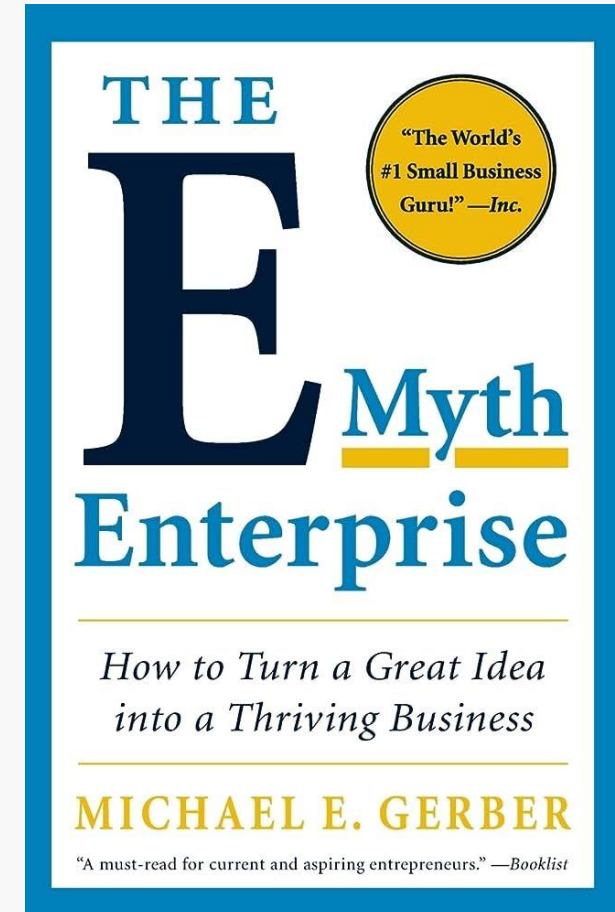
First is **CONCENTRATION** of the firm and the individuals skills.

Then is the **DISCRIMINATION** of the business and individuals focus.

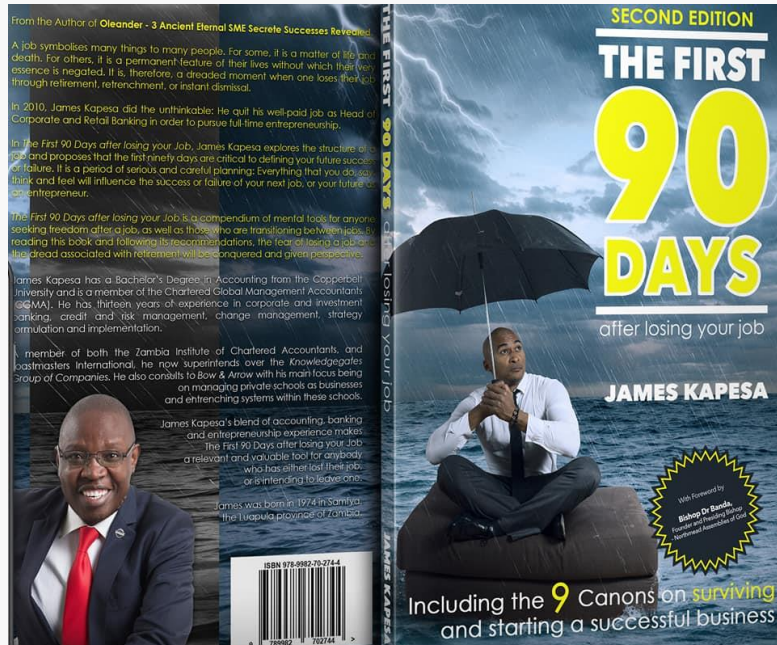
Thirdly, is the **ORGANISATION** and STRUTURE,

Fourthly is the **INNOVATION**...the constant, never ending IMPROVEMENT.

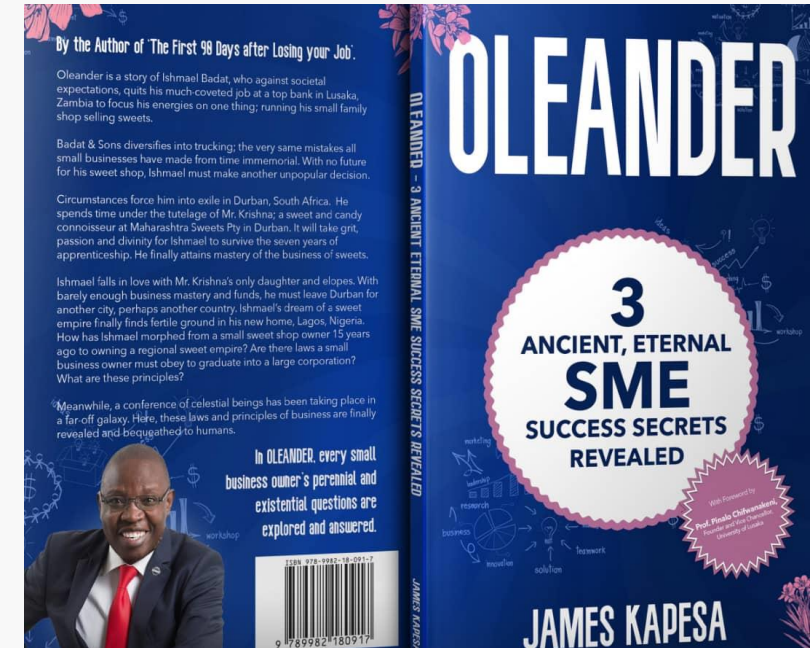
Finally, the **COMMUNICATION**, the speaking, the presentation



Whats the Explanation- James Kapesa?



- **The Side Hustle TRAP-** A full time job OR a full time business NOT both
- **The 99 Jobs Cancer-** A tomato farmer or corn farmer not 99 jobs
- **Grit,** the ability to stick around a job, a business for at least 7 years or 10,000 hours



Way Forward

State Actors

- There must be focus on productivity and not numbers. Recruiting more nurses and teachers DOES NOT solve the productivity problem.
- Public preferential procurement must prioritise productive and innovative parties.
- Whats the role of GATE KEEPERS like Internal Audit in fostering Innovation and productivity?

Daily Subsistence Allowance

Parastatals

The conceptualization of a parastatals is a novel idea that admits that pure government red tape is enemy of innovation and productivity.

Yet, the unbridled lust for profit in a pure private sector organisation opens citizens to exploitation.

The middle ground is desirable.

GOVERNANCE INNOVATION.

How are boards appointed, how are their performances managed, where do CEOs substantively report?

Way Forward

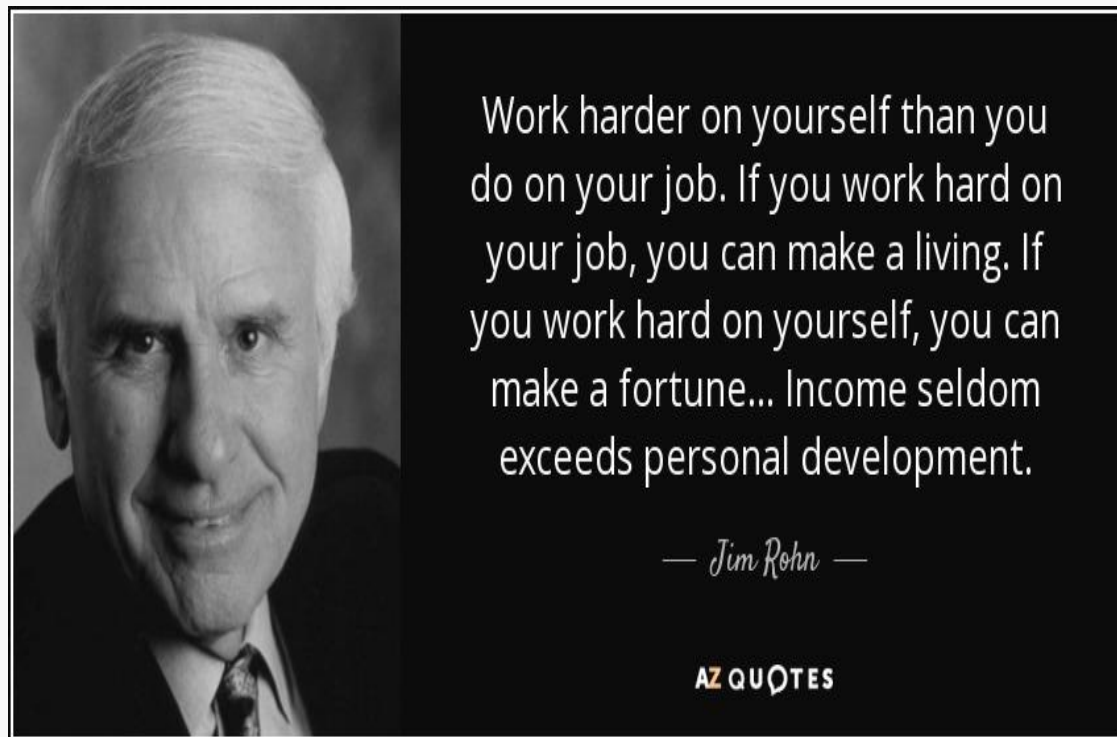
Corporations

- Performance Management must be more regular
- Key performance indicators must include innovation, entrepreneurship.
- Review your recruitment policies
- **Your performance agreements are not SERIOUS enough. That's why people have time to side hustle.**
- Skills/Work based training.

Way Forward

Individuals

- Quit your job or quit your business
- **Personal development is NOT optional**
- Decide what you want to master and spend time to master that one thing.
- **What do we do with the enormous unproductive time spent on social media by employees?** What innovation, what technology?



Rabbi Tzvi Freeman (on Innovation)

Never underestimate the power of a small, simple, consistent pure deed done from the heart....

The world is never changed by men who move mountains....

Each person must see himself as though the world is in balance and that any deed we may do

COULD TILT THE BALANCE





CAN HELP!!!

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