



Case Study: Sasol Limited

About the Company

Sasol Limited is one of Africa's major producers of chemicals and liquid fuels products, and a key player in the South African oil industry. Sasol has companies and activities covering a diversified set of industries and areas including chemicals, oils and fuels, explosives, agriculture, technology and mining. Sasol Technology, a company from this family, deals with research, engineering and project management, technology and new business development, information, and logistics.

The Information Management function at Sasol Technology (STIM) provides all the strategic and operational IT/IM services for Sasol Technology. It has about 104 employees who form the core intellectual capital for STIM as a group.

Business Challenges

STIM had to align with the Sasol group's knowledge management strategy by building its own learning and knowledge processes. It wanted all its employees to be measured, aligned and committed to knowledge management.

STIM's challenges were to improve customer service for its internal business customers by improving its processes. It required all its employees to contribute their ideas towards achieving this objective.

Nihilent's Role

Nihilent was appointed as their knowledge management consultant. Nihilent implemented its MC³ framework at STIM that included all the phases of calibration, motivation, capability and capacity. Nihilent assessed STIM through its MC³ audit process and recommended certain initiatives that would address the gaps. The vision, mission and strategy of the organization were revisited during the creation of Balanced Scorecard. The Balanced scorecard at various levels at STIM set the performance targets for each employee on all the four perspectives of finance, customer, process and learning. Roles were clearly defined based on the scorecards and capabilities and knowledge requirements were assessed for each individual playing a role. Common capability gaps were addressed through self-discovery workshops. The entire performance management system has been automated through Nihilent's own Balanced Scorecard automation tool, LAMAT.

Deliverables

- MC³ assessment of STIM: To assess the various practices in STIM and recommend the interventions required for building a learning and winning organization
- Revisiting the Vision, Mission for STIM and re-affirming the same to create the divisional scorecard, group scorecards for the 5 groups within the division and detailed scorecards for 24 individuals (comprising the leadership and management team) in the IM division. This would enable STIM to translate long-term strategy into operational objectives through the mechanism of measurement. The scorecards would be captured in Nihilent's Balanced Scorecard tool, LAMAT, at STIM.
- Defining the roles and responsibilities of the key roles within STIM: For clarity of key roles, their network interactions, their responsibilities and goals



- Determining competency levels of leadership and management team members in STIM along with the fitment factors: To understand the general capabilities and skills of an individual and plan a course of action for individual learning and growth in order to perform the allocated role in line with the organization goals
- Drawing Knowledge maps and gaps for leadership and management team members in STIM: Drawing the desired and actual K-maps to assess the competency of individuals with respect to their roles and responsibilities leading to an overall fitment factor
- Conducting a Transformation Workshop: To bring in a behavioral transformation among key employees and catalysts so as to adapt to the new changes institutionalized
- Preparing a Motivation Plan: To identify existing motivators (intrinsic and extrinsic) and assess their suitability in terms of motivating individuals in STIM Division to learn and share

Business Benefits Delivered

- Revisiting the Vision, Mission and Strategic objectives, helped in creating alignment as well as clarifying and expanding the objectives of STIM
- Doing capability assessments and knowledge maps of individuals induced a feeling of personal worth and a clear understanding of expected competencies, traits and knowledge areas with STIM's people
- MC³ has brought STIM the ability to help individuals at all levels in its organization to clearly understand their roles, responsibilities, personal objectives and focus areas in order to realize the vision of STIM

Customer Speak

"It is a practical and integrated way of managing knowledge in everyday work. MC³ enables the principle of "self control" at the individual level. Through MC3 this state of self-control is enabled through the development and use of Balanced Scorecards. Your team of consultants is professional, capable, knowledgeable and a pleasure to work with. Their patience and diplomacy were tested in STIM"

- Braam Kok, Chief Knowledge Officer, Sasol