BUILDING CHANGE MANAGEMENT CAPACITY

An Overview

Driving strategic change into business results through change management processes, tools and skills
Introduction to Change Management
The changing business environment

The world around us is changing at unprecedented speeds, causing uncertainty, turbulence and an ever increasing need to adapt and respond to change in order to survive

The five factors that will define the extreme future

- **Speed**
  - The rate of change will be blinding, comprehensive in scope and will touch every aspect of your life.

- **Complexity**
  - A quantum leap in the number of seemingly unrelated forces that will have a direct bearing on everything – from lifestyles, to work, to personal and national security.

- **Risk**
  - New risks, greater risks and more threats from terror, to crime, to global economic upheaval will alter every aspect of your life.

- **Change**
  - Drastic adjustments in your work, community and relationships will force you to adapt quickly to radical changes.

- **Surprise**
  - Sometimes good, sometimes difficult to imagine, surprise will become a daily feature of your life, often challenging your sensibility and logic.

Source: James Canton, *The Extreme Future*
Future trends
We can look around us and develop scenarios and trends for what the future will hold and then prepare for it

- The **energy crisis** and the critical role that energy will play in our lives in the 21st century
- The **innovation economy** – the transformation of the global economy based on the convergence of free trade, technology, new markets, talent migration, competition, peace and security;
- The **new workforce** – more multicultural, diverse, globally competitive, marketable, mobile, knowledgeable, flexible and team oriented;
- **Future science and technology** – it will transform every aspect of our lives, culture and the economy, i.e. AI, virtual reality, teleportation, Nano biology, genetic engineering, etc.
- **Climate change** – how the environment is changing and how we need to prepare for increased global warming, pollution and threats to health and the environment
- **International security and instability** – increasing amount of conflict, terrorism, natural disasters, religious and ideological protests and expression

- **Globalisation** – the new realities of global trade and competition, the rise of China and India, the clash of culture and values, and the ideological battle for the future
- **The generation conflict** – the ‘geeks and the geezers’, work ethic, quality of work/life balance, personal aspiration differences, high mobility of Generation Y, employability
- **Access to information** – the power of the information super-highway, instant knowledge access and interactive communication through electronic media such as Google, Facebook, You Tube, iPhone, etc.
- **Ageing population** – greater healthcare options, longer lives, lower birth rates result in large numbers of ageing baby boomers with specific lifestyle, travel and healthcare needs

Adapted from: Richard Watson, A brief history of the next 50 years
The sad reality
In reality the majority of change initiatives fail to derive the business value and benefits assigned to the project in the planning phase

- A study by IBM of the success / failure rates of “change” projects:
  - Only 40% of projects met schedule, budget and quality goals
  - Best organizations are 10 times more successful than worst organizations
  - Biggest barriers to success listed as people factors: Changing mindsets and attitudes – 58%. Corporate culture – 49%. Lack of senior management support – 32%.
  - Underestimation of complexity listed as a factor in 35% of projects

- A study by PWC (10,640 projects, 200 companies, 30 countries):
  - only 2.5% of the companies successfully completed 100% of their projects.

- A study by Harvard Business Review (1,471 IT projects):
  - the average overrun was 27%,
  - one in six projects had a cost overrun of 200% on average and a schedule overrun of almost 70%

- A study by McLagan found the following:
  - 65% of major organisational changes fail
  - 89% of interventions are not successful say executives67% if TQM programs die after 2 years
  - 30% of IT projects are cancelled
  - 67% of change managers are not competent
  - Confidence of managers in their own change capabilities is low

CEO’s rate speed, flexibility and adaptability to change as one of their top two business challenges
Conference Board - CEO’s Challenge,
Change stimulates many forms of resistance

*Potential resistance needs to be proactively identified and managed through involving people in the change*

### Behavioural signs of resistance

- **lack of interest**
- **Confronting authority**
- **disagreement with everything**
- **Rebel - breaking rules**
- **blame & defensiveness**
- **Passive aggression e.g. go slow, gossip**
- **Failure to participate**
- **Personal interests**

### Different reasons for resistance

#### Emotional resistance
- Most common and stems primarily from FEAR of being taken out of the comfort zone. Fears can include: uncertainty, potential loss of power or credibility, loss of job, fear of failure or incompetence and many others.

#### Rational resistance
- Philosophical differences with the rationale for change or genuine differences on how to go about the change.

#### Political resistance
- Stems from membership or alignment with a particular power or stakeholder group – especially strong when the change affects power dynamics of individuals or groups.

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Effective Change Management

To avoid becoming just another failed change project, it is important to lead change processes with a thorough understanding of the dynamics of change.

Change Management is the process through which an organisation aligns its people, processes and structures with its vision and business strategy, and maximises its ability to achieve success through involved and committed people.

“See It”
- Clear, compelling case for change
- Visible leadership commitment

“Own It”
- Clear WIFM for all
- Concrete plan to get there

“Do It”
- Skills knowledge tools in place
- Reinforce

Effective change requires each of the above aspects to be clear for people, without which they will ignore, avoid or resist the change. Change management can significantly reduce the duration, intensity (and resistance) of the transition period.
Catalyst Strategic Change Framework

*Change can be planned for and managed through the 5 critical phases of change supported with tools and skills for each phase*

1. **Imperatives for Change**
   - Business imperative
   - Impact of change
   - Leadership vision & commitment

2. **Stakeholder Management**
   - Stakeholder identification
   - Change influencers identification
   - Readiness assessment

3. **Capacity for Change**
   - Change leaders team development
   - Change agent capacity building
   - Change plans, roles & resources

4. **Mobilising for Change**
   - Emotional impact of change
   - Managing culture & resistance
   - Communication and Mobilising Plan

5. **Sustaining the Change**
   - Skills transfer
   - Measure progress
   - Consolidate the change

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Kotter’s Eight Steps of Change

The Catalyst Change Framework incorporates all the key elements of Kotter’s steps for managing and sustaining change.

1. Increase Urgency
2. Build the Guiding Team
3. Get the Right Vision
4. Communicate For Buy-in
5. Empower Action
6. Create Short-term Wins
7. Don’t Let Up
8. Make it Stick

Source: John Kotter and Dan Cohen. The Heart of Change
Each phase and aspects within a phase can be assessed to identify key areas requiring additional effort or capability building.

- Aspect addressed in an effective way and achieving results
- Aspect addressed in part, needs additional attention
- Aspect not addressed, needs urgent attention
Change reality check

There are many change assessments that can assist with understanding the perceptions of change and the capacity building needs. Some examples below.

### Impact of Change

- **Structure**: 4.2
- **Processes**: 3.6
- **Technology**: 4.9
- **People**: 4.6

### Effectiveness of Change Management Initiatives

- **Communication**: 2.5
- **Training/Skills Academy**: 2.5
- **Stakeholder Communication**: 3.0
- **Project by Project**: 3.0
- **Change Discipline**: 2.5

### Change readiness

- **See it: Clear compelling case for change**: 3.8
- **Visible leadership commitment**: 3.1
- **Own it: Clear WIIFM for all**: 3.0
- **Concrete plan to get there**: 2.0
- **Do it: Skills, knowledge and tools in place**: 3.0
- **Reinforcement - measures, rewards, consequences**: 2.4

### Change capacity building needs

<table>
<thead>
<tr>
<th>Cold change</th>
<th>Warm change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change and comms planning</td>
<td>Facilitation of role clarity and interface mgt</td>
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<tr>
<td>Systemic change impact assessment</td>
<td>Facilitation of group decision making</td>
</tr>
<tr>
<td>Change measurement</td>
<td>Facilitation of group engagement &amp; alignment</td>
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<tr>
<td>Change project management</td>
<td>Facilitation of role clarity and interface mgt</td>
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<tr>
<td>Governance structure plan</td>
<td>Holding crucial conversations</td>
</tr>
</tbody>
</table>
Change planning workshops are very useful in building commitment and aligning the leadership team around a common approach and plan to manage change and to build capacity for change. An example of workshop topics is below.

**Desired future**
Where do we want to be?

**Current reality**
Where are we at?

**Change framework assessment**
How well are we managing change at each phase?

**Change framework**
How do we manage change?

1. **Imperatives for Change**
   - Business imperative
   - Impact of change
   - Leadership vision & commitment

2. **Stakeholder Management**
   - Stakeholder identification
   - Change influencers identification
   - Readiness assessment

3. **Capacity for Change**
   - Change leaders team development
   - Change agent capacity building
   - Change plans, roles & resources

4. **Mobilising for Change**
   - Emotional impact of change
   - Managing culture & resistance
   - Communication and Mobilising plan

5. **Sustaining the Change**
   - Skills transfer
   - Measure progress
   - Consolidate the change

**Change journey Map**

**Leaders’ Req**
- Role
- Skills
- Behaviour
- Plans
- Resources
Change planning workshops

This is an example of the objectives of a change planning workshop for an executive leadership team:

- Create alignment on desired future – reminder of what we want to achieve
- Understand current reality – high level progress update, feedback from audits and interviews
- Gain agreement to a change framework, approach and tool
- Agree role of the Exco to own and drive change management
- Asses change management on the stream against framework
- Workshop the 5 phases of change and develop plans for each phase
  - Imperatives for change
  - Stakeholder management
  - Capacity for change
  - Mobilising for change
  - Sustaining the change
- Develop a high level change journey map
- Identify change capacity building priorities for learning modules
- Agree behaviour guidelines to ensure the individuals and Exco team takes accountability for change management
- Develop short-term action plan, accountabilities and resources required
**Change journey plan**

*One of the outcomes of a change planning workshop is a change journey map that describes key features of the change journey. This is then further developed into detailed project plans for implementation.*

<table>
<thead>
<tr>
<th>DEC-JAN</th>
<th>FEB-MAR</th>
<th>APR-MAY</th>
<th>JUN -</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td><strong>Strategy Preparation</strong>&lt;br&gt; - Confirm vision strategy, goals&lt;br&gt; - Draft business architecture&lt;br&gt; - Resource requirements&lt;br&gt; - KPI finalisation&lt;br&gt; - Engage with business owners</td>
<td><strong>Strategic alignment Workshop</strong>&lt;br&gt; - Exco/Business owners&lt;br&gt; - Share vision, strategy, goals&lt;br&gt; - Align contribution, roles, accountabilities, governance&lt;br&gt; - Agree rules of engagement&lt;br&gt; - Joint change mgt plan</td>
<td><strong>Change Mgt Capacity building</strong>&lt;br&gt; - leaders&lt;br&gt; - change agents</td>
</tr>
<tr>
<td><strong>Change Mgt Preparation</strong>&lt;br&gt; - Key messages&lt;br&gt; - Change plan&lt;br&gt; - Comms &amp; engagement plan&lt;br&gt; - CMO set-up</td>
<td><strong>Change Mgt Capacity building</strong>&lt;br&gt; - leaders&lt;br&gt; - change agents</td>
<td></td>
<td><strong>Change Mgt Capacity building</strong>&lt;br&gt; - leaders&lt;br&gt; - change agents</td>
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<td><strong>Stakeholder urgent 1-1 engagement</strong></td>
<td><strong>Newsletter Manager’s toolkit</strong></td>
<td><strong>EXCO progress review</strong></td>
<td><strong>EXCO progress review &amp; team-building</strong></td>
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<tr>
<td><strong>EXCO progress review</strong></td>
<td></td>
<td><strong>EXCO progress review &amp; team-building</strong></td>
<td><strong>EXCO progress review</strong></td>
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**Imperatives** **Stakeholder management** **Capacity** **Mobilise** **Sustain**

- Strategy/project delivery
- Change management
- Communication
- EXCO Team Effectiveness

Implement change plan driven by CMO and change agents

Implement stakeholder comms and engagement plans driven by project managers
Change roles to required to implement change

Different roles are required to manage change effectively. These are outlined below.

- **Senior Leaders/Sponsors**
  - Champion for the change, provides vision, aligns with strategy, secures resources, ensures buy-in of critical stakeholders, communicates with staff and supports project team and helps to remove barriers.

- **Project Managers**
  - Leads the team that drives the change, ensures change impact understood and change plans are in place, influences key stakeholders, ensures project communication is effective, identifies and responds to problems and risks.

- **Change Specialists**
  - Understands the impact of change, communicates key information to staff, reinforces key change messages, addresses concerns, identifies and manages resistance, provides feedback to project team, engages staff throughout the change.

- **Managers/Team Leaders**
  - Point of contact for change communication, provide input into the change plans, translates communication to make relevant to audience, influences colleagues to overcome resistance and buy.into the change, provides upward feedback to the project team, co-ordinates/ runs communication sessions.

- **Change Network**
  - Provides specialist advice and coaching on managing change, assesses change impact and identifies stakeholders, develops change plans, drives project communication, influences stakeholders, facilitates sessions and identifies and addresses people risk (with HR).

Each of these roles play an important role in leading and managing the change process to reduce resistance and optimise speed of change and performance – they need to work together.
## Descriptions of change roles and capabilities required

<table>
<thead>
<tr>
<th>Change Role</th>
<th>Role Overview</th>
<th>Capabilities required - toolkit</th>
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</thead>
<tbody>
<tr>
<td><strong>Senior Leaders/Project Sponsors</strong></td>
<td>Champion for the change, provides vision, aligns with strategy, secures resources, ensures buy-in of critical stakeholders, communicates with staff and supports project team and helps to remove barriers</td>
<td>Communicates vision, strategic alignment and business case for the change</td>
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<td>Influences and decisions to ensure governance structures and resources are in place and effective</td>
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<td>Influences and networks with key stakeholders to gain buy-in</td>
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<td></td>
<td>Manages resistance and conflict at senior levels</td>
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<td>Presents and communicates with staff to demonstrate visible commitment</td>
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<td>Engages with project team to inspire, motivate and support</td>
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<td></td>
<td>Facilitates problem solving and risk management are senior levels to remove barriers for team</td>
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<tr>
<td><strong>Project managers</strong></td>
<td>Leads the team that drives the change, ensures change impact understood and change plans are in place, influences key stakeholders, ensures project communication is effective, identifies and responds to problems and risks</td>
<td>Leads and motivates the project team to drive the change and deliver results</td>
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<td>Systemic analysis of change impact (with change specialist)</td>
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<td></td>
<td>Plans the change journey and short-term plans (with change specialist)</td>
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<td>Holds team and change resources accountable for timeous delivery of change plans</td>
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<td>Influences and networks with key stakeholders to gain buy-in – one-on-one</td>
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<td>Presents and communicates with stakeholder groups to inform and gain buy-in</td>
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<td></td>
<td>Manages resistance and conflict at project level</td>
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<td></td>
<td>Partners with change specialist to ensure project communication is effective</td>
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<td></td>
<td></td>
<td>Facilitates problem solving and risk management to remove barriers at project level</td>
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<td></td>
<td></td>
<td>Provides resources and guidelines for managers/team leaders</td>
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<tr>
<td><strong>Change specialists</strong></td>
<td>Provides specialist advice and coaching on managing change, assesses change impact and identifies stakeholders, develops change plans, drives project communication, influences stakeholders, facilitates sessions, identifies and addresses people risk and skills (with HR), measures and tracks benefits of change</td>
<td>Provides specialist advice on managing change</td>
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<td>Coaches managers, project team and change resources in managing change</td>
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<td>Assesses change impact and change readiness (with project team)</td>
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<td>Assesses business culture and identifies enabling and inhibiting factors for the change</td>
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<td>Identifies stakeholders and develops stakeholder engagement plans (with project team)</td>
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<td>Develops change journey plan and short-term plans (with project team)</td>
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<td>Plans and co-ordinates communication content, key messages and channels for effective communication</td>
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<td>Influences and networks with key stakeholders to create awareness and gain buy-in – one-on-one</td>
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<td>Facilitates and co-ordinates workshops/focus groups to gain stakeholder input or buy-in to plans</td>
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<td>Identifies resistance, conflict, problems or risks</td>
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<td>Provides feedback to project manager</td>
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<td>Facilitates problem solving and plans to address resistance</td>
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<td></td>
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<td>Partners with HR to identify and address people risk</td>
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<td>Assesses skills training requirements and plans to address</td>
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<td>Measures and tracks progress and benefits of the change</td>
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<tr>
<td><strong>Managers/Team leaders</strong></td>
<td>Understands the impact of change, communicates key information to staff, reinforces key change messages, addresses concerns, identifies and manages resistance, provides feedback to project team, engages staff throughout the change</td>
<td>Proactively gathers and reads information on the change process and impact of change</td>
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<td>Communicates key information to staff and reinforces key change messages</td>
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<td>Addresses staff concerns and manages resistance through one-on-one conversations</td>
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<td>Provides feedback to project team from colleagues and staff</td>
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<td>Engages staff throughout the change to ensure retention of key talent – one-on-one and team meetings</td>
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<td>Holds staff accountable for timeous delivery of change related activities</td>
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<tr>
<td><strong>Change agents</strong></td>
<td>Point of contact for change communication, provide input into the change plans, translates communication to make relevant to audience, influences colleagues to overcome resistance and buy-into the change, provides upward feedback to the project team, co-ordinates/runs communication sessions</td>
<td>Prioritises and makes time available for change agent meetings and workshops</td>
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<td></td>
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<td>Share ideas and concerns when providing input into the change plans</td>
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<tr>
<td></td>
<td></td>
<td>Translates communication to make relevant to audience</td>
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<td></td>
<td>Influences colleagues to overcome resistance and buy-into the change (take action)</td>
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<td>Provides upward feedback to the project team</td>
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<td>Co-ordinates/runs communication sessions</td>
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<td>Assists his/her manager to prepare their area</td>
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<td>Helps staff solve problems when a project lands</td>
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</table>
Change competencies

Change competencies need to be identified and developed for each change role. Each role will require some of the competency categories listed below.

**Strategic alignment**
- Strategic alignment
- Business rationale
- Governance and resourcing
- Strategic influencing (politics)

**Analysis and planning**
- Change impact analysis
- Stakeholder analysis
- Culture assessment
- Change readiness assessment
- Change journey planning
- Skills assessment and plan

**Influencing and impact**
- Influencing
- Networking
- Stakeholder engagement
- Managing resistance

**Communication**
- Communication – one-on-one
- Communication – written
- Presentation
- Providing feedback

**Change Leadership**
- Engaging leadership
- Team leadership
- Holding people accountable
- Facilitation
- Coaching

**Managing and monitoring**
- Project management
- Problem solving
- Risk management
- Tracking and measuring
Change management consulting support

- Catalyst supports organisations in organisational wide or project specific change

- We assess, design, implement and project manage change projects. We also build capacity in change management through skills building workshops or action learning through working side by side with Executive teams, project teams and change specialists

- We have assisted many organisations with their journey of transformation. Some examples are below.

  - Buckman - strategic change across 9 global regions including strategy, culture, leadership, talent and change
  - Rand Merchant Bank – change capacity building for 2 x divisional Excos, specialist change support on large technology enablement program
  - Transnet – large scale change projects in HR strategy, talent management, leadership profile, team alignment, infrastructure program, change toolkit development and capacity building
  - Tongaat Hulett Starch – strategic change journey including strategy, culture, leadership, talent and change
  - Duraset - strategic change journey including strategy, culture, leadership, talent and change
  - De Beers - strategic change journey including strategy, culture, leadership, talent and change
  - Engen – change capacity building and development of on-line toolkit
Change Management Capacity Building

We offer a variety of Change capacity building programs. Our most popular is our practical, tool-based Change Management program described below and implemented successfully at the following organisations.
Change management program:  
*Outcomes*

To understand how:

- To develop a **business imperative** for change
- To build **leadership commitment and alignment** around a change initiative
- To identify **stakeholders**, the impact of change on them and develop a **stakeholder plan**
- To identify and develop **change influencers** throughout the organisation
- To assess **change readiness** in the organisation
- To develop a **change plan** across various phases of the change
- To understand the **emotional impact of change** and how to manage resistance
- To review the various **mobilisation and communication options** and plans
- To understand the impact of **organisational culture** on change management
- To ensure **sustainability** of change initiatives
Change management capacity building program

Approach and Deliverables

- Practical, relevant and highly interactive
- Sustainable change in mindset, skills and behaviours
- Blend of information sharing with personal reflection, assessments, practice sessions, case studies and identification of application opportunities back at work.
- Group learning and discussions are encouraged with feedback and coaching from the facilitators
- Workbooks are provided with tools and activities for on-going learning.
- An electronic copy with key tools are provided.
- Action learning options for application back at work
# Change management capacity building program

*Core modules – can be customised for overview sessions (2 days) or full skills building and practice over 4 days*

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
<th>Module 4</th>
<th>Module 5</th>
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</thead>
<tbody>
<tr>
<td>Imperatives for Change</td>
<td>Stakeholder Management</td>
<td>Capacity for Change</td>
<td>Mobilising for Change</td>
<td>Sustaining the Change</td>
</tr>
</tbody>
</table>

### Business Imperative
- Compelling reason & vision for the change
- Business Case

### Impact of Change
- Change impact assessment
- Behaviour change
- Employee relations Issues
- HR integration issues

### Leadership Vision & Commitment
- Leadership alignment
- Vision, values, culture & strategy
- Project governance & budget

### Stakeholder Identification
- Stakeholder Identification
- Change principles and key messages

### Change Influencers
- Role and Identification of change influencers

### Readiness Assessment
- Change readiness options
- Focus interviews, focus groups & surveys

### Change Leaders Team Development
- Change leaders team development

### Change Agent Capacity Building
- Change agent capacity building
- Processes, skills, tools for change

### Change Plans, Roles, Resources
- High level change plan activity timeline
- Quick wins plan
- Risk plan

### Emotional Impact of Change
- Emotional cycle of change
- Personal empowerment (victim to victor)

### Managing Culture & Resistance
- Identifying resistance and blockers
- Culture & alignment

### Mobilisation and Communication
- Mobilisation and communication options & plans

### Skills Transfer & Empowerment
- Empowerment through leadership structures, performance & reward

### Measure Progress
- Monitoring and reporting
- Performance management aligned to strategic plan
- Surveys

### Consolidation & Enabling Action
- Strategic review
- Integration into business processes
- Consequence management
Change management capacity building program

*Our programs focus on mindset and behaviour change to ensure real lasting learning and results*

I become aware that something needs to change?

I realise I need to change my mindsets/beliefs/behaviours to effect the change?

I am willing to make the effort to change

I have clear action plans to make the change happen

*Only if you change your approach, can you change your results*
About Catalyst Consulting

Catalyst Consulting is a specialised consulting and training business with extensive Southern African and international experience in the design and implementation of organisation-wide strategic change and culture transformation journeys, leadership development, talent management, coaching and mentoring, high performance teams and HR capability building.

Our passion is enabling leaders and HR professionals in their quest to create high performance organisations in which people can grow and contribute in meaningful ways to their full potential.

Our talent is facilitating and stimulating people to shift mind-sets, change behaviours and develop skills for real sustainable results.

Our team is experienced, creative and committed to help people address the challenges of the complex and dynamic work environment and partner with clients to build capacity for long-term impact.

Our success is based on rigorous project and change management, customised solutions, interactive, toolkit based learning and leaving a legacy of confidence and competence.

Our team of experienced associates bring with them, an integrated approach reflecting the realities of corporate life, organisational politics and a deep understanding and experience of the complex pressures and dynamics facing leaders today. They also ensure impact and sustainability through involvement and ownership of clients and participants and a strong change and project management approach to interventions. CATALYST is BEE level 4 compliant.