



Catalyst

Organisation Development Consultancy

Newsletter

NEWS & VIEWS – JANUARY 2009

Introduction



Hi All Catalyst Associates, Clients, Suppliers, Supporters and Friends ,

Welcome to our first official Catalyst Newsletter. John and I were reflecting while in China in a cold December, over our many adventures, stimulating projects and interesting clients across the globe in 2008. (By a quick calculation, I worked out that I had survived 96 flights and 210 days away from home, mostly on business). Needless to say that we did not have that much time for networking, socialising or long liquid lunches. So we thought that some of our colleagues would enjoy hearing what we have been up to. We hope that through this newsletter we can continue to build our Catalyst network through sharing and learning and supporting each other in business and in ideas to continue making a positive difference in leadership, change and talent management for a better South Africa and World. We are after all part of the global village, the accessibility of which has been made that much clearer this year, co-ordinating projects sometimes across 3 time zones simultaneously in SA, USA, Singapore and China. We all have to pull together and find creative ways to add value and invest in the future in a tough business climate in 2009.

In this newsletter, you can look forward to John's insightful article: **"How to weather the Perfect Storm?"** with Leadership tips to handle the economic crisis, the **Buckman Laboratories Good to Great Story**, **What's new at Catalyst Consulting: Coach and Mentor Development, Crucial Conversations, Innovation; Current Projects** and we share some of our travel highlights and lowlights in **Travel Memoirs**.

We would love to hear your feedback, comments or suggestions for future editions. Kind Regards and Best Wishes for an interesting 2009!

Debbie Craig - MD: Catalyst Consulting

" How to weather the Perfect Storm?"

Leadership tips to handle the economic crisis - By John Gatherer

The last quarter of 2008 and the early prospects of 2009 have been unprecedented in the scale, crisis proportions and unrelenting financial difficulties and implications reported worldwide in the wake of the colossal global economic meltdown.

Daily newscasts and media reports keep the spotlight fixed on the barrage of bad financial performances with banking groups, financial institutions, well known brand companies, reputable multi-nationals - all in survival mode and showing, at times, worsening results. The picture of the near future is pretty bleak and confidence across the markets and economies has been lost as represented by soaring job losses and unemployment, rising in the first month of 2009 on an exponential basis. This financial recession has invaded every home living room and provokes daily conjecture as to how and when things can get better. The bottom has fallen out of the global property markets, stock markets across every region have been massacred, financial indicators seem to remain in red, downward pointed arrows and even the infamous multi billion dollar fraudster, Bernie Madoff did not see this financial tsunami coming!! Everyone in the world is affected by the biggest economic crisis in living memory.

The adage "desperate time's call for desperate measures" - is certainly the main remedy to the credit crunch and collapse of consumer demand and over the last 4 months, countless initiatives have been introduced to stem the tide of disaster and seek solutions for personal and business survival! ...**CONTINUED ON PAGE 2...**



" How to weather the Perfect Storm?"

(CONTINUED FROM PAGE 1)

International alliances, stimulus packages, Governmental rescue plans, production/ manufacturing cut backs, restructuring and outsourcing, retrenchments and voluntary separations, bonus cuts, salary sacrifices, travel moratoriums, recruitment, training and education freezes have become part of one's everyday life - but there is still a huge perception out there that "things will get worse before they get better." This is also fuelled by the long lead in time to effect cut backs and lay-offs, some of which are only being communicated with staff now - so unemployment in 2009 will undoubtedly be one of the big issues of concern.

Against this daunting backdrop is the need to survive and ride out the storm and at the very least – control the damage. As leadership analysts, we've compiled a list of tips to focus on over the next period of time.....

1. **"Stick to your knitting!"** Under times of exceptional turbulence, focus on the things that made you and your company great. Keep to the basics, play to your core capability and foundation skills that were your past recipe for success and explore every opportunity that will stimulate cash flow and cash savings
2. **Balance strategic drivers with prudent operations.** The paradox of leadership - having the ability to champion longer term strategic goals with operational "hands on deck" realities and the flexibility to deal with both simultaneously. Remember the genius of "and" and the tyranny of "or!" Keep faithful to the established vision, value and goals of the organisation.
3. **Employee engagement** If ever there was a time for optimal, two way communication and conversations, this is it. Leaders need to create as many opportunities to motivate, encourage and reassure their staff and provide regular updates and reviews on the changing big picture affecting the organisation – relentless, timeous, face to face communication.
4. **Relationship marketing and networking** Review established and past networks of customers, suppliers and clients and initiate a formal campaign of face to face meetings to promote your products and services. The main thing is to get out there, connect with others and seek win- win solutions.
5. **Creativity and innovation** Tough times can certainly precipitate new thinking and bold ideas and it is often at these crunch times that opportunities in the business or market present themselves for adoption. Leaders need to create the conducive environment for innovative and possibility thinking to flourish and support selection and implementation measures to take the new ideas forward
6. **Coaching and mentoring** Training and development is often the "soft underbelly "during economic down times but a greater focus on coaching and mentoring within organisations will provide the necessary learning, growth and development for high potentials and professional and technical skills – in a cost effective way and at the same time keep critical staff involved, stimulated and adding value
7. **Managing Talent** With doom and gloom prophets everywhere and major insecurity and negativity created by the financial meltdown, leaders have to ensure that they do not lose top talent by actively reviewing their talent management strategy and practices and feeding back to all mission critical position holders actions and decisions that support their short and medium term career plans
8. **Victim to Victor mindset.** Leaders need to remain positive and focus on appropriate options, choices and alternatives that can be in the best interests of their teams and people. They need to be strong role models and champions of coping within these difficult conditions through new thinking, drive, energy and focus.



Buckman Laboratories – the Good to Great Leadership and Change journey

The Good 2 Great Leadership and Change Journey has been running over the last 2 years, starting in 2007 in Buckman Africa with the APT, 525 and 121 leadership teams and been fast tracked in 2008 into Buckman Asia with the Set, Batam and Bullet teams and Buckman China with the CET, Challenger and Conqueror teams.

Altogether a total of 210 leaders (“the critical mass”) have been involved in this process which has included leadership development workshops, strategic planning sessions, talent management training, the establishment of Talent Forums, leadership and strategic reviews, 360 leadership competency assessments and coaching and mentoring training.

The strategic change journey has focused on building leadership and self effectiveness, high performance teams, culture transformation, an integrated talent management process and practice and the implementation of operational and strategic challenges and opportunities for the 3 companies - with the whole initiative directed by Leigh Mann and designed and supported by Catalyst Consulting.

The three companies - Buckman Africa, Buckman Asia and Buckman China are currently fully aligned in terms of their vision, strategy and strategic goals and have the capability and commitment to progress their change journey and operational and strategic projects to December 2010, all in support of achieving their BHAG stretch target.

Debbie and I have walked with them on this significant change intervention and we wish all the leaders and associates the very best leading up to the run in to 2010 - it has been a truly great adventure!!

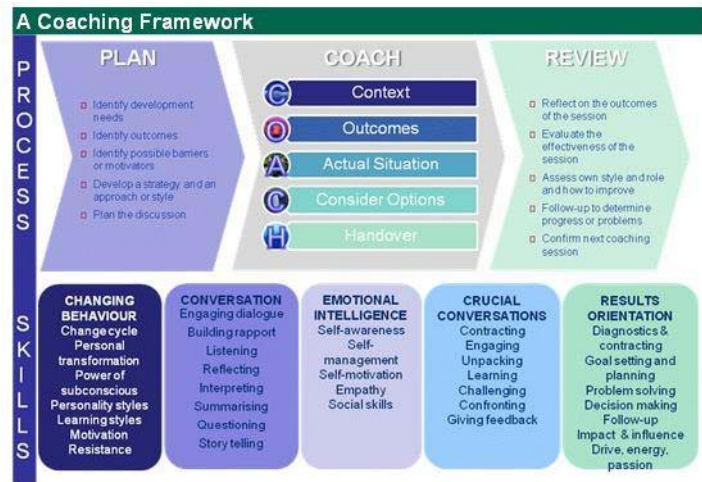
The story continues as Catalyst Consulting has been invited by Buckman International to extend Leadership development and talent Management into the Corporate Offices in Memphis, Tennessee and then across the remaining Global divisions in the US, Canada, Mexico, Brazil and Europe. Meetings were held in Memphis in July and October 2008 where a full needs assessment and customised design of the re-invention and transformation strategy was completed in association with senior executives of the company. This project is due to start in the second half of 2009.



What's new at Catalyst Consulting

Coach and Mentor Development

Catalyst has developed a new and improved 2 day coach and mentor development programme. The programme is packed with practical tools, visual aids, cases studies, "real plays" and reference material. The material covers the coaching process using the C.O.A.C.H. neumonic (context, outcomes, actual situation, consider options, handover) and a cluster of critical skills for coaches and mentors including understanding behaviour change, the art of conversation (listening, engaging, questioning, reflecting, etc), building emotional awareness and intelligence, courage to confront, give and receive feedback through crucial conversations and getting results.

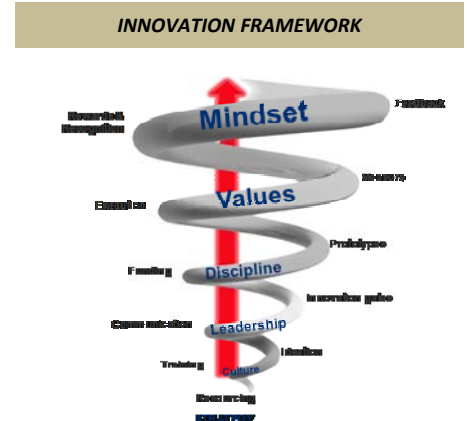
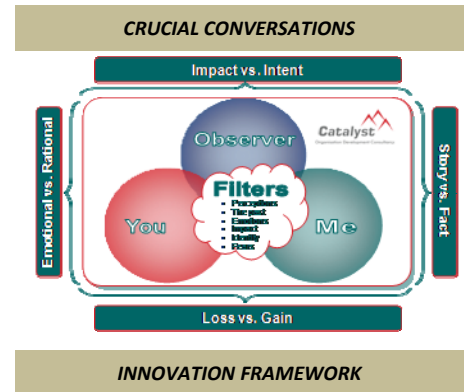


Crucial Conversations

One of the biggest needs that we have discovered over the last few years of working with leadership development and Talent Management is the ability for managers and team players to hold crucial conversations. Every organization is characterized by a pressurized work environment in which bottom line results are a function of goals and targets, customer needs, supplier deadlines, performance standards, quality controls, product sales, people management and relationships. That's quite a crucible and when things do not go as well as expected, how do we, as leaders and team members address these important issues?

Crucial conversations can be defined when there are high stakes and high emotions involved - and opinions or standards differ. Our natural reaction to many of these unresolved issues is to leave them, avoid them or handle the discussion during a flashpoint of emotion. In today's world of high performance organizations and culture, it is imperative to confront the brutal reality and address and action plan unresolved issues.

Catalyst Consulting has researched this topic and have developed a module containing the context, process and skills toolkit to hold crucial conversations. The process features a practical set of steps, each of which has a relationship to the other and in which specific skills, discipline and sensitivity is practiced. The module can be used as an independent learning workshop or as we have recently designed a coaching and mentorship training programme, can be included as a module of the full, highly interactive Coaching and Mentorship training.



Level 5 Leadership

As a follow-up to Leadership Development we have been asked to put a programme together on Level 5 Leadership ("a paradoxical combination of humility and professional will" – Jim Collins, Good to Great). In order to face the challenges of a leader in times of transformation and balance the many paradoxes of everyday life (strategy vs.. current targets, investing in the future vs. current cash flow, task vs. people, work time vs. family time, etc).

The core meta-competencies underlying many of the transformational leadership behaviours are covered including: awareness, integrity, authenticity, humility, energy, drive and resilience.

HR Transformation and Capacity Building

John & Debbie have spent many years working with, coaching and developing the effectiveness of HR practitioners and professionals. The Catalyst HR capacity building programme consists of HR best practice, personal effectiveness, leadership behaviours, consulting and advocacy skills and project management. There are core modules, elective modules, action learning projects, team development and coaching options, customised to the specific needs of the individuals and the organisation.

Innovation

Catalyst has come up with a Framework for Innovation. The framework includes Innovation Best Practices, an innovation strategy and implementation process, mindset change, change management and training of innovation champions and trainers. So far, we have assisted Buckman, Sappi and Mondi with Innovation workshops which have delivered tangible results. Buckman took partnering with key customers to a new level by arranging a customer-supplier Innovation workshops with Sappi and Mondi (facilitated by Catalyst and Buckman) to demonstrate their Innovation capability as well as their initiative to assist their customers with turning ideas into business value.

Current Projects

SAPPI

Catalyst was invited by Buckman to facilitate joint innovation workshops with their key client **Sappi** (both the Corporate Centre Innovation Hub team and Ngodwana mill team) to identify innovative ideas to turn into business value. It was also identified where Buckman could play a role in making the ideas a reality through their chemical knowledge and expertise in joint task teams.

Sappi and Buckman - leaders in innovation

By: Katie Lyles



Martin Breyer, Pat Maloney and John Dreyfus brainstorm ideas at the Sappi/Buckman innovation workshop.

The term **innovation** may refer to both radical and incremental changes in thinking, in things, in processes or in services. In many fields, something new must be substantially different to be innovative and the ultimate goal is positive change.

Innovation leading to increased productivity is the fundamental source of increasing wealth in an economy and Sappi and Buckman put their heads together to realise a joint goal. An innovation workshop was held at Kaapshoop last week, where selected members from the Sappi/Buckman alliance actively participated in generating innovative ideas.

The workshop was facilitated by Catalyst in order to ensure that the process is coordinated, directed and focussed on the following objectives:

To share global and local best practice innovative ideas and approaches to create a common understanding and language of innovation.

To introduce and apply whole brain innovation tools and techniques stimulate innovative thinking.

To identify and prioritise Sappi's and the paper industry's major future challenges and opportunities which require new innovative thinking and solutions (focused primarily in the chemicals arena).

To brainstorm, cluster, prioritise and filter ideas that could address future challenges and opportunities.

To understand where Buckman Laboratories could add value, assist and support the idea development and implementation with their local and international chemistry and pulp/paper industry expertise and experience.

To establish a way forward for mutual value added innovation processes.

A number of innovative ideas were generated during the workshop and these were prioritised. Five major projects were documented and a team, under the guidance of Nick Dreyfus, was nominated to address the forward plan for the **innovation journey**. Watch this space for more news...

sappi

ENGEN

Catalyst was involved in a JV with Accenture to implement a Talent Management Project at Engen. This was a 5 month project in starting at the head office in Cape Town, with a pilot at the Refinery in Durban, and the training is still continuing now as the process is being rolled out across all divisions. The process included developing a Talent Management Strategy, Framework and Principles, A Manager's toolkit and training material and a customised Leadership and Technical pipeline for performance standards and career management. Engen also asked Catalyst to develop a Leadership Competency model at 5 pipeline levels. Thanks to Erika who assisted us with the talent project and the competency model.



Our JV with Accenture

High performance. Delivered.

In May 2008, Catalyst entered into a JV with Accenture to assist them with knowledge and experience in the area of Talent Management. We have been working closely with Steve Smith (Head of Accenture Learning and Performance) and his team to build a joint framework and approach to Talent Management and to find a win-win way of designing, managing and resourcing joint projects. We hope to continue building the relationship and our capability to add significant value to South African organisations and talented individuals.

Travel Memoirs

Jan 2008, Shanghai, China

- Coping with chilli pork noodles and rice congee for breakfast and other local delicacies, in the coldest winter and thickest snow in 50 years, in a rural farm village (no central heating). Numerous "campeis" (down downs) with rice wine helped to keep the cold at bay.
- Experiencing a time warp and cultural confusion listening to a Phillipino band (the guitarist dressed like Bruce Springsteen), belting out ABBA songs, in the middle of the French Quarter, in downtown Shanghai, surrounded by many local Chinese as well as ex-pats drinking the local beer, Tsing Tao.
- Experiencing the Chinese New Year with the Buckman China employees, in the Golden Jaguar restaurant, with a rugby stadium size food buffet with choices from around the world, and enjoying watching them let their hair down
- Surviving local style meals, not knowing what you are eating, and having to try and avoid the jellyfish,



April 2008, Batam Island, Indonesia

- Watching the petite Singapore ladies tackling black pepper crab with gusto, on the Batam Island waterfront in Indonesia, while drinking coconut juice out of a fresh coconut, and tucking into fish, calamari, prawns, crabs and garlic chicken.
- Soothing the day's stresses away with a Balinese aromatherapy massage and spiced tea
- Being impressed by the vocal skills of the Buckman team during a multi-cultural Karaoke evening, where people from Singapore, India, Pakistan, Bangladesh, Thailand, Indonesia, Malaysia, China, Australia and South Africa all sang and danced together with much



Travel Memoirs

June 2008, Singapore Airport

- Watching John's hang-dog body language and Debbie's face when John found out his Chinese visa had expired and he could not proceed to China and Debbie had to go face China Strategic Planning and Talent Management



June 2008, Qing Pu Industrial district of Shanghai

- Discovering a tartan athletics track where the local post-work activity – for more than 500 locals (from 3 to 83) is walking around the track in work clothes, (some in high heel shoes) catching up on the day. At a specific time, they line on the square alongside, in straight orderly rows, the music starts and they dance together, knowing all the moves including to “the Macarena”
- Dinner at the top of the 2nd tallest building in Shanghai, looking up at the tallest building still being finished, and feeling the building sway in the wind, while looking down at the river and neon lights of The Bund below
- Seeing our material translated into Chinese – using Chinese Slides, talking English with Chinese translation

Memphis, USA (July & Oct 2008)

- Drinking a beer, listening to “Hey Jude” and other local African American jazz, on Beale Street.
- Driving past Elvis's Graceland and walking alongside the Mississippi River
- Eating wet and dry ribs from the famous Porkeys and Caramel Machiatos from Starbucks
- Flying via Paris, via New York (where we were delayed) to eventually get to Memphis ... 32 hours later.

Cape Town, South Africa

- John facing an Eskom power-cut and having to walk down 30 floors of the Cape Sun in the dark with luggage
- Debbie arriving in Cape Town, but her luggage not. Only arrived the next day.

Current Projects CONT.

Mondi

Mondi was also part of the joint innovation workshops tour with Buckman. Mondi was interested in taking it further and requested our details to assist them review their innovation achievements and challenges to and to develop their own innovation strategy for the future. Thanks to Erich and Erika who planned and ran this session.



Eskom

Catalyst was invited by Accenture and Eskom to share best practices on Talent Management implementation case studies with their talent task team. We were also invited to assist the head of Talent Management to develop principles for Talent Management. We hope this develops further into some more support to bring all of their various separate talent initiatives together under one umbrella and into a strategic business management process.



Transnet

Catalyst has just run a team alignment session for the New Multi-Purpose Pipeline Project (NMPP) Team, managed by Transnet Capital Projects which includes 7 large organisations from South Africa and internationally with team members from SA, France, Italy, Germany, Peru, Columbia, Canada and the UK. This team has to build 515kms of pipeline with R11.2 billion by Sept 2010. The challenge was to create one common vision and commitment to team values and behaviours to bridge the cultural, skills, experience and technology divide and to identify key barriers to performance that needed urgent action. With 32 very experienced, very senior engineers, project managers and directors (one that even flew out from France), each with their own way of doing things, this was a very interesting, challenging assignment. There is progress, and we remain optimistic, but the proof will be delivering on commitments made at the workshop. The upside of this workshop was the venue which included some river rafting and sundowners on the Vaal River. Thanks Andrew for interviewing, co-facilitating and being a great support during the 2 days.

UPCOMING PROJECTS – Lake, Smit & Partners

Lake, Smit & Partners, the leading Radiology practice in Kwa-Zulu Natal has requested Catalyst Consulting to assist them with a Change Management and Leadership Development intervention. The Project will commence in March with a diagnostic assessment of their business practice and continue in April with team alignment workshops for their executive team.

The Transnet Story – Talent Management

“The talent management process has touched the hearts and minds of leaders and managers in Transnet. It is a process that has been implemented with great success, credibility and pride. It has offered management an opportunity to buy into the process that culminated to high levels of energy and commitment that enforced its effective implementation across the organization.”

Debbie Craig and John Gatherer have been key designers and implementers of the Transnet Talent management process, together with Connemara and Resolve Consulting groups. The quality of the design has resulted in a very good take up by the various business units of Transnet. Excellent feedback has been received from Transnet Executives.

Debbie and John's dedication and commitment also ensured that quality training builds a common base for further learning linked to individual, Business Unit and Transnet's strategic needs. We thank them for setting us on a road which will without doubt take Transnet to a level where we effectively compete with the best in the world. - *Juliet Tshoke: Group Talent Manager, Transnet*

We were very pleased to get the following feedback 2 years after starting the Talent Management Project at Transnet:

“Debbie and John, Talent management won the external auditors award as the best change initiative in Transnet. Culture came second. Thought you need to know this as the foundations of this great journey in Transnet was pioneered by yourselves. Thank you for being able to work with you.
Willem de Jager: Group Talent Manager, Resolve”



Comments from Participants

Leadership and team alignment workshop – Buckman Senior Leaders

- Awesome! Brilliant, "really great" an eye opener
- Very relevant and well conducted, Very well presented – very professional approach
- Excellent sharing and learning opportunity, excellent, thought provoking content
- Good, eye-opener, intensive, excellent tools to work with – systematic approach to transformational management
- I really loved it, wish we could have done this long ago
- Effective in getting the learning across. Participative. Involvement of people. Energetic, fun and simple
- Facilitators were great. Information and knowledge shared was phenomenal – can feel the energy as we sit in this room
- It has had a great impact on me – my vision is even clearer than ever before
- *"I have no hesitation in recommending Catalyst as a partner for organizational change and development in any organization that is committed to moving from "Good To Great" through effective change management."*

Leigh Mann, Managing Director, Buckman Laboratories (Asia & Africa)

What has changed in Buckman – Feb 07 – Apr 08

- Clear direction and drive to achieve strategic goals
- Leadership Style change from dictatorial to participative and value driven (ethics), Great degree of consistency, support and empowerment of people more
- Less blame – more ownership and responsibility
- Improved communication - Top Down, Exco, horizontal and cross departmental
- Better Decision making
- Measuring and managing performance
- Leveraging, alignment and balancing talent and strengths to achieve goals
- More openness and confronting the brutal truth
- Improved team work and collaboration - one team – one goal



Book Corner & Websites

- The Future of Management – Gary Hamel
- The Speed of Trust – Stephen MR Covey
- Success Built to Last – Jerry Porras
- Crucial Conversations – Patterson, Grenny, McMillan & Switzler
- The Coaching Manual – Julie Starr
- Blue Ocean Strategy – W Chan Kim, Renee Mauborgne



www.mindofafox.com

www.strategies.com

www.18challengesofleadership.com

www.successbuilttolast.com

www.catalystconsulting.co.za



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CATALYST CONSULTING (PTY) LTD

ABOUT US

Catalyst consulting is an established consulting business with a **successful track record** over 10 years in the **design and implementation** of organisation-wide **leadership development, team effectiveness, talent management, change management** and **culture transformation journeys**.

Our approach is built on a **deep foundation** of **corporate and consulting experience** and is designed to create an **enhanced capability for leaders**; in which their strategic goals and business results are leveraged through a better understanding and application of people management frameworks, processes and skills.

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