



Catalyst Quarterly - October 2013

What's new at Catalyst

Some projects have ended and some new exciting projects have been launched. Projects that we have been busy with have included:

- Executive coaching (John and Ross)
- Change management toolkit development (Andrew, Phiona)
- CEO succession process (Debbie)
- Talent Management strategy and tools (Debbie)
- Culture Transformation (Debbie, Rene)
- Culture and Leadership Brand strategy (Debbie)
- Decision Making for Leaders Program (John, Debbie, Andrew)

Clients have included Rand Merchant Bank (RMB), Ethos Private Equity, Buckman, CQS. We have enjoyed learning, sharing and networking these last few months with important industry bodies including SABPP and SAODN. We have also spoken at UFS Leadership Colloquium in Bloemfontein and an Evolve Business Breakfast on Gen Y Talent.

Recent Reads

DECISIVE
HOW TO MAKE BETTER CHOICES IN LIFE AND WORK

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



Just when we thought that we may have a few quieter moments to rest after a very busy period, we were invited to partner two of our long-standing clients with some very exciting and challenging OD work. The one is embarking on a culture transformation journey that is critical to the achievement of their new purpose and strategy. The division has been moved, restructured and been impacted by significant industry and leadership change and uncertainty over the last few years. We are working with a dedicated team of culture ambassadors to design a three year journey, with key milestone, streams, events and activities to craft a culture that is engaging, empowering and exciting to be a part of. See more in the article below.

Another client of ours that we have partnered with over more than 7 years has evolving leadership and capacity building needs. We are currently designing a Decision Making Leadership Program to improve the quality of decision making in the organisation. We will also be introducing I am Talent to many of the support and production staff to encourage them to take ownership of their own careers, development and personal brand in a way that empowers them and builds critical personal mastery skills.

We have also just completed a long-term CEO succession project culminating in a really great decision embraced by all parties. The process included key stakeholder interviews, quantitative and qualitative feedback on the potential succession candidates using a portfolio of evidence approach, psychometric assessments, executive coaching and a Decision Forum. This has been part of a larger Talent Management process to ensure attraction, development and retention of key talent.

We have just wound down a project in the corporate banking sector where over the last year we assisted in the design and establishment of a Change Management Office, including identification of Change Competencies required for various project roles, customisation and development of a change framework, tools and templates and Change Management toolkits for different project role-players. We also developed and supported the change management component of the implementation of a new Product Development Life Cycle.

In between this delicate balancing act of clients, dates, energy and time, Andrew and I have been busy training for Everest Base camp. We have been hiking weekly in the Drakensberg, Stellenbosch, Eastern Cape and have discovered many out of the city spots just out of Joburg including Suikerbosrand, Hennops and the Magaliesberg (and of course the Westcliff Stairs). We leave mid Oct and will keep you updated on our slightly scary and slightly crazy bucket list adventure.

John has been hiking in a slightly different way through the 5 sea-side villages of Cinque Terre in Italy and he has also spent some time exploring the gastronomical delights of Tuscany... and of course he cannot stay away from the bush and his camera.

We hope you enjoy the updates below and our articles this quarter on Retention, Succession and Culture.

We hope and trust that the rest of the year will be downhill after a lot of hard work so that you can look forward to the holidays and some well-deserved downtime. Wishing you a fabulous end to 2013.

Debbie Craig - MD: Catalyst Consulting

New Articles in brief

Retention, A Case Study

We recently wrote a Retention article based on a real life case study for the Human Capital Review (August 2013). See the excerpt below and if you would like to read the full article, please click [here](#)

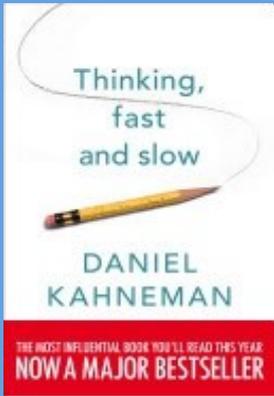
The necessity for a retention strategy

The dynamic nature of global economic uncertainty is putting increasing pressure on companies to attract, develop and retain exceptional talent that can lead and implement adaptive strategies to survive and thrive in complexity and ambiguity. Industries are consolidating, customers are becoming more discerning and demanding, nimble global competitors are appearing and technological innovation continues to accelerate. In addition, many industries need to be proactive in responding to ageing workforces, traditional, slow to change cultures, incongruent leadership styles, generation gaps and critical skills shortages. Change brings opportunity, and high flying, ambitious talent have a plethora of options available to them at this time. At no time



Decisive is an easy reading book full of fun anecdotes with regards decision making and the things that influence us as decision makers that we are often unaware of.

The authors have defined some simple principles that we can apply to our everyday decision making in the workplace and at home.



For something on the heavier side, Thinking fast and slow delves into the psychology of judgement and decision making. But be warned, this is not an easy read.

Full Text Articles

Succession, A Case Study by Debbie Craig

Succession is always a delicate matter. Not only do you have to plan for the future and manage the risks of critical skills not being in place at the right time, but you also need to manage the expectations of very ambitious and confident individuals that want to know where they are going (and when they are going to get there!)

In the company of the case study, we were working with replacing the founder member and CEO of more than 2 decades who was nearing retirement. With such an entrenched and successful leader, the decision process had to be very robust and credible to ensure the majority of the external and internal stakeholders bought into the choice. Luckily for them, 3 very strong internal candidates entered the succession race avoiding an expensive and difficult external search and cultural transition. The sweet sour challenge of this “luck” was managing the disappointment of the unsuccessful candidates, having raised expectations and profile in the business during the process. The additional challenge included the need for some additional restructuring around key leadership roles to balance the strengths and blind-spots of the CEO and the leadership team as a whole.

A process was developed and shared with the leadership team and decision forum members to ensure they would buy into the process and not question the decision post fact.



The process started with revising the CEO role profile to ensure alignment to the strategic direction of the business. A portfolio of evidence was drawn up with 5 factors of Performance and 5 factors of Potential which drive the evidence collation process. Each factor had clear descriptors, a weighting and a rating allowing both qualitative and quantitative summaries of the results.

Evidence of Performance	Tot	Evidence of Potential	Tot
TRACK RECORD		COGNITIVE POTENTIAL	
TALENT & RESOURCE MANAGEMENT		EMOTIONAL INTELLIGENCE	
EXTERNAL CONTRIBUTION		LEADERSHIP COMPETENCE	
INTERNAL CONTRIBUTION		INDUSTRY AND BUSINESS COMPETENCE	
CULTURE FIT		ASPIRATION & ENGAGEMENT	
TOTAL		TOTAL	

Communication with the current leadership team was critical to get them on board and understand their

important role in providing evidence. Not all succession processes use Psychometric assessments, but in this case it made sense to understand the natural strengths, preferences and development areas of the 3 candidates, to both validate the evidence received and also to guide potential role options and team dynamics going forward. The Decision Forum found immense value in this additional piece of information and insight into the candidates. Interviews were held with all leadership team and Decision Forum members (current CEO and Board members) to understand both their views of the candidates and their preferences. The evidence was summarised into a Succession Pack and distributed to all Decision Forum members prior to the day for absorption. On the day, the candidates were given an opportunity to present their vision for the future of the firm and to answer questions from the forum.

It was a tight race, with many options to consider to balance the strengths, concerns and potential fall-out of unsuccessful candidates. Additional considerations over and above the portfolio of evidence included:

- *Whether the CEO role focus needed to be more internally or externally focused in the medium term*
- *Whether the firm needed a culture that was more steady and considered or more bold and innovative*
- *How important it was to have CEO related experience in all areas or just some*
- *How the external market would perceive the choice and any impact this may have on future business*
- *How important the leadership team's preferences were to the decision*

The decision forum spent 1.5 days reviewing evidence, listening to presentations, questioning the candidates, understanding the psychometric results, debating the strategic considerations, exploring role options for the unsuccessful candidates, imagining reactions to the options, planning the transition and communication strategy and finally making their decision.

All in all, the process was considered very robust and credible with the best possible outcome for all. In addition, the incoming and outgoing CEO have entered into executive coaching relationships to guide the transition. The incoming CEO has an accelerated learning process on business issues as well as working on optimising strengths and minimising possible derailleurs. The outgoing CEO has to learn how to balance mentoring and advising with letting go and allowing the new CEO to express his own unique style.

Culture transformation in the financial sector – Rene Steyn and Debbie Craig

One of our clients with whom we have been doing some change enablement, capacity building and leadership development work over the last 18 months, recently called upon us to assist with a culture transformation project.

In a strategic planning exercise, culture was identified by the Executive Team as a critical success factor to remaining competitive in an industry that is under enormous pressure to automate its platforms and services, reduce costs and improve competitiveness. This particular division has been moved, restructured and impacted by significant industry and leadership change and uncertainty over the last few years. The Exco has acknowledged a significant gap in the culture, leadership and skills required vs the current way of doing things, and are therefore all committed to driving the change and being part of the learning journey.

A vision has been set for the culture journey: "We have a culture of empowerment and connection that leads to insightful client relationships to enable sustainable business success AND where great talent finds meaning in their work and generates value for themselves, shareholders and our community".

Many research studies show that revenue and profit are directly impacted by culture and leadership style. From our research and practical experience in the culture space, we have found 9 key factors that impact on culture, all of which need to be assessed and addressed to ensure a successful shift to a desired culture. These are visually depicted below.



We are working with a dedicated team of culture ambassadors to design a three year journey, with key milestones, streams, events and activities to craft a culture that is engaging, empowering and exciting to be a part of. We are focusing the work across 6 streams including:

- strategy cascading
- values alignment
- leadership style
- capacity building in personal empowerment and critical skills
- process, ritual and symbol alignment
- change management

We are excited that the organisation is being brave, bold and systemic to ensure an integrated and sustainable outcome. A key principle of the journey is engagement and involvement of all levels and a clear recognition that culture is something that emerges develops over time through the quality of conversations and alignment of purpose, values and behaviours throughout the organisation.

We are excited about this journey which is strategic, long-term, challenging, and complex, stirs up emotions, involves many stakeholder groups and requires a high degree of change. We look forward to sharing our specialist expertise and experience in organizational development, managing complex change and people related projects and working with and building capacity with a core design and ambassador team to ensure commitment and capacity for the long-term.

For more information on our services and toolkits, please see our contact details below.

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