



Catalyst Newsletter - December 2011

Our Year of Growth and Development

What's new at Catalyst

Public Programmes and Conferences:

In conjunction with Knowledge Resources, this year saw Catalyst Consulting launch an additional 2 public programmes: Change Management and HR Capacity Building. The workshops were attended by delegates from public and private enterprises as well as government. The workshops received very positive feedback and provided delegates with many opportunities to share experiences and learn from each other.

Catalyst also presented at a number of conferences throughout the year covering topics on Talent Management and Innovation.

Knowledge Resources Johannesburg and Cape Town: Coaching to change behaviour and create personal empowerment and transformation – Debbie Craig

- Knowledge Resources Innovation in HR Johannesburg: Creating a culture of innovation – Debbie Craig
- Knowledge Resources: Strategic Talent Management – Andrew Harding
- IPM South Africa: Talent and Career Management – Andrew Harding
- IPM Inaugural Annual Convention Namibia: Strategic Talent Management – Andrew Harding
- South African Conference of School Principals Association at ICC, Durban: I am Talent – John Gatherer.

Catalyst Consulting offers the following programmes to build a high performance organisation:

HR Capacity Building

Hi



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

2011 has been a fascinating year full of amazing opportunities, interesting challenges, unexpected changes and phenomenal growth both personally and professionally. Catalyst has grown in many aspects - new clients, new projects, new associates, new countries to explore and a new book to share.

The Catalyst year started off with the official launch of our book "I am Talent" in Johannesburg and Cape Town through Knowledge Resources, and gained the reputation of their fastest selling new book for 2011. To date nearly 2500 copies have been sold.

January also saw the continuation of our Buckman global roll-out of Leadership and Talent Management diagnostic and workshop processes which took us to 6 new countries in 2011:

- Canada (January) will be remembered for its thick snow, howling winds and temperatures of -25 degrees. We also discovered that ice-hockey is taken very seriously over there!

The purpose of the workshop is to learn about critical internal consulting tools and processes and have the opportunity to practise these in a group environment. This ensures instant feedback to build awareness and effectiveness of the internal HR consulting.

Target audience: HR Practitioner, HR Business partner, HR Manager

Building and Coaching & Mentoring Capability

The workshop is designed to assist managers, leaders technical specialist to become more effective coaches and mentors. High performance organisations are building a culture of coaching and mentoring involving a critical group of line and HR manager at all levels.

Target audience: Line Managers, senior leadership, technical specialists, HR professionals, coaches and mentors.

Building Change Management Capability

This comprehensive and practical focused workshop is designed to enable change team members to successfully lead their organisation through incremental and transformational change by equipping them with the critical skills and frameworks for the successful management of people change as organisations do not change, people do.

Target audience: Change management team members and leaders from all disciplines and levels within the organisation.

Holding Honest Conversations

A highly interactive workshop that provides delegates with the tools, knowledge, skills and process steps to improve the art and practise of holding honest conversations.

Target audience: Leaders, managers, team players, project managers and HR professional.

I am Talent

This workshop offers a one day intensive and practical introduction to the topics and tools for people to be the best they can be. The workshop supports by the new publication "I am Talent" with many additional tools and activities for on-going learning as well as on-line multi-rater competence assessment.

Target audience: Anyone who is interested in discovering and optimising their own talent and potential, differentiating and branding themselves in the world of work and actively investing in growing themselves to the best they can be.

Building Transformational Leadership Capability

This highly intensive workshop is designed to enable



- Brazil (May) will be remembered for its warm, enthusiastic and entrepreneurial spirit as well as the tango dancing, the visits to the beautiful beach house at Praia Amada and tai-chi at the offices.. Brazil also showed us the most creative and confident trainers during our train-the-trainer workshop.



- Europe (Apr & June) will be remembered for the diverse and challenging nature of operating a business across Europe from Gent in Belgium (co-ordinating people across more than 12 countries and even more languages).



- Mexico (October) will be remembered for the fantastic commitment and energy from the management group, the Mariachi musicians, Taxco Silver Town, Xochicalco and of course Jorge and Lourdes, for being such amazing hosts.



- China & Asia (September) - We were also privileged to be invited back to our Chinese, SE Asian and South African management teams for a strategic renewal process and witness their amazing growth in strategic leadership confidence and competence in the last 3 years. We also experienced teambuilding Chinese style, joining 180 staff members on a beach in teams competing in fruit eating, raft building, obstacle course, games, concerts and fun, fun – memories for a

leaders to build, not command, excellence by providing knowledge, skills and process tools to build understanding and capability across tools to build understanding and capability across all dimensions of leadership:

- Self leadership
- Team leadership
- Change leadership
- Transformational leadership

Target audience: The Catalyst leadership development programs are customised to all levels of leadership, from emerging to executive leaders, who wish to gain the practical insight, knowledge, skills and confidence needed for improved leadership effectiveness.

Operational Excellence

In the past year Catalyst has expanded our offering to include aspects of Operational Excellence to our client offering. Operational Excellence describes the application of a specific business philosophy and all of its core components, which provides competitiveness when applied in the entire primary value chain. Operational Excellence supports the drive toward World Class performance.

A World Class intent is an obsession with the elimination of waste and continuous improvement of process, including fast change-overs and set-ups through total employee involvement, with a “do-it-right 1st time” approach. It is an approach, utilising all employees, to continuously improve productivity, quality, morale and flexibility and reduce waste, lead times and cost. A by-product of implementation is a learning organisation. This can only be achieved through the involvement of all employees in the continuous improvement process.

Our OpEx framework and processes can be used to assist organisations in transforming themselves into world-class businesses. As per the name the focus is predominantly operations and manufacturing focussed but can support many other areas of the business through the underlying principles. We have worked with Buckman South Africa and are working with Tongaat Hulett Starch in reinforcing OpEx as a key component of their journey from Good to Great.

Associates

The year 2011 was a huge focus on growth and building capability amongst our Catalyst Associates. We have grown a significant and focused network of associates and coaches in both generalist and specialist fields that we work with on a regular basis. We ensure that all associates that we work with subscribe to the same professional standards of exceptional client service delivery, partnering for value and ethics. Their details are available on request.

lifetime.



On the local front we have been involved in new, exciting and creative projects including a “good to great” strategic transformation journey to operational excellence with Tongaat Hulett Starch and a Retention project with Engen in Cape Town. This year, we also read and researched widely and developed some new leadership material resulting in 2 new programs for leaders to create both a **High Performance Organisation** (Driving strategic change) AND a **Great Place to Work** (Engaging, enabling and empowering others). These were applied and well received by Buckman Asia and Africa and Volkswagen SA. With the expert experience of Andrew we also expanded into the area of Operational Excellence, assisting Buckman with SOPs and 5S training. Another new arena we joined was the facilitation of public workshops in partnership with Knowledge Resources. We also spoke at conferences including Knowledge Resources, IPM and John presented a keynote address at the South African Conference of School Principals Association at ICC, Durban.

To help us manage our growth and commitment to client service and delivery we worked with a number of old and new associates and enhanced our office base with a Project Co-ordinator (Tuppy Coldwell) and an HR intern (Portia Masete). Thanks for all your hard work and commitment and thanks to all our clients for your trust in us to add value and make a difference in your organisations and to people around the world.

We would love to hear your feedback, comments or suggestions for future editions.

On behalf of John and I we wish to extend our Best Wishes for an awesome end of 2011 and an abundant 2012

Debbie Craig - MD: Catalyst Consulting

What you can look forward to in this edition is:

- The “X” factor of Talent in Business – John Gatherer
- The Buckman Journey – John Gatherer
- Current Projects - Engen, Tongaat Hulett Starch
- Randgold Resources Strategic Plan and Board Audit – Steve Smith
- Afrisam HR Capacity Building – by Debbie Craig
- Transnet Capital Projects – Safety, Fleet, Facilities and Security Divisions – Sue Craig
- Volkswagen South Africa
- Aspen Pharmacare
- Council for the Built Environment
- Advertising featuring Catalyst Consulting:



Helen

Helen is a UK qualified Psychologist and chartered HR professional. Her experience, gained over 15 years across multiple industries, spans the full strategic HR spectrum. Helen worked as the Group HR Manager for Jemca (Toyota) from 2004 to 2007 before moving to South Africa to work as Operations Manager for the Toyota Tsusho Centre of Excellence, focusing on Strategic Projects and Leadership development.

Roper



The “X” factor of Talent in Business – by John Gatherer

Everyone has talent – we all have something special to offer to make a difference. Regardless of your upbringing, family and community environment and education, we all have specific and unique qualities, abilities and learning that have been forged in the white - water of life experience.

It is important to have a future strategy for yourself – and to get into the habit of using critical questions that continuously shape both your thinking and actions around your personal improvement and self management goals. We want to stand out from the crowd and be the best we can be – but the harsh reality is that life is like a contest, a competitive event, so what is the recipe for success?.

The “X” Factor phenomenon

The popular television reality shows such as The “X” Factor draws its appeal and popularity from a weekly elimination process of talented young singers and musicians, all competing against each other and chasing their dream of stardom and a guaranteed career launch in the music industry. The real fascination lies in the fact that, as the show gets whittled down from the mass auditions to the 12 finalists and the ultimate winner, audiences at home and in the theatre along with the panel of judges, are continuously evaluating and comparing the personal qualities and performances of the prospective, highly talented superstars.

It is not just the perfect rendition of the chosen song that does it, but the “X” factor - the consistent, all-round attitude, stage presence, choreography, song interpretation and projection of the full image of the potential superstar that will impress the judges, live audience and home viewers.

So what exactly is this “X” factor in talent? It is often referred to as an edge, a special distinctiveness and a unique flair that catapults us to the front and makes us stand out from the crowd. It is simply your personal brand and we need to exploit these attributes, strengths and potential to our full advantage. Think about the following quotation from Tom Peters:

‘Regardless of age, regardless of position, regardless of the business we happen to be in, all of us need to understand the importance of branding. We are CEOs of our own companies: Me Inc. To be in business today, our most important job is to be head marketer for the brand called you.’

In order to effectively build and promote your personal brand,



Andrew Harding

Andrew has over 20 years of experience in numerous middle and senior management positions and consulting roles. He has worked for and consulted to large corporations such as Gencor Mining, South African Breweries, Amalgamated Beverage Industries, BHP Billiton, Aberdare Cables, Lonmin Platinum, Clover Dairies and numerous others. During this time he has held positions in the fields of QA/QC, Production Management, Manufacturing Development, Project Management, and Learning and Development.

Andrew has developed a passion for World Class/Lean Manufacturing, Change Management, Organisational Development and Human Resource Development supported by a natural flair for and interest in IS/IT and has performed consulting roles in these areas.



Frances Degbor

Frances has a passion for leadership development and seeing people perform at their potential. She has 10 years of supply chain operational and consulting experience, working with both Private and Public sector organisations such as Unilever, Transnet Ltd, MAC Consulting and eThekweni Municipality. Frances holds a Bcom degree in supply chain from university of Natal.



Mark Berger

Mark Berger is the CEO of Mark Berger Training, a Cape Town based organisation specialising in Unlocking Human Potential. Founded in 1996, the primary focus of MBT is to assist their clients in achieving Sustained Behavioural Change. Mark utilises his extensive business experience and proven training programs to improve the three key P's: People, Productivity and Profit.



Joanne Scholtz

Joanne's background is in marketing and advertising, focusing specifically on the digital realm. She has worked with and for some of South Africa's leading business, including, FNB, Vodacom, Toyota, Microsoft and Nokia. She has served on several committees within the industry, such as AMASA and the AMF, where she held the position of Chair Person. Joanne

you need to be regularly exploring the following questions:

How do I sell myself? How authentic do people see me? What is it that I have to sell? How do I come across to people? What real promise do I have? What do I really enjoy doing in life? Where am I going?

The “X” factor for talent

From all our work internationally in the fields of Leadership Development and talent Management, we believe that the successful player or the real achiever has a natural ability in combining a number of key components and significant competencies into a winning formula – the “X” factor!

- Purpose – you need to push yourself relentlessly as to what you want in life, what specific goals you set, what milestones you have identified on the path to getting there, and the end goal which you envisage or picture for yourself.
- Self-mastery – in the end it is all about self: the awareness and insights you need in order to take action, the accountability you require to keep to the plan you have chosen, the discipline necessary to execute your skills, and the confidence to build on the belief that you will succeed ;
- Mindset – attitude is the glue that holds all this together; the difference between impossible and possible is a state of mind; if you cultivate the correct positive thoughts, possibility thinking and appropriate inner conversations, you will be surprised at what a difference this makes in your approach to any challenge or threat;
- Action – you need to commit and be proactive to ideas and possibilities, and should be persistent and determined in your quest for effective results and high performance;
- Change – you need to understand the changes occurring in the world, organisations, the workplace and at a local level. Stay informed, so that you are positioned to respond and cope with change. In particular, be willing and able to move out of your comfort zone and personal ‘view’ of the world, by making that shift towards what really works in the current and new context;
- Continuous learning – cultivate an attitude of curiosity and openness to new information, experiences, exposure and opportunities. Set yourself stretch targets and respond to feedback from others on how you can hone your skills and knowledge and achieve better results.
- Creative thinking and initiative – change is about difference and difference comes from different thinking. The solution to today's challenges comes from bold, innovative thinking and an unwavering belief to try new ideas, approaches and experiment with different options from what was applied before.

My final quotation is offered as food for thought in your journey of discovery! As you move through the stages of your career, like the stage performers, you will be continuously watched, critically assessed and judged by others. Your most important test is to be true to yourself! Always remember the following adage - “People hear what we say, but see what we do – and seeing is believing....!” Go out there – make it happen and make a difference!

has held a number of director and senior executive positions and is considered a thought leader and innovator in her field.



Steve Smith

Steve Smith is a renowned organizational transformation specialist. In his 13 years of consulting, the last few as a Senior Executive in the world premier management consulting company, he established one of the foremost organizational and transformation consulting capabilities in the country.

Steve works with clients across the business spectrum. His passion for seeing organizations and individuals that live, breathe and work is renowned. Years of consulting experience, at the most senior level, and his own personal deep intuition and expertise enable him to engage with clients at all levels, rapidly grasping the real issues and architecting a map leading to improved business results.



Sue Craig

Sue started her career as a management consultant for Arthur Anderson. For the past 11 years, Sue has run her own IT and marketing company, focusing specifically on the online environment. Some of her clients include AngloGold Ashanti, Gold Fields, Rand Refinery, South African Chamber of Commerce and Industry and many others.

Sue's passion for people has seen her develop her knowledge of leadership development, coaching and transformational training in addition to her marketing business.

She has attended and assisted on many courses in these fields for the past 14 years. Sue has completed a master's training in Neuro Linguistic Programming

The Buckman Journey – by John Gatherer

Over our last two newsletters, we have featured the work we have been doing in implementing a Strategic Change, Leadership Development and Talent management intervention with Buckman, a Global chemical production and solutions company. We have recently returned from Cuernavaca in Mexico which was the final leg in a worldwide roll out of our processes, tools, methodologies and content across all roles in management and professional and technical specialities.

What had started as an isolated Strategic review and Leadership assignment with Leigh Mann and his management team from Buckman Africa was extended, based on his early successes, to a 4 year international implementation strategy across the Group's Operating Divisions in South East Asia, China, South America, the United States, Canada, Europe and Mexico as well as the Buckman International office based in Memphis, Tennessee.



The project was an incredible journey for Debbie and I, working in a variety of different locations around the world with management groups from over 30 different countries, diverse cultures and on four occasions presenting the workshops with simultaneous translation!

What was really fascinating to us was how applicable and portable our approaches, philosophies and teaching was across the world and we were extremely impressed with the collective commitment, eagerness to learn and positive response experienced in all Operational regions of Buckman.

We have often been asked on what our insights and takeaways have been of working in such a unique opportunity. Simply put, we were not surprised that the challenges that most leaders have here in South Africa are very similar to the main themes that we experienced worldwide – these can be summarized as the following:

Leaders spending far too much time on operational issues, rather than strategic activities and innovative thinking

In a global matrix organization, conflict arises between global demands versus local targets

- Managers have limited skills and a poor mindset in empowering others and battle with holding others accountable
- Most managers tend to avoid conflict and have difficulty in confronting under performance, inappropriate behaviours and bad attitudes
- Managers need to cultivate a discipline of engaging more frequently with their direct reports, rather than being "terminally busy" and inaccessible
- Managers need to lead by example and "walk the talk" – for greater respect and credibility
- Managers need to optimise talent at all levels, rather than only limiting their attention to successors for high

and Time Line Therapy.

She runs a part-time consulting practice doing emotional therapy and release work with individuals from all walks of life, including doctors, architects, IT professionals, HR professionals and others. Sue consults for Catalyst Consulting as a facilitator in leadership development and strategy planning sessions. Sue holds a B.Com Honours in Information Systems from Wits University. She is constantly widening her experience and training in the field of awakening and expanding human potential.

Fortune Sibanda

Fortune is a Leadership and Team development facilitator with vast experience in the automotive industry in South Africa and other parts of Africa. Her areas of interest are Leadership Development, Team Cohesion and Development and Customer Relations management. Fortune holds an Associate in Management with distinction from UCT Graduate School of Business.

Fortune joined Toyota Tsusho Africa in 2007 specialising in Leadership Development and Customer Relations Management, and some Toyota specific programs for some of the group's African Distributors. Fortune is a highly skilled facilitator who is able to facilitate difficult conversations and produce results. During her time at Toyota she also worked with other organisations outside the Automotive industry with great success.



Tuppy Coldwell

Tuppy joined Catalyst Consulting as a Project Co-ordinator. Tuppy has more than twenty years' experience of business administration. She worked for SAFTO in Johannesburg and later in Durban where she ran the Education and Training Division. She then joined the Transport Education and Training Authority (TETA) where she became Executive Officer for the Freight Handling Chamber in Durban. To add some theoretical background to her business administration practical experience, she completed an MDP at Unisa.

level appointments.



Current Projects

Tongaat Hulett Starch Strategic Management and Leadership – by Andrew Harding

In late May this year, Debbie and I started working with Tongaat Hulett Starch to take the organization on a strategic change journey. We facilitated a 3 day strategic alignment session with the executive and senior management team. This demonstrated true leadership and a willingness to change as seldom before had the entire senior management team been taken out of the business to plot a way forward for the future. The purpose, vision and values of the company were refreshed, refined and determined, and strategic objectives and projects to take THS forward into the future were defined.

Since the strategy workshop we have engaged with THS in determining the Leadership brand and attributes for leaders to take THS into the future. We have facilitated an Operational Excellence workshop and determined an approach to support them as they transition from a good organization to a Great one. We have recently revisited the objectives of the organisation going forward with the entire leadership team to ensure continued alignment and a common understanding of the direction of the business. Currently work is underway to realign HR as a strategic business partner and we are also working with the Marketing function to transform them into a strategic customer centric department.

THS is the kind of organisation that makes consulting exciting, they are critical and challenging, desperate to change, willing to try new things, and fun to work with. We're excited to be walking with them as a strategic business partner on their change journey.



Engen Engagement and Retention Strategy - by Debbie Craig

In 2008, we worked with Engen (in a JV with Accenture) to develop a Talent Management Strategy. This year we were asked back to continue the Talent Journey with them and to develop a Retention Strategy. Engen was facing some typical South African and industry challenges with attracting, engaging and retaining people including scarce skills, increasing competition in Africa, ageing plants and people and slow transformation – culture, skills and demographic representation. The project mandate was to make the retention strategy come alive to grow talent champions that engage, enable and

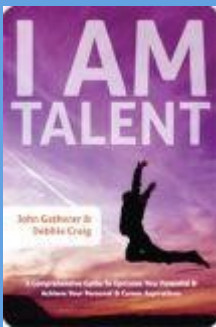


Portia Masete

She has just completed her 3 year Human Resource Management Diploma at Damelin Randburg and is busy with an internship at Catalyst Consulting. Portia is interested in a career in Human Resources and wishes to gain broad experience in this field.

She is a calm, happy person, outgoing and always wanting to learn more in life. She enjoys challenges and loves to see growth and change. She is easy going and very understanding towards the needs of others. She is passionate, honest, loyal and a good listener.

She has gained the following skills in her time at Catalyst: administration, typing, documents, presentations, organizing, researching, marketing, HR knowledge, consulting understanding, project management.



Book Corner

I AM TALENT

This publication will help you cope and flourish in the workplace. It will support you as you take stock of your inner strengths, personal attributes, skills and capabilities, on your journey to being the best that you can be. I am Talent is a user friendly resource guide aimed at optimising your talent and potential, coaching you how to differentiate yourself and succeed in a competitive and dynamic global business environment.

The guide takes you on a journey of personal discovery and mastery through activities, tools, assessments and practical advice that you can apply in your everyday life and work, to achieve your personal goals and aspirations. It is designed to challenge your thinking, create insight, motivate you to action and empower you

empower people to perform and develop a fully aligned and integrated solution to engage and retain mission critical and high potential people – ultimately it was about ensuring Engen employees believe that: “with us you are number one”.

Our process started with a project team of 18 HR and line representatives with whom we developed a project plan consisting of 4 phases: 1) project initiation, 2) diagnostics, 3) initiative prioritisation and planning, 4) implementation and embedding.

The *project initiation* phase is important to build the business case, gain buy-in to the plan, build a retention framework of attributes and initiatives to test in the diagnostics phase and ensure alignment with all internal processes and culture eg. Engen brand, EVP, values etc. *Diagnostics* consisted of interviews, focus groups, an engagement survey and best practice research culminating in a summary of findings and key recommendations. The findings showed that employees have both universal as well as unique needs specific to certain talent segments. For this reason the recommended initiatives included a 70/30 approach. 70% addressing universal needs that impact all employees such as leadership style, culture, empowerment, coaching and career development and 30% addressing unique needs of the 7 chosen segments such as ex-pats, technical experts and high potentials. The recommendations were prioritised into the BIG 6 initiative plan for the first 6 months to address the most important aspects and quick wins and a retention roadmap for the next 3 years. The implementation of these initiatives will be prioritised according to the criticality of the talent segment impacted.

The project team has now been tasked with building detailed project plans and budgets for each of these initiatives which will require approval from the senior executives of Engen.

A key ingredient and biggest risk to the project is the engagement and change management of key stakeholders and groups. Operational priorities and crises often pull important people away from meetings or Steercom sessions and executive sessions get postponed. HR members are also still struggling with less than ideal talent systems and multiple demands and priorities. The team is however, working well together and we look forward to a productive and impactful year in 2012.

Engen Project Team



Randgold Resources Strategic Plan and Board Audit – by Steve Smith

Catalyst started working with Randgold Resources in January this year. The engagement, which was initiated through a relationship that John Gatherer has with the Global Human resources Director. The assignment, related to us assisting their global leadership team to define their strategy and key focus areas for 2011. Andrew Harding and Steve Smith facilitated an intensive strategy review process for the CEO Mark Bristow in Senegal Dakar. The relationship with Rand Gold Resources has

to accelerate your growth and development, manage your career and enhanced your quality of life.

Some good reads that we utilized this year:

A brief history of the next 50 years – Richard Watson

- A wonderful exploration into the world of possible future trends and developments

Talent Masters – Ram Charan and Bill Conaty

- An interesting insight into what great companies are doing to really engage and retain their talent. It pays particular attention to the role of the senior leaders and mentors of the organisation

Drive – Daniel Pink

- Exciting new research on what truly motivates people ie. purpose, mastery and autonomy and the true power of tapping into intrinsic motivation

Viable business strategies – Ungerer, Pretorius, Herholdt

- A good practical approach by South African authors to the world of strategy implementation

The Leadership (R)evolution : Creating a High Performance Organisation - Christo Nel & Nolan Beudeker

- A practical approach and examples of what really makes a high performance organisation by one of the gurus of leadership (locally and internationally)

The power of full engagement – Jim Loehr and Tony Schwartz

- This book focuses on the power of energy rather than time and what we need to do to maximise our energy to get more done, be more engaged and passionate about life and achieve our full potential.

Some comments from delegates

- Excellent, very practical and informative
- The experience and learning is brought to life through debate, discussion and role-play – Brilliant!
- Not boring for 1 second
- Very good, good refresher of what should be done using some good new material

continued and Catalyst has now been asked to facilitate the Randgold Resources Board effectiveness session in January 2012. This session will take place in the DRC and has involved one on one interviews with the Global Board members and will culminate in the Board effectiveness session.

Rand Gold Resources is one of the most profitable global Gold mining companies and has performed exceptionally in recent times. It is a privilege to work with clients of this caliber.

Afrisam HR Capacity Building – by Debbie Craig

Catalyst was requested to customise and implement a workshop on BUILDING HR CAPABILITY in the first half of 2011. The process started with a needs analysis to understand the specific needs and challenges of the HR function and the perceptions of their customers – the senior line managers. Eight workshops in total, with action learning projects, were successfully facilitated for 30 HR practitioners, managers and specialists.

The purpose of the intervention was to build change management and internal consulting skills for Afrisam HR practitioners to design, drive and implement people management projects for real business value.

The key intent was to build the mindsets, skills and behaviours for HR professionals to build their reputation and effectiveness in business through:

- Assisting line managers with strategic HR leadership to solve real people management problems
- Building effective relationships with line managers to really understand their business needs
- Partnering line managers in delivering business results through people
- Being responsible, competent and confident in responding to line managers
- Effective implementation and change management of people management projects

The delegates participated in a competency assessment process against our recommended top 30 HR competencies required for delivering value in these times. The results were closely aligned to the needs identified by the business with a strong focus required on strategic direction, inspirational leadership, project and change management, coaching, talent management, competency management and technology enablement.

The feedback from the workshops was exceptionally positive with an overall delegate satisfaction rating of 85%.

HR capacity building remains a critical enabler for HR business partners to truly fulfil their business partnership role and deliver value.

Our view is that every HR function could benefit significantly from this skills development programme.

Transnet Capital Projects – Safety, Fleet, Facilities and

- Constructive and real
- Very good – gave a fast insight into leadership
- Very practical and immediately implementable

Some comments from the Leadership Academy

- The feedback was very good; thanks and well done; there was even a comment that you managed to engage the "sceptical VW managers"; they liked the interaction and thought you were all very knowledgeable re the topics; the topics presented were seen as relevant; Joan Peters, VWSA Leadership Academy (Jun 2011)



Advertising featuring Catalyst Consulting:

Catalyst Consulting is featured in the latest addition of Financial Mail November 2011 issue. FM - your guide to Corporate Essentials 2011 / 2012. Please see below link to view our profile on the www.fmessentials.com website:

<http://www.fmessentials.com/ourguides/corporate-essentials/human-resources/hr-workshop-specialist/catalyst-consulting>

View our Website for more in depth information on: our Company, Associates, products, articles of interest.

Catalyst Consulting
Website: www.catalystconsulting.co.za

Security Divisions – by Sue Craig

In November 2011, Catalyst Consulting was once again engaged by Transnet to facilitate the strategic planning and team alignment process for the Safety, Fleet, Facilities and Security (SFFS) departments within Transnet Capital Projects.

This was the third facilitated session over the past two years for the SFFS team, so fortunately most delegates were already familiar with the process, and we could focus on some change management and team-building skills in between the strategic planning in order to assist the divisions with some of the changes they are facing from yet more restructuring and corporate governance requirements.

Some of our exploratory work on the first day showed that people were in general feeling frustrated and insecure about the changes which included losing some team members to other divisions and now being accountable to different stakeholders who were not quite ready to take on the new plans and people. To assist the move to a more optimistic and empowered response to change, we covered aspects such as taking accountability, assertiveness, crucial conversations and characteristics required for leading in turbulent times. We also had some fun with ice-breakers and energizers throughout the 3 days.



But by the end of the three day session, delegates reported feeling positive, clear about their direction, motivated to make a difference and feeling ready to lead their teams forward to greater success. Each of the 4 department teams emerged with a spreadsheet of clearly defined strategic goals, action plans, responsibilities and due dates, making for clearly defined measurement of the success of each team. Actions were then transferred directly onto the individual scorecards as KPAs.

We salute Rene as a leader with her commitment to strategic vision and implementation and truly understanding the power of team alignment, support and capacity building.



Volkswagen South Africa

VWSA - Strategy and Team Alignment

Andrew has assisted the Corporate and Government Affairs team in VWSA with strategy and team alignment. They had a

session in January and another in November to continue their journey toward high performance and making a real difference. Between the two sessions the team has made good progress and they are excited about their plans for 2012.

VWSA - Leadership Development toward a High Performance Organisation

John and Debbie spent a significant amount of time researching, reading and re-writing some of their leadership material in preparation for 2x2 day workshops for senior managers of VWSA. We had fun finding some interesting information and innovation in the motor-vehicle and transport industries to share with the groups. The feedback was very positive and we look forward to sharing these workshops with more people.

The workshops consisted of interactive material and discussions on:

Driving strategic change – this workshop is designed to assist senior managers to build a High Performance Organisation by addressing the factors of high performance including:

- ***High Performance Organisation***
Review the strategic context and what it takes to build a GREAT organisation
- ***Strategic thinking and alignment***
Expand strategic thinking capability and tools and understand the leaders role in strategic alignment at all levels
- ***Structure and roles***
Understand the impact of structure and role clarity on performance and how to identify misalignment
- ***Talent management***
Review the building blocks of talent management and the leader's role in finding, growing and keeping talent
- ***Transformational leadership***
Gain insight into transformational leadership characteristics and competencies required to create a purposeful, empowered and sustainable organisation
- ***Change management***
Understand the processes and tools to accelerate change and the leader's role in building capacity and resilience for on-going change.
- ***Culture transformation***
Understand the components and impact of culture and the leader's role in driving culture change

Engaging, enabling and empowering others – this workshop is designed to assist senior managers to create a Great Place to Work whilst focused on high performance and understanding the real motivators of engagement and performance

Great place to work

- Understand the leader's role in creating a GREAT

place to work and managing talent

Engagement

- Understand the factors impacting engagement and how to be more effective in connecting, motivating and engaging with people

Enablement

- Understand how to assess competence gaps and build capability for improved performance and confidence through coaching

Empowerment

- Understand the factors impacting empowerment and how to be more effective in delegating, encouraging initiative and ensuring accountability.

Leading high performance teams

- How to assess, develop and facilitate teams toward high performance

Crucial Conversations

- How to prepare for and hold crucial conversations to address challenging situations and people

VWSA - I am Talent

Joanne Scholtz also facilitated a one day I am Talent Workshop for VWSA graduates in training in October this year. They each received a copy of the book and felt launched for their careers.

- Very insightful and helpful
- Excellent! Well structured, easy paced
- Different and refreshing approach. Open and relaxed environment encouraging participation style of workshop very good, discussion very relevant
- Very good with very relevant information for the work place. Very inspirational
- Very impressed, highly recommended

Aspen Pharmacare

Earlier this year, we ran 2 workshops for Aspen Pharmacare. Helen Roper facilitated an HR capacity building workshop for their HR team. Andrew facilitated an honest conversations workshop with a group of middle and senior managers. Both workshops were well received and we look forward to an on-going relationship with Aspen

Council for the Built Environment

John, Andrew and Debbie ran 2 workshops for CBE this year -



High Performance Teams and Crucial Conversations. We had a lot of fun with a large group of 28, walking on planks, catching eggs in the rain, talking about values and what needs to change with the high performance teams workshop. We also spent time learning about emotional intelligence, conversation skills, and the process of preparing for and practicing honest conversations. The CEO very generously gave each of his team members one of our books to take home.

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