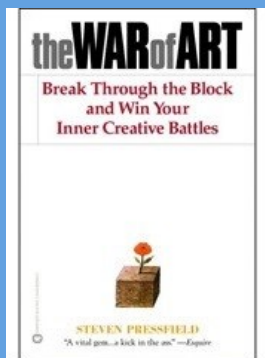




Catalyst Quarterly - December 2013

Recommended Reading and Viewing



The War of Art – Steven Pressfield

This is a really quick read with an easy writing style and with a sharp focus on what keeps us from following our dreams. Easy to read yet confronting to the core and motivational at the same time.

[Amazon book overview](#)

What keeps so many of us from doing what we long to do? Why is there a naysayer within? How can we avoid the roadblocks of any creative endeavour—be it starting up a dream business venture, writing a novel, or painting a masterpiece?

The War of Art identifies the enemy that every one of us must face, outlines a battle plan to conquer this internal foe, and then pinpoints just how to achieve the greatest success.

The War of Art emphasizes the resolve needed to recognize and overcome the obstacles of ambition and then effectively shows how to reach the highest level of creative discipline. Think of it as tough love . . . for yourself.

Brené Brown: The power of vulnerability and Listening to Shame (Ted Talk)

I watched this Ted Talk on Vulnerability a while ago, and really loved it, not realising that it went viral and is sitting on over 12million views. Just recently, I watched her more recent talk on Listening to Shame – also a very thought provoking and authentic look at how shame impacts our view on ourselves.

[Ted Talk Overview](#)

Brené Brown studies human connection -- our ability to empathize, belong, love. In a poignant, funny talk, she shares a deep insight from her research, one that sent her on a personal quest to know herself as well as to understand humanity. A talk to share.

http://www.ted.com/talks/brene_brown_on_vulnerability.html

Ted Talk: Brené Brown: Listening to Shame

Shame is an unspoken epidemic, the secret behind many forms of broken behavior. Brené Brown, whose earlier talk on vulnerability became a viral hit, explores what can happen when people confront their shame head-on. Her own humor, humanity and vulnerability shine through every word.

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



WOW! What a year. 2013 has been a real VUCA year for Catalyst and our clients (Volatile, Uncertain, Complex and Ambiguous). It has also been exciting, challenging and inspiring. Our highlight of the year has to be arriving at Everest Base Camp, after 14 weeks of serious training, 8 days and 64kms of hiking across the Himalayas (mostly up steep gradients) on 23 October 2013. The intensity of emotions, awe-inspiring views and sense of achievement was magnificent! We are keen to share our experience and the longer-term journey of determination and focus that made it possible despite significant odds. Come and join us at our first **Breakthrough Business Breakfast** for an insight into our EBC experience and case studies on leading edge talent and leadership practices. **Reserve the date 14 Feb 2014.** Details below and more to follow soon.

On a more sombre note, we mourn the death and celebrate the life of **Nelson Mandela**. May he be remembered always for his inspirational leadership, vision, humility, compassion and forgiveness. May his legacy show that all diverse South Africans can live peacefully and prosperously to build an exceptional nation of true contributing citizens. Let us all be inspired by his example and find the hope to dream, the resilience to overcome adversity, the courage to stand up for what is right and the compassion to forgive and be loving regardless

The last few months have also been busy and rewarding on the business front. We spent a significant amount of time developing our new learning program: **Collaborative Decision Making for Leaders** culminating in a senior leadership pilot with a long-standing client of ours. Feedback was very positive from the pilot group with many great suggestions for tweaking to make it a WOW experience. We look forward to finalising the design and running a facilitator training program in the New Year.

We are also very excited about responding to the skills crisis and the perfect talent storm through establishing **Catalyst Learning Solutions** which will focus more on critical skills to thrive in the VUCA world. We hope to have more to tell you early in 2014.

John spent some time **coaching an Executive** and facilitating a **High Performance Teams** session at a large pharmaceutical company resulting in the team being honoured at the 2013 African Legal Awards with the coveted "Legal Department of the Year - Large team" Award. These awards, which are endorsed by the Corporate Lawyers Association of South Africa, celebrate legal excellence in Africa in both in-house departments and law firms.

I spent some time building capacity with a Business Technology Executive team in change management, staff engagement and **building High Performance Teams**. The use of the Realise2 Strengths Finder was invaluable in building understanding, empathy and aligning roles to strengths.

Andrew and Rene were both involved in **HR Capability Building** programs aimed at building capacity in internal consulting skills such as personal leadership, diagnostics, project design and management, business case development, change management, influencing, relationship building, facilitation and presentation skills. We hope to share this with more HR groups next year. There is such a dire need to uplift the professionalism and skills of the HR function.

It was sad to see the results of a recent **HR strategic alignment** diagnostic exercise, where there were significant differences in perceptions of HR and line in their assessment of their strengths and risk areas. The HR/line rating difference was over 30% variance with HR rating themselves on average 80% effective on strategic role and impact, whilst line rates them 47%. This requires a big leap in self-awareness, reality testing, crucial conversations, feedback and reaching a common understanding on the mandate and roles of HR vs. Line.

Our **culture transformation** project had some major wins in the last quarter including launching to the Top 100 leaders, on-boarding and capacity building of 25 culture ambassadors, coaching of Exco on their role in purpose and values activation sessions, initiating the personal empowerment programs, gaining a 70% completion rate for the culture and comms survey, sign off of all survey feedback recommendations and good stakeholder engagement across the board. Well done to our joint client/Catalyst team!

We also facilitated culture crafting sessions and robust debates with the senior leaders of a fast-growing software solutions business to develop their draft **Culture Statements** and **Leadership Principles (Brand)** in support of their strategic drivers. We look forward to the engagement journey next year to gain input and actions from every employee to make it a living and breathing culture, encouraged by and held accountable by the leaders themselves.

Last but not least, we spent 2 energising days with 60 Buckman staff on "**I am Talent**" **personal and career empowerment**. Tough times affect self-belief, attitudes, possibility thinking and morale. We left the groups feeling much more empowered, with new possibilities and choices to make the most of their talent, build their personal brand, choose their attitude, manage their performance, accelerate their development, build their meta-competencies, be aware of their potential derailers and transition between times and roles with purpose and with grace.

In between all the consulting work and travel, John has published his fourth **wildlife photography coffee table book** highlighting the beauty and magnificence of our natural heritage, but also the threats to their future. For more information on his photography and books you can see www.jgatherer.com

We wish you a well-deserved rest and trust that you will return hopeful, energised, and courageous to make bold decisions, make your mark, lead with purpose and achieve breakthrough results through people in the New Year.

Happy Festive Season to you and all your loved ones and travel safely.

Debbie Craig - MD: Catalyst Consulting



Reawakening of Training and Capability Development- Reflections from John Gatherer

The last three months has been an incredibly busy time for Catalyst Consulting in terms of new enquiries, exploratory meetings and proposal presentations related to capability development and learning solutions in management structures between a number of existing and new client organisations. The indications provided are that after the last few years of austerity measures and budget cuts, with minimal investment in people development, organisations across all sectors are repositioning themselves for driving business plans into 2014 through complementing their strategic initiatives with a healthy dose of training and development interventions in support of their goals and targets.

For the first time in a number of years, Catalyst Consulting is closing the year for the Festive season having already had proposals accepted for a range of Management/Leadership Development, Career planning and Personal Effectiveness (I am Talent) Training workshops and consulting interventions that have already been scheduled well into the first 6 months of 2014. The major focus in our recent needs determination is centred across the topics of Leadership Development, High Performance Team alignment, Personal Effectiveness and Self-empowerment, Critical Thinking and Decision Making (one of our newly developed products) and Culture Transformation.

We look forward to another year of building capacity, playing our part in closing the skills gap and developing great leaders.

CATALYST KNOWLEDGE SHARING

Motivating and leveraging Talent – SARA Conference, 25th October 2013

John was invited to participate in a panel discussion with Sue Vyvyan-Day, General manager of Discovery Health and chaired by Dr. Mark Buisson, Chairperson of 21st Century Pay Solutions, talking on the subject – Talent Management, New Generation and Reward Strategy, during the National SARA (South African Rewards Association) conference, held at Emperors Palace on the 24th/25th October 2013. The session was a lively debate, in front of 350 delegates and after John and Sue presented a high level overview of their respective philosophies focusing on the topic of motivating and leveraging talent, the fun really started with the Chairman and audience asking the panel a number of interesting questions including:

- What is the link between talent and reward?
- Should you be rewarding top talent "more" than the rest?
- How do you define "top talent" i.e. what is "top talent"?
- How should organisations reward and retain top talent?
- Do we alienate "the rest" by giving more recognition to top talent?
- Do recognition schemes work?
- If a company has the typical 3 by 3 matrix (performance and potential) – and they have plotted where their employees are positioned – should they be told where they are?
- What role does leadership play in managing succession plans
- Should incumbents be advised that they are part of a succession plan?
- What is the best practice for identifying, developing and rewarding key talent?

One of John's common themes from his presentation as well as contained in a number of his responses to questions was that both the company as well as the individual share accountability in high performance results and career management. There is no doubt that leadership plays a significant role in identifying, shaping and motivating key talent through an appropriate style of leadership that engages, enables and empowers their people. However, for real, sustained success to be attained in the business world, the individual needs to develop and cultivate that "high flier" profile in which he/she needs to be self-driven, competitive, hungry for new opportunities and totally focused in providing a consistently high quality result in any work assignment/ project in which they are involved.

Innovative Recruitment & Talent Management (Nov) – Debbie presented on Integrated Talent strategies organised by The Conference Hub

Breakthrough Learning (Nov) – Debbie, Andrew and Ross wrote an article published in Human Capital Review. It will be on our website soon.

NEW: BREAKTHROUGH BUSINESS BREAKFAST SESSIONS (Experience, Expand, Engage and Enter to win)

Experience: Everest Base Camp and "Back" – personal and business lessons from setting "almost impossible" goals – share the experience with Debbie and Andrew from their 2013 trek

Expand: Expand your business insight with practical case studies in Strategic Change, Talent & Leadership

- Breakthrough Learning - Great ROI and measurable learning through accelerated development program for successors
- Executive Succession – cutting edge process, tools and transition challenges
- WISE Decision Making – learn about our NEW WISE collaborative decision making leadership workshop developed in collaboration with a long-term client

Engage: Network with like-minded people.

Enter to win: Your business card enters you into a draw for great prizes including books, coaching and learning opportunities. Bring a colleague and their business card enters them into a draw for more great prizes.

Date: 14 Feb 2014

Time: 07h30 till 09h30.

Place: Bryanston area TBC

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

