

HR VOICE

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The 5th Annual HR Standards Conference 26 October 2017

#LeadershipStandard



Leadership

Standard Journey



NATIONAL LEADERSHIP STANDARD LAUNCH

26 October, Theatre On The Track, Kyalami

The SA Board for People Practices (SABPP) is proud to invite you to the **official launch of The National Leadership Standard** at the Theatre on the Track, Kyalami on 26th October. The launch is the second in a series of Leadership Standard Journey events.

The National Leadership Standard Journey aims to bring the importance of leadership to the forefront of South African society by highlighting its pivotal role in determining its economic future.

Representatives from government, the private sector and non-governmental organisations gathered on 14th September and made significant progress in creating a consolidated first Leadership Standard draft.

Further stakeholder engagement and market consultation, refinement, awareness and capacity-building will continue and implementation of the Leadership Standard will start in 2018. Four key principles, philosophy, tone, organisation culture and leadership outcomes form the framework that supports the five elements of leadership, namely vision, values, leading people, value and reflection.

"We are conceptualising what good leadership is all about for South African leaders. We want to create a consistent guideline for leadership practice." - **Marius Meyer, CEO : SABPP**

"It has been such an honour and privilege to be part of this journey of the development of the leadership standard. The great insights on leadership from different organisations has been a cherry on top. I hope that the standard will bring consistency and define the good leadership behaviours expected as per the elements identified. Looking forward to the draft and the launch of the standard." - **Jeff Dube, Head of HR Operations: Pick n Pay**

"The SABPP is showing leadership by starting a process from where they are. Today is a world changing experience. It is a privilege to be at the Leadership Standard event this morning." - **Dr Louise van Rhyn, CEO: Symphonia and Founder : Partners for Possibility**



Nhlamhla Nene

Former Finance Minister will speak on "The importance of good leadership in building better organisations and a competitive nation"

VENUE:	Theatre on the Track, Kyalami
DATE:	26 October 2017
PRICING	SABPP members R2995+VAT Non-members R4895+VAT

10% discount on registration fee for groups of 3 or more from one company.

The SABPP welcomes further input, which can be submitted to marius@sabpp.co.za

CLICK HERE to view the programme, speakers and to register

Terms and Conditions: An invoice will be issued by SABPP upon receipt of the bookers company information (whether received electronically or in hard copy). Once an invoice has been issued the booking is deemed confirmed and subject to the cancellation policy outlined here. 10% discount on registration fee for groups of 3 or more from one company. For cancellations received in writing more than 4 weeks prior to the event a 50% refund will be given. Thereafter the full fee is payable. Registered delegates may be substituted up to 4 weeks prior to the event at no charge. Thereafter a R200 alteration fee will be applied. Please notify us in writing. The organisers reserve the right to refuse admission unless full payment is received by our office prior to the event. In the event of unforeseen circumstances, the organisers reserve the right to change the dates and / or venue.

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Leadership

Standard Journey

Development of a National Leadership
Standard in South Africa

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26 October 2017
Leadership Standard Launch

Venue: Theatre on the Track, Kyalami



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BOARD DESK

SABPP makes world history with first

Leadership

Standard Journey



The 14th of September was a historic day for South Africa when leaders and other stakeholders convened to develop South Africa's first leadership standard. Under the leadership of the SA Board for People Practices (SABPP) and supported by the talent management platform Talent Talks, the board of SABPP decided in 2016 that leadership should be the top priority for all South African organisations and that the HR community should step up in tackling the issue of leadership head on. Thus, it was agreed to embark on the process of starting a leadership standard journey for South Africa. The purpose of this initiative is to create a consistent guideline for leadership practice. The current reality is that leaders operate on gut feel, or react when things go wrong, or they are simply unable to respond appropriately to uncertain events and crises inside and outside their organisations. Moreover, we have seen so many corporate and government scandals in recent times. So much so, that ordinary South Africans have posed the question on whether we have become leaderless. For the first time ever, the media, thought leaders, commentators and politicians from all parties are in agreement and have even admitted that we are facing a "leadership crisis."

Rather than getting bogged down in the negativity of the situation, delegates at the SABPP Leadership standard session in Johannesburg last month focused on answering the question what good leadership is really all about. Admittedly, and perhaps in a moment of defence for leaders, the world has changed drastically and it is indeed not easy to lead in today's uncertain chaotic environment in which instability has become the norm. To set the scene, we challenged the

audience to embrace leadership as a key factor contributing to organisational success. We said that "great leaders sacrifice themselves for their organisations." We also offered a word of caution that leaders trying to do the right thing will be criticised, accused, challenged and even attacked for the good they are trying to do, by others who have different agendas than the common good. In the past, people would simply follow their leaders, today we all have a voice and people don't accept everything leaders say and do. The days of blind loyalty to leaders are over, especially when trust is eroded.

We then outlined the leadership standard process. The leadership standard journey was positioned as a continuation of the national HR standards, in fact it is part of phase six of this journey covering the development of people management standards, of which leadership is the first standard.

Having completed our initial planning over the last eighteen months, the full journey of the leadership standard development process is as follows:

1. Initial consultation and planning (Jun-Dec 2016)
2. Stakeholder analysis (Jan - May 2017)
3. Development of draft leadership standard framework (June - August 2017)
4. Formal leadership standard development session (14 September)
5. Further stakeholder engagement and market consultation (ongoing)

6. Refinement of leadership pledge (14 September – 14 October)
7. Launch of Leadership Standard Version 1.0 (26 October)
8. Signing of Leadership pledge (26 October)
9. Further consultation, refinement, awareness and capacity-building (ongoing)
10. Leadership standard implementation (from 2018)

The above steps provide a clear process, but they will not necessarily be implemented in such a linear way, given the need for continuous flexibility, alignment, consultation and refinement throughout the process. While the majority of participants at the session represented the business community, it was interesting to note that the three types of organisations in South Africa were present in the room:

- The private sector (large, medium and small companies);
- The public sector (several government departments representing the three spheres of government);
- Non-profit organisations (they contribute to society without a profit motive)

Having the above three stakeholder groupings in one room contributed to the inclusivity of the day, in particular regarding different perspectives to be considered. There was a clear sense that these three sectors need to develop leadership excellence internally, but also collaborate in public-private partnerships for the greater good. Interestingly, three types of non-profit organisations were present, i.e. trade unions responsible for representing labour, professional bodies taking leadership in professions forward, and other civil society organisations such as Symphonia and Partners for Possibility championing leadership development in schools, as well as the South African Congress of Non-Profit Organisations. In fact, Dr Louise van Rhyn from Partners for Possibility who is transforming underperforming schools with leadership development emphasised the key role of leadership in creating and sustaining effective organisations. Her point of departure was the National Development Plan (NDP) as the overarching framework we should all be involved in to make South Africa work.

Following the presentation by Louise van Rhyn, the audience was challenged by the CEOs of four bodies representing professions, i.e. the Institute of Internal Auditors (Dr Claudelle von Eck), the South African Institute of Professional Accountants (Bongani Coka), the Association Executives' Network of South Africa (Yusuf Mahomed), and of course SABPP. The panel discussion positioned leadership as not only a key success factors within professions, but also the organisations where professionals work as accountants, auditors and HR professionals and in society at large. In essence, many of these professionals eventually reach senior leadership positions, and their leadership role, including leadership development is therefore essential.

Two top South African thought leaders, Justice Malala and Nick Binedell provided a broad perspective about the current positive and negative factors in the environment affecting

business, government and society. Their analyses further emphasised the need for sound leadership to address current challenges such as corruption, unemployment, poor education and inequality, while recognising the need to replicate pockets of excellence. Binedell positioned leadership as the most important factor driving innovation when developing a country to become a winning nation, while Malala indicated that strong institutions that have good governance and leadership are critical for success.

After Malala and Binedell inspired delegates with their strategic thinking and commitment to overcoming its problems in creating a successful South Africa, the scene was set for the leadership standard development brainstorming session to start. Groups were formed at different tables to brainstorm what good leadership would mean for South African leaders. Facilitated by Dr Penny Abbott, Research and Policy Advisor at SABPP, the groups were focused on generating clear guidelines for a leadership standard covering the five elements contained in the draft framework below:



The leadership standard framework consists of four key principles underlying the five elements of leadership. The four key principles of leadership philosophy, the tone at the top, the organisation culture and leadership outcomes form the outer part of the leadership standard framework. The five elements of leadership are depicted as the internal building blocks of the leadership standard framework:

1. Vision: A leader's vision is a succinct description of what the leader wants to achieve in broad terms. In essence, the vision depicts the dream of the leader.
2. Values: The values of leaders guide their behaviour, and that of their team members.
3. Leading people: Leaders achieve goals through people, and the ability to lead people and teams is therefore a key element of the leadership standard.
4. Value: All organisations deliver value to stakeholders in the form of products or services. The leader should ensure that there is value in products and services in meeting the needs of stakeholders.

- 5. Reflection: Lastly, leaders should continuously learn, seek feedback and reflect on their behaviour and actions to identify opportunities for improvement.

These five elements constitute the key success factors of effective leadership. After the leader has generated a clear vision, a vision statement is needed to articulate the essence of the vision. However, the leader should have explicit values for people to follow him or her. These values provide a foundation of trust and behaviour. However, leading people is at the centre of the leadership standard, given the fact that the leader needs to inspire and direct others to action. Ultimately, a product or service must be delivered as value to stakeholders and depending on the vision of the leader, the personal stamp of the leader should be part of the product or service offered by the organisation. Lastly, the leader is always committed to continuous improvement based on an honest reflection on the leadership behaviour and impact of the leader. The different groups brainstormed guidelines on what is expected from leaders and then provided feedback to the whole group. Issues to be included in the write-up of the leadership standard are integrity, ethics, governance, accountability, responsibility, trust, inspiration and teamwork.

The second part of the brainstorming session was facilitated by one of South Africa's top leadership authors and experts, Prof Theo Veldsman from the University of Johannesburg. This part of the group work culminated in the development of a leadership pledge. The inputs from the groups were consolidated into a draft pledge that will be launched at the next session on 26 October.

The late afternoon session included a brief summary by top leadership expert, Adriaan Groenewald from Leadership Platform who summarised the proceedings of the day and his own observations throughout the different presentations and sessions. Adriaan expressed his excitement about the significance of the day and provided and reached consensus with group members that the outcome of today will not be different if people outside the room will also be asked to share their views on leadership. The last session of the day consisted of a motivational talk by Xolani Mawande, COO of SABPP. He inspired delegates with a dynamic talk highlighting South African successes and failures, but then balanced these stories with powerful quotes from great minds in the past.

In the light of the above summary of the proceedings, it is evident that the leadership standard process has started and already achieved significant outcomes after the first day. The details of the leadership standard will now be consolidated in a first draft shared with the market on 1 October and officially launched on 26 October at the second leadership standards public session. The leadership standard will provide clear guidelines to steer the thinking and actions of leaders as they lead their organisations and its people on a daily basis into the future. Ultimately, we are in the process of conceptualising what good leadership is all about for the South African leader. The focus of this project is to raise the bar for leaders in taking their organisations, sectors and the country forward with good leadership as the key factor of organisational success.

To those of you who missed out on the action, please see the photos on Instagram @SABPP_1. Further inputs are most welcome and can be submitted to marius@sabpp.co.za. Leaders will receive daily updates on progress with the development of the Leadership Standard, they can use the hashtag #LeadershipStandard and follow SABPP on twitter @SABPP1 or Talent Talks on @talenttalksnet or by visiting the Talent Talks website www.talenttalks.net or SABPP website www.sabpp.co.za

On behalf of the SABPP Board, we would like to invite you to the flagship event of SABPP, i.e. the 5th Annual HR Standards Conference on 26 October. Not only will we launch the leadership standard, but we also have a full suite of deliverables to share with you on the day, such as the first payroll standard for South Africa, as well as several new audit tools, including an HR strategy framework tool you can use to get your HR strategy ready for 2018.

We hope to see you all on 26 October at our annual conference in Kyalami, Johannesburg. It will be a proud moment to celebrate South Africa's first leadership standard pioneered by the HR community.
Leadership greetings

Siphiwe Moyo
Chairperson



Marius Meyer
Chief Executive Officer



Leadership

Standard Journey

Development of a National Leadership Standard in South Africa

Day 2: 26 October 2017
Leadership Standard Launch

Leadership

Standard Journey

Day 1 Event Feedback

"Wishing you and your colleagues the very best. You guys are doing good work."

Mteto Nyati, CEO: Altron

"We are thrilled to be part of this initiative. Thank you for giving us the opportunity, we will spread the word from our side as well. We will definitely attend and support where we can."

Sureunha Stegmann, Network Membership Support Manager: Executives Global Network

"In my opinion, the National Standard development process has matured and is at a significantly higher level, than the previous processes. The collaboration/endorsement with and by multinationals as well as Wits, provides a platform of serious intent to address the leadership miasma currently observed and felt in South Africa. Whilst by no means suggesting that this standard alone, will bring us to nirvana, it will tell all South Africans, that any person in a position of influence and/or leadership, must become a true leader or risk becoming eviscerated. South Africa is, unfortunately, at a point where the rancour of the past, will not bring about a magical transformation of authentic leadership. This requires hard work! Of particular interest to me is that significant effort which has gone into explaining what exactly leadership is not; my fellow students of philosophy will know that there is no better way to try and understand a concept, that to define what it is not. Lastly, the inclusive process of input, consultation and collaboration, driven by yourself and the SABPP stakeholders, will guarantee a grand National Leadership Standard, for all in South Africa and beyond! I wish you everything of the very best with your ongoing, and relentless, drive to improve the quality of human resources throughout the world."

Leon Steyn, former HR Executive: Bidvest

"To be part of this formation gives me courage for future of our country. Leadership development is key in taking business and people forward. I am grateful for the visionaries of SABPP to start this conversation."

Tebogo Mphamo, HR Manager: Tsogo Sun

"A historic moment in the journey of creating a beautiful tomorrow! Bridges were built across professional fields of practice, industry and business sectors. Thank you SABPP for taking the first step!"

Frank de Beer, Organisation Development Manager: Bytes

"What a wonderful opportunity to contribute to the making of history. I am grateful and humbled to be part of the creation of the Leadership Standard. I look forward to being an avid supporter and activist for implementation."

Lynn Roux, Head of HR: Bowman

"Inspiring Day ... Leadership must be the norm, not the exception."

Portia Heynes, Group Manager: Learning Development, Sun International

*"A great session that will have a national impact. I am proud to be part of this journey. I'm looking orward to the final draft." **Mmathe-ma Matle, Learning & Development Consultant, South African Reserve Bank***

"I am grateful to be part of this liberating process and experience. Cannot wait to be come back for the launch of the leadership standard."

Milka Hope, HR Head: Mercantile Bank

"The great intervention and mind blowing hours I have ever spent with such dynamic team. South Africans are achievers, South Africans are creative genius, South Africans are world leaders. God bless our country."

Pule Molalenyane, President: SAMWU

"It has been such an honour and privilege to be part of this journey of the development of the leadership standard. The great insights on leadership from different organisations has been a cherry on top. I hope that the standard will bring consistency and define the good leadership behaviours expected as per the elements identified. Looking forward to the draft and the launch of the standard."

Jeff Dube, Head of HR Operations: Pick n Pay

"We at SACONO are excited to be part of this process of development of a national leadership standard. It will assist in benchmarking and improve leadership ethics in all spheres. We are excited to emerge with the bigger team."

Tintswalo Makhubele, Secretary-General, SA Congress of Non-profit organisations

"What a privilege to be part of an important needed topic for individuals, employees, communities and SA as a nation. I look forward to being part of the promotion and creating conversations to take this forward and being instrumental in the change!"

Gwen Francis, HR Executive: Tiauto Investment

"A well-organised event on such a critical topic. Thank you SABPP for creating the environment for us to talk, discuss and debate the topic of leadership and how we can impact the standards of the future of leadership."

Sharmila Govind, Head of HR: BASF

"History in the making! Courageous and conscious leadership is necessary for SA at this time of our evolution."

Dr Michael Glensor, Former HR Executive at Liviero Group Lecturer at University of Johannesburg

"I feel really privileged to be part of this leadership journey. It was a most insightful day. There was such great value in the room that will definitely make a difference and add value to this journey. The buy-in of the three sectors is very important in determining the success of this standard."

Farah Imam, Administration Manager: Rand Water (A proud leader)

"Thank you so much for the opportunity to be part of the journey. The learning opportunity was 1 in a million! Looking forward to the result of a most enjoyable process!"

Rene Schoeman, Human Capital Manager: Bytes Systems Integration

"Thank you for the enlightening and inspiring discussions. I feel privileged to be part of this important event which is aimed at creating a new agenda for the leadership challenges we are facing."

Grace Madilonga, Head of HR: Financial Intelligence Centre

"It was an amazing day filled with so much knowledge and experiences. It has been such a great opportunity to share our thoughts on the future leadership standard."

Natalie Venter, HRD Co-ordinator: Anglo American

"It was a fantastic experience. Thank you to everyone that made it possible."

Fanny Grobler, Training Manager: SekelaXabiso

"What a wonderful and pioneering journey. Leadership is key to organisational performance."

Victor Rannona, Director: Adze Institute

"I feel very humbled, honoured and grateful to be a part of this great world changing initiative! I look forward to this standard being embraced by organisations and bringing the value add that it has been introduced for."

Sindiswa Maseko, CEO: New Dimensions Magazine

"It was an exciting day that has drawn so many good ideas from different people. The day was so good that I've learned from different intelligent people who specialise in HR from different angles. The leadership journey has started and we need to catch the train in time. Good luck on our journey."

Solly Ramphisa, Managing Officer: SAMWU College

"I'm excited to be here today. Brainstorming a National Leadership Standard."

Adriaan Groenewald, CEO: Leadership Platform

"Excited to be at SABPP Leadership Standard journey to define Leadership standards for South Africa."

Suren Naidoo, Head of HR: Outsurance

"The SABPP is showing leadership by starting a process from where they are. Today is a world changing experience. It is a privilege to be at the Leadership Standard event this morning."

Dr Louise van Rhyn, CEO: Symphonia and Founder, Partners for Possibility

"Congratulations on the work to date in developing the leadership standard. Please keep me posted of opportunities and challenges on this journey."

Yusuf Mahomed, CEO: Association Executives Network of South Africa



LEADERSHIP

Embracing Leadership now

by Lathasha Subban



For centuries, the term “leadership” has embraced the many chapters of history, where we have witnessed leadership “greatness” and “disaster”. Oddly enough, the world seems to never completely be satisfied with the various definitions of leadership, and as the years go by we see new and different leadership styles that never cease to amaze us.

From the legends of King Arthur, to the legacy of Nelson Mandela; from Mother Theresa to Princess Diana; their leadership style changed many lives and was globally embraced. The search for one’s authentic leadership is usually where the journey begins, and the circumstance one finds themselves within is also a defining leadership factor. However, many experts are drawing on the relevance of the “now”. What type of leader do we need now?

In the article by Sangeeth Varghese, “Embracing an open Leadership Style,” the author talks about the leadership evolving from past to present, and gives a few tips on embracing leadership of the present time.

An open leadership style, means collaboration and shared leadership vision from the team. “In King Arthur’s Round Table, Harvard professor David Perkins uses the metaphor of the Round Table to discuss how collaborative conversations create smarter organisations. The Round Table is one of the most familiar stories of Arthurian legend since it’s meant to shift power from the King who normally sat at the head of a long table and made long pronouncements while everyone

else listened. By reducing hierarchy and making collaboration easier, Arthur discovered an important source of power - organisational intelligence - that allowed him to unite medieval England.”

Varghese continues to encourage the drive for the development of a present time leader with the following tips:

1. Empower to challenge and develop people: Leaders should let go of their authority and hierarchy, and allow their team to make informed decisions. This requires their involvement, commitment and complete understanding of their responsibility and accountability.
2. Mentor and Coach to ensure success: Use these techniques or approaches to encourage development of strengths, support growth, and work on weaknesses.
3. Encourage risk taking: Innovation has a strong element of risk, and leaders must trust ideas from their team especially if they are well informed and evidence supported. Support of great ideas encourages trust and success.
4. Learner’s Licence of Leadership: In the words of John F Kennedy “Leadership and learning are indispensable to each other.”

In every era, a leadership trait or approach emerges for all to adapt and use. The idea of being a particular type of leader for our current times is not cast in stone. In fact, I believe it takes a combination of traits and approaches to survive the

leadership role. In South Africa, we are in need of leadership that is:

- ethical and drives transformation, equality and fairness;
- colourful, adaptable and astute as our Constitution;
- strong in the face of adversity, resilient like the spirit of our forefathers and a visionary that created our democracy;
- authentic in thinking, action and words;
- innovative, open and forgiving;
- the eyes, heart and soul for a nation and by a nation.

It is imperative that we get our leadership right, as our future generations have their eyes on us. As HR professionals, we build and encourage leadership, we drive the leadership culture and models within our environments. That therefore makes us a "Knight" at the "round table", with the responsibility to ensure the proper guidance and deliverance of leadership to the employees. A good place to be, with great worth and responsibility.

In the spirit of embracing leadership now, the SA Board for People Practices (SABPP) is in the process of developing a national standard on leadership to guide leaders with the requirements of good leadership practice. For more info contact me on lathasha@sabpp.co.za and follow SABPP on twitter @SABPP1 for daily updates as the process unfolds. Become part of this process in enable you to embrace leadership as a key success factor of your HR professional practice.

Lathasha Subban is Head of Knowledge and Innovation at SABPP.



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13 Steps To Breaking Down Barriers Between Leaders and Followers



By Adriaan Groenewald

Read through the article and then as a leadership barrier exercise, rate yourself objectively on a scale of 1 to 10 on the 13 points below (1 = useless; 10 = perfect). Those that score high, continue implementing these. Those that score low, strive to improve these.

We recently discussed the universal law of resistance: “All movement in life is accompanied by resistance”. Common language we use to identify the presence of this law are: challenges, problems, obstacles, constraints, issues, etc. We walk into the leaders office and say – “we have a problem, challenge.”

I shared an experience of when I was a young assistant manager in a large corporate. The MD walked into my office, when I was standing in for the manager. He sat down and chatted, then referred factually to our performance, followed by a question: “What challenges do you have that I can assist you with?” I answered none. The fact that he asked me made me feel good and I was impressed with him. But I still didn’t tell him anything about our challenges.

His instinct as a leader was great. But know this, that people

don’t just simply tell the leader about their challenges, for various reasons. As a leader you need to refine your skill to draw out of your people their obstacles, challenges – real or perceived.

So as a leader you can wait for followers to come to you with challenges, problems, or you can proactively go in search of these? Why wait? Is it because you blindly hope there are no problems out there, or that you reason staff should manage their own challenges, or you don’t like confrontation, or you are trying to steer away from any negativity, or???

If you understand that first and foremost your job is about creating successful movement, and that this function is either assisted or hindered by the law of resistance, you will start proactively working on your skills of processing resistance.

In general people are respectful or even wary of title and position. People mostly care what their leader thinks of them, whether it is because he determines their bonus, next promotion, fear him, or that they simply respect him.

So they often fall into the trap of showing and reporting selectively what they believe the leader should know, showcasing their best side in many instances; or they withhold the bad news for different reasons, including a belief that they will sort it out before the leader finds out. This is a natural consequence of a title or position of authority.

Be aware of the limitations that title or position bring, and never underestimate these. Constantly fight this barrier to you being in touch with reality and establish its nature as exactly as possible.

Symbolically such barriers may seem like a high wall between leader and follower, which means the leader cannot ‘see’ or ‘hear’ what is going on in the organisation, on the other side of the proverbial wall.

When followers move over to the leader’s side of the barrier, they behave differently to when they are on the side where the leader can’t ‘see’ or ‘hear’ them.

The barrier may seem like thick glass, in which case the leader can sort of ‘see’ the behaviour on both sides, but not ‘hear’. So, followers can smile while actually uttering negative comments and so fool the leader. Or, the barrier may seem like thin glass, in which case the leader can ‘see’ and ‘hear’ most of what goes on, but not the exact truth.

“One of your functions is to try and see any given situation that has been thrust upon you as it really is. Lacking this ability to see the truth means moving in the dark – and no doubt acquiring some unnecessary bruises as you bump into all sorts of obstacles.”

It is essential to be aware of this dilemma, which is a need to acquire accurate information on the one hand, while on the other hand the very people that provide the information report selectively, for various reasons.

Your aim must be to continually break down the barrier.

Anything that threatens an authentic open environment helps build the barrier. Anything that enhances an authentic and open environment breaks down the barrier.

There are a number of different strategies to be used:

1. Give instructions to your reports and not below them, but insist that you will access information at any level. This means you can walk the floor and ask questions of anyone.
2. Promote absolute openness and insist that reporting must include positives and negatives. Then, don't only focus on the negatives but recognise the positives as well when someone reports both.
3. Connect with people, at a deep level. A person who is truly connected to the leader will probably act more consistently – the same on both sides of the barrier.
4. Ensure your passions – and therefore your intentions – are in place. People respond more honestly to passion and pure intentions.
5. Ensure an accurate management information system. But make sure this is not your only source of establishing the facts.
6. Trust your 'gut' feel, intuition. When you feel something somewhere is not right, dig deeper, zoom in.
7. Understand yourself, to the point that you know what weaknesses may prevent you from following through on your 'gut' feel. Being liked/popular vs respected.
8. Share your views on given situations after your direct reports share theirs. Realise that should you share your views first, most will simply agree.
9. Ask probing questions when you feel that the person reporting to you may be volunteering selective information.
10. Don't emphasise title.
11. Create opportunities to make direct contact rather than depend too much on mediums like phone and email.
12. Have a clear, simple vision that inspires and unites, with an accurate and simple direction.
13. Know your industry well, so that you know what to ask.

As a leadership barrier exercise, rate yourself objectively on a scale of 1 to 10 on the 13 points above (1 = useless; 10 = perfect). Those that score high, continue implementing these. Those that score low, strive to improve these.

Adriaan Groenewald



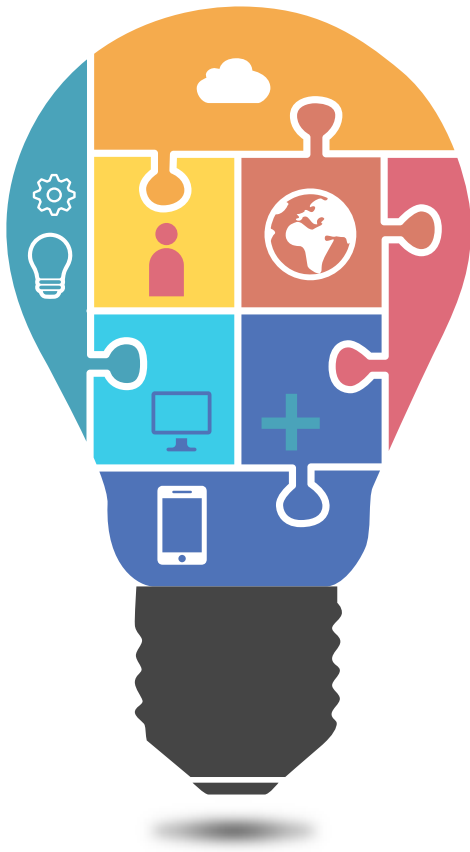


South Africa needs a leadership standard: A call for action by Marius Meyer

When we consider the current problems in organisations and society in general, it is evident that we face a leadership vacuum in business, government and society. While we can indeed be proud of pockets of excellence in both the private and public sectors, the reality is that excellence remains exceptions and not the norm. Therefore, we have reached the stage of a serious need to develop norms for leadership. We will not appoint an engineer without an engineering qualification, yet we let engineers report to leaders without leadership skills doing harm to followers, customers, the environment and society at large. This article challenges the reality of the leadership crisis, including the factors causing the crisis, but also offers the solution to building good leaders so that leadership in itself becomes the key success factor to organisational and national success.

Last month, we were all inspired by the CEO of Business Leadership South Africa, Bonang Mohale when he publicly committed business leaders in ridding the country from fraud and corruption, and to transform companies in developing black leaders as top managers. I am inspired by this commitment, and with the South African leadership project I want to support Business Leadership South Africa in a tangible way. Bonang has given us hope that business will come to the party in creating a better country for all its people in which the common good supersedes self-interest.

There is a total lack of leadership in many spheres of society. When the World Economic Forum annual session in Davos, Switzerland convened in January this year, the theme was responsible leadership, less than two months after Americans



elected their most “unpresidential” president, Donald Trump. Since then, his popularity ratings have gone down. In South Africa, we also face a crisis in leadership, so much so that we have run out of role models and leaders. Any person putting up his hand to enter a leadership position, is accepted by followers and the absolute lack of accountability and consequences management, has resulted in society adopting an “anything goes” mentality on leadership. The current factional battles in the ruling party exacerbates the problem to the extent of the media and public have now become the only trusted independent judges, and the narrative in their mind is the often one-sided minimalistic and simplistic categorisation of ethical versus non-ethical leaders, let alone their level of effectiveness as leaders in driving specific organisational or societal outcomes.

Given the leadership crisis, I asked myself: What is the solution? Is it possible that leaders are totally oblivious to their incompetence as leaders? How did we get into this mess in the first place? How come that leaders have no insight into their lack of leadership? How come that leaders do not have a conscious at all? How does a leader go to bed at night, knowing full well that s(h)e did not add any value as a leader during the day? How is it possible that leaders don’t care at all? Or are they simply unconsciously incompetent?

In 2013 the SA Board for People Practices (SABPP), developed the world’s first set of national human resource (HR) standards

to guide HR teams in applying a consistent set of HR practices aligned to the overall goals of business. We had a situation that any person ended up in HR and could do what they wanted to, but we then decided to start the process of “cleaning up” the HR profession.

The solution to the leadership crisis is a leadership standard. This year the HR project is expanded to include a leadership standard for managers. The objective of the leadership standard journey is ultimately to create a set of leadership standards for the country. It aims to inform stakeholders and clearly position their role in the leadership landscape, as well as to motivate people in business and government, and civil society with the knowledge and power to take action.

A ‘hands-off’ approach to leadership issues is no longer an option. Leaders need a framework with a clear standard on what is acceptable and unacceptable leadership behaviour. In fact, the standard must be so strong that barriers to entry must be raised significantly and leadership development must be compulsory for all leaders. For example, if you are unethical, you do not qualify for leadership. The King IV Code on Corporate Governance for South Africa starts with the premise that board members as leaders of the governing body must be ethical and effective. This principle assumes that unethical and ineffective leaders should not be on governing bodies. How can you direct an organisation into the future if you are driven by self-interest, greed and other unethical and destructive leadership thinking and not the greater common good in terms of the stakeholders of the organisation?

The right leadership practice will enable the right staff and stakeholder behaviour, thereby leading teams, organisations and the nation towards success. Inevitably, with SABPP having raised the bar on HR practice, attention is drawn by many stakeholders to the parallel need to raise the bar for the people management skills and behaviours of organisations’ leaders and its managers at all levels of the organisation.

The SABPP sees leadership as the first in a list of key people practices that managers need to master for proper governance and performance. Once the leadership standard is in place, other people management standards can follow. These people management standards should cover guidelines on how to manage people such as teamwork, delegation, dealing with conflict and ethics management.

I am inviting leaders to join me for a national conversation on leadership on 14 September in Kyalami, Johannesburg. But this will not be a talk shop, but a leadership factory or shop. We will create a common understanding of the leadership we desire to become a winning nation. If we continue to be unsuccessful in our leadership journey, our current problems of unemployment, poverty, inequality and zero economic growth will simply be perpetuated. Thus, the leadership standard project is a leadership factory and we will then sell it to the nation in getting their buy-in and support. As partners in developing this unique leadership journey, an opportunity is created to reach a common understanding of the demands of

leadership which can serve two important functions:

- To present to leaders in simple terms what is expected of them; and
- To form the basis from which to understand current failures of leadership in many sectors.

And surely we want to set ourselves up for success and prevent further leadership failures. From here, we can identify specific actions to improve leadership at all spheres in South Africa. The country calls on leaders to share, develop and create the leaders they want to see. If the sustainability of organisations is our aim, we should only have leaders who are interested in sustainability. And if we cannot trust our leaders to sustain our organisations, our future is already at stake.

Within an organisation, especially those with multiple sites, inconsistencies in leadership and people management practices occur. The problem is further exacerbated by the fact that leaders at different levels have different levels of competence. The different philosophies of universities, business schools and other learning providers contribute to the problem, given the fact that some institutions' management and leadership curriculums are dominated by traditional management approaches developed during the previous century, while current and future demands require a different leadership paradigm and competence. The result is that students exiting these institutions come from different academic backgrounds based on vastly different schools of thought. In many cases, these students have to be retrained according to the needs of the organisation and its environment, and some companies even go as far to create their own corporate universities to train their own leaders. At least these organisations care about their leaders and their followers, that is the reason why they train them. Those organisations who don't care at all, also don't train and develop their leaders.

The enormous body of research and academic writing on the topic of leadership illustrates how complex the concept

of leadership can be. On no other topic has more books and articles being written than on leadership, yet every newspaper is a collection of articles on leadership failures – from the front pages, to the sport pages, to the business pages. However, most people taking on leadership roles with the aim of achieving leadership success would like to know in simple terms what is expected of them and how they can continuously improve their leadership skills to achieve greater impact as a leader.

Poor leadership is holding back the development of the South Africa we want to see, in fact without leadership, we will not be successful in achieving the goals of the National Development Plan (NDP), with only twelve years to go. We cannot accelerate NDP implementation if we don't accelerate leadership development. Therefore, we need commitment to bring forth action and lead with a standard of excellence in leadership. The effects of poor leadership can be seen across society:

1. Private companies are limiting their own profits by not leveraging the role of leadership in driving performance, others are simply maximising profits at the expense of key stakeholders such as employees, customers and society at large;
2. Public service organisations and government departments in all three spheres of government are under-performing when it comes to service delivery and ethics, as a result of ineffective leadership;
3. Non-profit organisations are stagnating, wasting funding and limiting their own growth or moving backwards, due to a lack of leadership in crafting better strategies and execution plans.

The period 2015-2017 has presented us with several cases of poor leadership in each of the above three categories. Some of the reported cases in the media are as follows:

- State Owned Enterprises becoming financially compromised, thereby increasing the state's risk of debt defaults on its contingent liabilities and thus investment



- ratings agencies downgrading the country;
- Companies in several major sectors of the economy such as construction charged with collusion and anti-competitive behaviour;
- Ongoing violent protests at universities and in several towns throughout the country;
- Several schools achieving (sic) a 0% pass rate in the matric examination, attributed to poor leadership by principals.

Some of the possible causes of leadership failures are as follows:

- People with functional knowledge or technical expertise move into leadership positions without leadership training or skills;
- Different and divergent perspectives and definitions of leadership with the result that different leaders try different approaches, some of them failing in practice;
- Managers attempting to apply management theories from overseas without adapting them to the South African context;
- A lack of leadership vision and strategy, and many execution gaps;
- Poor decision-making skills by leaders resulting in disillusioned followers;
- Ineffective and outdated leadership and management practices frustrating employees and customers;
- A lack of accountability and responsibility;
- Poor governance and ethics;
- Inadequate leadership development inside and across organisations;
- Managers often do not have the right qualifications and/or the right leadership skills to take their organisations and people forward;
- Chasing short-term targets at the expense of long-term sustainability and social relevance in the broader society.

The results of poor leadership are manifold and include, amongst other things:

- Waste of resources and disengaged workforces;
- Inability to perform or compete internationally on key benchmarks;
- Inability to build and sustain high performance organisation cultures;
- No or poor corporate citizenship;
- Slow progress in implementing the National Development Plan (NDP);
- Poor service delivery;
- The perpetuation of a “business as usual” approach by not making any difference to the country’s big problems: Education, Inequality, Unemployment, Poverty, Health and Crime;
- Many lost opportunities to resolve South Africa’s problems as a result of the inability of leaders to form and build effective public-private partnerships.

An explicit standard and approach is needed to utilise the

knowledge of South Africa’s good leaders and to replicate and build on their successes. Good leadership should become the norm and not the exception, hence the need for a leadership standard that spans across industries, sectors and spheres of society. Exceptional leadership is needed to take organisations, industries and South Africa as a country forward.

It has been said so many times that we get the leaders we deserve. We elect and appoint leaders and while leaders are failing, followers are failing, organisations are failing and society is failing. We are failing because we don’t have a clear picture on what good leadership is about. In the absence of an explicit leadership standard, we are risking our future by following leaders who are good at making a lot of noise and misleading us into a very uncertain and unstable future, thus going nowhere slowly with outdated and empty slogans and little action before we regress into our eventual demise. We need leaders who can provide us with hope, direction and inspiration towards a bright future (not a mediocre or better future). We need excellence, not mediocrity. Conventional wisdom will not take us anywhere, we need fundamental change and transformation into a new world that does not exist currently. The sky is not the limit, it is the beginning.

Against the backdrop of the leadership crisis, the development of a national leadership standard will assist in mobilising and developing authentic leaders to rise to the occasion with clear guidelines for leadership practice. An honest conversation will form the foundation, followed by focused collaboration and action. As authentic leaders we will recognise our shortcomings and get help, but individually and collectively commit to improve our leadership based on a clear standard of action. The standard will be developed in a collaborative manner and formally launched at the 5th Annual HR Standards conference on 26 October.

In the light of the above explanation about the need for a national leadership standard, it is clear that a formal approach is needed to commence with this important initiative to formalise a national approach to first set leadership standards, and then to develop the country’s leadership talent in a focused manner. It is the intention of this project to move away from the current approach of leaders being appointed without leadership skills, but rather to encourage, develop and replicate good leadership behaviour and practices.

The leadership standard journey starts in September 2017, but it will continue through the different phases and milestones of the process until pockets of excellence are replicated to multiply leadership success stories. Also, a leadership network will be formed to ensure that leaders are supported by fellow leaders and leadership experts in ensuring that all leaders are set up for sustainable success. In 2018, further people management standards will be developed in support of the leadership standards. These people management standards will guide all managers to become better managers of people, thereby assisting them to unlock the potential of their people and organisations.

Despite so many examples of poor leadership around us, the leadership journey has started, and we need to ensure its success in creating successful and sustainable organisations. The standard will set the benchmark for leaders, and ensure a framework is available to hold leaders accountable for their behaviour and actions. Now is the time for leaders to rise and set the standard for leadership so that we can realise our potential as a nation in becoming a competitive country.

World leadership cannot be achieved without world-class leaders. We owe it to ourselves and the next generation to have the best possible people in leadership positions – as school principals, rectors of colleges and universities, entrepreneurs, business leaders, student leaders, government departments leaders, municipal leaders, political leaders, community leaders, heads of non-profit organisations or any other entities. The leadership standard will be the legacy of South African leaders, and inspire us to greater heights and tangible actions. This article is a call for action in raising the bar for leaders by setting a leadership standard for South Africa. Let us thrive as leaders and set the tone for creating a thriving South Africa. Please join me in making a contribution to this exciting initiative. We need leaders with a leadership voice and commitment to leadership action. Become involved and follow all the action on hashtags #LeadershipStandard and #leadersmustrise

Marius Meyer is CEO of the SA Board for People Practices (SABPP), the human resource professional and quality assurance body of South Africa.



A blue banner featuring a white Twitter bird icon on a dark blue brushstroke background. Below it, a white arrow-shaped box contains the Twitter icon, the handle @SABPP1, and the text "JOIN THE DISCUSSIONS #hrstandards". A large blue arrow points to the right.

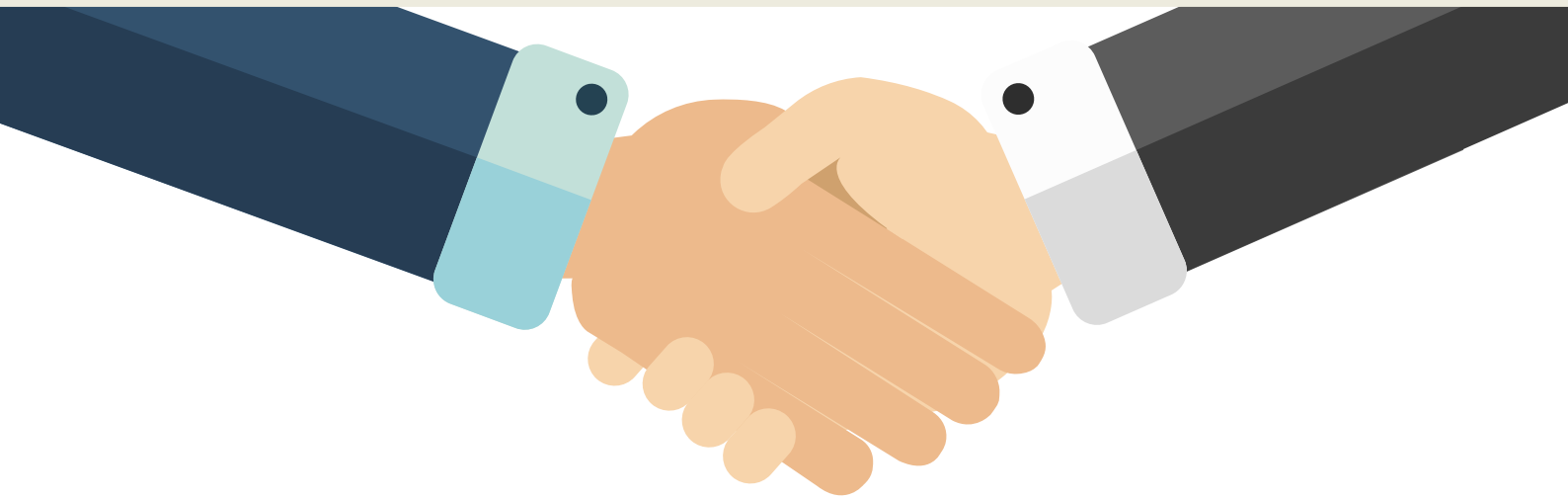


A blue banner featuring a white Facebook 'f' logo on a dark blue brushstroke background. Below it, a white arrow-shaped box contains the Facebook icon, the text "FACEBOOK/SABPP", and "JOIN THE DISCUSSIONS". A large blue arrow points to the right.



#LeadershipStandard

COLLABORATION



HR COLLABORATION ALLIANCE

We are proud to announce that three South African human resource (HR) professional bodies have formed a historic alliance over the last month. They are the SA Board for People Practices (SABPP), the South African Reward Association (SARA) and the South African Payroll Association (SAPA).

The three bodies have developed good relationships over the last four years culminating in the signing of a memorandum of agreement to establish a formalised HR collaboration alliance. The unique strengths of the three bodies will be leveraged for increased member benefits and for advancing the respective areas of specialisation.

- SABPP is the HR quality assurance and professional body registering HR professionals and accrediting learning providers. SABPP is the first HR professional body in the world with national HR standards, including a full audit framework.
- SARA is the professional home of reward and

remuneration practitioners and is the largest reward professional body outside the USA. SARA developed minimum reward standards for South Africa.

- SAPA is one of the top five payroll associations in the world and has played a pivotal role in professionalising payroll practice in South Africa with the establishment of the first payroll qualifications and designations in the country. Recently, SAPA and SABPP started the process of developing the first national payroll standards for South Africa.

Members will be able to attend each other's events at discounted rates, and to leverage opportunities for the sharing of research, resources, advocacy and stakeholder engagement. We trust that this alliance will not only increase the value proposition for the respective membership entities, but also provide opportunities for advancing the HR, reward and payroll professions throughout South Africa.

Allen Lombard
COO: SARA
www.sara.co.za
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James McKerrell
Chairman: SAPA
www.sapayroll.co.za
Twitter: @sapayroll



MEMBERSHIP DESK

New Membership

Registration

12 months discount to all new members!!!!

Apply for membership between the month of October & November and enjoy the benefits of being a member without paying the 2018 annual fee.

To all professionals who previously intended to join or want to register with SABPP please do so now, this is the right time for you. Register for any professional membership designation during the month of October and November and enjoy the benefits without paying for 2018.

For more information please contact professional@sabpp.co.za

Renewals

A call to all members who have not paid for their 2017 renewal fees. As we are approaching the end of the year, preparing to send the renewal invoices for the year 2018, we hereby request all members with outstanding fees to make payment and avoid delays in receiving invoices.

Please contact retention@sabpp.co.za or log in to your profile for more information.

LQA

SABPP visits CTU Training Solutions (Pty) Ltd

On the 20th September 2017, the SABPP visited CTU Training Solutions (Pty) Ltd. The meeting comprised a meet and greet with the HR team of the institution, the programme facilitators and first and second year National Diploma in Human Resources Management students (NQF L5). Naren Vassan presented the SABPP's role as a HR Professional body and how the Quality Assurance relationship is managed between the institution and SABPP. Students were informed about the HR industry and the current economic situation in South Africa, and its impact. A focus area of the presentation was Ethical leadership and HR's role in implementing an ethical culture in the workplace.



Naren Vassan, SABPP's Head: Learning & Quality Assurance with CTU Training Solutions HR Staff and administrative team.



Mrs Mirriam Mazibuko, Director of the Orlando Childrens Home in Orlando, Soweto with SABPP Staff during the blanket handover on the 25th August 2017.

Charity Begins at Home

SABPP's Learning & Quality Assurance department has initiated charity drives as part of its corporate social initiatives since 2014 and has successfully raised funds, collected stationery and blankets for various charities. This year we reached an all-time high through generous donations from SABPP staff, SABPP Accredited Training providers and a few SABPP HR Professional members. An amount of R3000 rand was raised subsequent to the 4th Annual Training Providers Forum hosted on the 28 July 2017 and 100 blankets were subsequently purchased superseding the 67 blankets target we had set. The blankets were donated to the Orlando Children's home on the 25th August 2017 and the SABPP welcomed Mrs Mirriam Mazibuko, the Director of the Children's home to receive these. The SABPP wishes to thank all those who generously contributed to the drive.

Concluding on the SABPP LQA's Annual Monitoring Season

The last six weeks have had the department occupied as staff conducted the last of the monitoring visits for this year. During the monitoring season, the SABPP LQA staff successfully conducted:

1. 35 Monitoring visits
2. 15 external moderations
3. Site inspections for Final Integrated Summative Assessment venues which will be utilized for the SABPP centralized FISA's commencing on the 30th November 2017 for two qualifications and an additional four qualifications in 2018.

Final Integrated Summative Assessments – FISA Documents and Information Sharing

On the 14th September 2017, the LQA department communicated to all SABPP accredited training providers via email sharing information in aid of preparing them for the first compulsory session and provided them with the following documentation:

- Invigilation guides.
- Assessment practices and non-compliance
- Templates for registering students for examinations.
- Checklists – learner and invigilator preparation
- Examination guides for:
 - FETC – Human Resources Management and Practices Support
 - Business Administration – Employee Relations
- SABPP Registered FISA sites
- Examination dates:
 - 30 November 2017
 - 1 March 2018,
 - 7 June 2018,
 - 6 September 2018,
 - 20 November 2018 – Quarterly dates

Recognition of Prior Learning – RPL

What does it mean? How does it work? Can anyone attempt it? Is it a lengthy process? Who are the stakeholders? How much does cost? Can RPL be done a specific job task? Should RPL only be done for a qualification? How is assessment managed? What type of evidence is required to check my knowledge/skills and application of my task?

SABPP invites you to participate in the formulation of an RPL guide. Send us your questions or comments on the concept and we will compile a comprehensive Frequently Asked Questions (FAQ's) guide for release.

Email: naren@sabpp.co.za

Something big is coming!

The SABPP is planning a Learning & Development conference in 2018. First of its kind for the SABPP, this conference caters especially for the largest group of our Professional Membership, Learning and Development practitioners. Planned topics include "The constantly evolving landscape of learning", "Learning how adults learn", "The role of the QCTO in the Learning & Development Industry", "eLearning – does it work?" and "Gamification".

Send us your ideas for the conference and what you would like to be discussed, we invite you to join us in the planning and coordination of the conference.

Email: naren@sabpp.co.za

Making CPD easy for you!

eStudy joined SABPP, in 2016, as a full member with the intention to achieve accreditation as a training provider. eStudy, in partnership with CrossKnowledge, presents a Digital Platform (LMS), eLearning Content and Content Development Tools. Accreditation was achieved, and subsequently thereafter SABPP has granted accreditation to more than 120 training programmes, mostly on a CPD and Unit Standard Level. In addition, a 12 month internship / mentorship program, also endorsed by SABPP, are available on 5 different management levels. All programs are presented via the eStudy Digital Platform, including Assessments.

Through the Standard Quality Control procedures, SABPP evaluated the quality, scalability and user friendliness of the digital platform, with the focus on eLearning capabilities. The same QA process was applied on the learning content, and it's relevancy to HR Practitioners and related professions. The results of the investigations have proved to be positive with significant potential benefits to all parties.

Through this alliance, SABPP and eStudy have agreed to make the CPD accredited eLearning content, available to SABPP members and student programs. The Internship Program, on the different management development levels, will be part of the deal.

We will shortly be emailing out communication specifically related to this within the next month. The email will include details on the range of programmes that will be made available to our professional members, the discounted pricing model for this as well as how long a member will have the content available to them.

More than a Motorcycle



The Leadership journey at Harley Davidson

**By Annetjie Moore, SABPP HEAD:
HR Audit and Harley Davidson enthusiast**

As early as in the 1980's Harley Davidson CEO, Rich Teerlink realised that the normal command and control leadership will not sustain turn the troubled company around in the long run as it provides limited effectiveness. In his book, *More than a motorcycle*, the journey is described how a new sustainable company was created where people are recognised as the only sustainable competitive advantage.

The 'renewed' leadership style which was to create and sustain an environment in which employees work together towards achieving the business goals, not because they should, but because they want to. Leaders would take the question to the people to create extraordinary solutions and contribute to the success of the business. Resulting in a business where employees take responsibility.

Coupled with the change in leadership style, the organograms were changed to reflect a circular environment, moving the headspace of people from hierarchical pyramid organisation to a philosophy of circle organisation with the right people at the right time to do the right work in a team- orientated business. The circle organisation is based around the core processes of Harley – create demand, produce product and provide support – which are depicted by three interlocking circles. Moving away from the pyramid organisation, these circles represent shared leadership and cross-functional teams.

In this manner, the managers, become coaches to facilitate problem solving, rather than making decisions. The most asked question was 'Who's in charge here?'

To facilitate this change process, the Strategy & Leadership Council was created where the three circles overlapped. Intense change process where the Leaders were coached to become coaches to ensure success of this revolutionary approach to the business. In addition, partnering with stakeholders was

included in the vision statement "to continuously improve the quality of mutually beneficial relationships with all stakeholders". This was also expanded to create an inclusive labour force through consulting and consult with the unions on new plants. This turned out to be a positive step and the unions proposed many improved processes in the new plant – both parties focus on continuous improvement.

This model was proven to be successful and most of these aspects are found in the proposed SABPP's Leadership Standard where a shared vision is created by the leadership with continuous reflection and improvement to create a sustainable business.

**This article was published on 9/5/2000
[hbswk.hbs/archive/1677.html](https://hbswk.hbs.edu/archive/1677.html)**



INDUSTRY NEWS



Understanding your workforce's creativity

by Lathasha Subban

The world of work is changing, and employees have to be more adaptable, innovative and “creative”. It is these elements that drive the competitive edge of a business and its sustainability. Human Resource (HR) has to also evolve to the levels of adaptability, innovation and “creativity, to ensure that the workforce reaches those levels. My curiosity was provoked by the notion of creativity. How do I identify or understand the creativity an employee has, or how do I develop a creative workforce? More importantly, is why is creativity required in a business?

“The study reveals a workplace creativity gap, where 75% of respondents said they are under growing pressure to be productive rather than creative, despite the fact that they are increasingly expected to think creatively on the job. Across all of the countries surveyed, people said they spend only 25% of their time at work creating. Lack of time is seen as the biggest barrier to creativity (47% globally, 52% in United States).”

<http://www.adobe.com/aboutadobe/pressroom/pressreleases/201204/042312AdobeGlobalCreativityStudy.html>

Creativity in the workplace is a dire requirement because it develops ideas, products, innovation and even behaviour. Employees should be encouraged to tap into their creativity

“space” and drive new ways of doing work, products and services that grow and develop business. In the study by Hsiang-Yung Feng Institute of Economic and Social Studies, Taiwan, “A creative economy is the latest developmental stage in global economic restructuring. Numerous countries and enterprises have emphasized competitive advantage by “creativity” and “innovation.” Innovation competition in education has recently become a popular method to elevate student creativity. Education policy-makers have emphasised the urgent need to develop “human resources,” particularly to promote creativity, adaptability, and enhanced communication. Most scholars investigating creativity and education have focused on the relationship between teaching and creativity or individual student creativity. The creativity domain is a promotional, inhibition-supportive creative environment system.”

By unleashing the creativeness within an employee, the company can position itself more competitively, and develop innovative products and offerings that increase their market share. But how do we recognise creativity? Is there a particular look that an employee must have, or a behaviour or a gadget? Actually, in his talk on the 7 September 2017, at the University of Johannesburg, College of Business and Economics Industrial Psychology & People Management (IPPM) HRM Advisory Board meeting, Professor Federico Freschi (Executive Dean of the Faculty of Art and Design), mentioned “that creativity is about survival”.

Human beings have the ability to “create solutions” that ensures their survival. We have seen this through ages of evolution, growth and development of mankind. Business as well needs creativity to ensure its survival, and HR needs to understand what creates creativity.

According to James Hewitt, Head of Science & Innovation, Hints Performance, in his article 3 Ways to Unleash your Creativity, where he states the 3 conditions that “fashions” creativity:

1. When we apply and combine old ideas in new ways.
2. When we feel enough pressure and incentive to encourage flexible thinking.
3. When we don't get too comfortable.

In my personal experience, creativity also thrives in these instances:

1. A problem state that requires a solution.
2. Frustrated state that pushes your limits in patience, persistence and achievement.
3. A calm state of thinking and development. Where anxiety and stress are eliminated.
4. An associated thought or idea that is inspired by another idea.
5. Practicing your “passion” like dancing, singing, sport, poetry etc.

As HR, we have to understand the creativity triggers within the organisation to drive a creative and innovative culture. HR should:

- Understand the employees creative thinking and skills.
- Provide positive platforms that invoke, drive and culminate creative thinking and idea generation.
- Enable the thinking with processes that materialise the creativeness in the idea, product etc.
- Drive innovation by encouraging creativity in thought leadership, behaviour and action.
- Create an inclusive approach that involves employees at all levels to escalate their creative ideas.
- Benchmark companies that have utilised creativity as their competitive edge.
- Recognise and encourage different types of creativity existent in the workplace.
- Don't underestimate the ability of employees to be creative and let them surprise you.
- People will always have the ability and potential to develop creative skills. Encourage it.

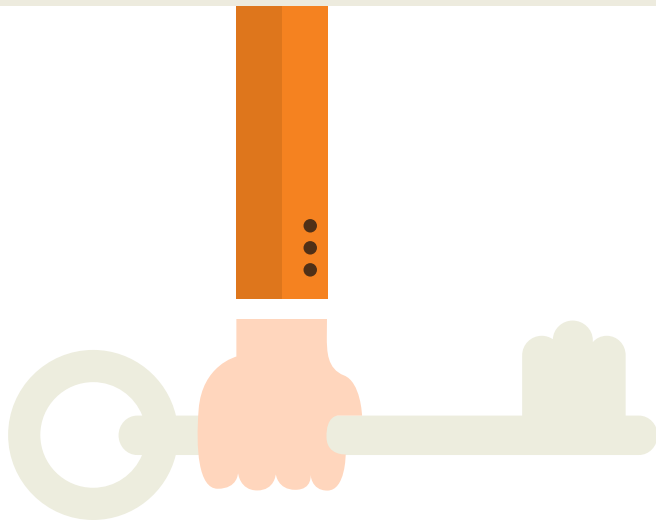
According to Jenny Soffel Website Editor, World Economic Forum, in her article “These are the Worlds most Creative Countries” , where she highlights the top 25 countries on the Global Creativity Index. The article discusses “A new study by the Martin Prosperity Institute, titled the Global Creativity Index 2015, presents a new model of economic development. It calls this the “3Ts” – talent, technology and tolerance – and ranks 139 nations on each of these pillars, as well as their overall measure. The three dimensions are described as follows:

1. Technology – Research and development investment, and patents per capita
2. Talent – Share of adults with higher education and workforce in the creative class
3. Tolerance – Treatment of immigrants, racial and ethnic minorities, gays and lesbians

The study says that in the knowledge economy, where consumption and production are based on intellectual capital, the 3Ts and overall creativity are linked closely to economic and social development.”

Creativity is another way of understanding your workforce. It does not stop at just a company level, but escalates to an economic level as well. Creativity is driving the successes of the business by creating ideas, thoughts, intention and action. It is the fundamental skill of human beings who have an inborn competence to be creative. I think the important part is to realise that we all are creative in different aspects, but creative nonetheless.

So even if you think you are not the creative type, think again. We are born with it!



The 5 key personal challenges facing leaders today

by Siphiwe Moyo

The Leadership Standard Journey is one of the most exciting projects to be involved in. While we are excited about the historic significance of the leadership standard process, leaders must realise that there will be some uncomfortable realities that they need to face and work through if they want to grow, perform and survive as leaders. As a leader you will have good days, but you will also have bad days. You will have to accept that leadership is in itself a continuous journey of reflection, challenge and affirmation about your role and existence as a leader.

The personal realities or challenges facing leaders today are as follows:

1. People will question you. They will challenge and attempt to discredit you. Get used to it and be ready for it.
2. People will purposefully create misunderstanding about you. You will be attacked or labelled for the good things you are trying to do. Mediocrity will always try to bring excellence down, but don't allow this to happen.
3. You will be offended, but rise above it. Managing offence is key to the success of any leader. Great leaders keep on doing good by being relentlessly focused on their vision.
4. Leaders must sacrifice themselves for their organisations. A bad leader will sacrifice the organisation for himself or herself to drive some personal agenda.
5. Good leaders always thrive in the long term, while bad leaders may thrive in the short-term. When you watch bad leaders, you may be puzzled why they are successful, but the reality is that they only prosper for a while. They hang on to power, while people don't want them there. Eventually they will fall and be replaced by better leaders who will take the organisation forward. Keep focusing on long-term success, despite short-term setbacks and challenges.

Some leaders are popular in their ability to get people to follow them, even if their strategies are weak. Real leaders are those who are able to lead by being true to themselves and their stakeholders. They will continue to persevere and lead their vision and strategy forward despite distractions,

disruption and personal attacks and vendettas against them. Good leaders will simply continue to do good and build better organisations and societies. The leadership standard will provide direction, focus and motivation for all good leaders to develop their leadership potential and to be part of a community of leaders ready to grow and excel as we all embark on the journey to leadership excellence.

Siphiwe Moyo is Chairperson of the SA Board for People Practices (SABPP) and a motivational speaker. He was interviewed by Bob Mabena on South Africa's leadership standard on Power FM Radio Station on 15 September, a day after the standard development process started. You can follow him on twitter @SiphiweMoyo for daily tweets about his ideas on life and work.

Leaders will receive daily updates on progress with the development of the Leadership Standard, they can use the hashtag #LeadershipStandard and follow SABPP on twitter @SABPP1 or Talent Talks on @talenttalksnet or by visiting the website www.sabpp.co.za

Leadership

Standard Journey

Development of a National Leadership Standard in South Africa

**Day 2: 26 October 2017
Leadership Standard Launch**

BOOKING NOW OPEN

Venue: Theatre on the Track, Kyalami

What is the impact of the Assign Services Case on Temporary Employment Services (TES)?

by: Global Business Solutions

For many years, TES providers, which were formerly called labour brokers were the backbone of the South African employment landscape. This is because they provided work to a vital sector of the population (youth and unemployed individuals). To illustrate this, according to the Quarterly Labour Force Survey (QLFS) released by Statistics South Africa for Quarter 1 of 2014, the TES sector contributed 847 294 jobs to the formal economy.

There has been a lot of debate surrounding the word 'deemed' in the Labour Relations Act (LRA). Numerous arbitrations have found that a parallel employment relationship comes into existence after the employee has been with the TES client for three months. What this means is that both the TES provider and the TES client become the employers of the TES employee.

This status quo was threatened with the following Labour Appeal Court (LAC) decision.

On 11 July 2017, the LAC set aside the Labour Court (LC) decision which instituted this parallel relationship. After this, an appeal was launched in the Constitutional Court (CC) in an attempt to have the LAC decision reversed. The effect of this is that the LC decision remains in force in terms of s18(1) of the Superior Courts Act.

How this will impact you and your business

If you use the services of a TES, you will not suddenly find yourself having a lot of extra employees. As we said previously,

leave to appeal has been filed - with the Constitutional Court - against this LAC decision. Even if the LAC ruling is confirmed, there should be no transfer of employment after three months. Parallel employment creates the ultimate protection for a worker and we are sure this will be the decision of the CC.

This case is one of many that will be discussed at this year's Annual Labour Law Update (ALLU). Other questions that will be answered include:

- How does one determine if an employment relationship exists? The recent Uber drivers case and the implications thereof will be looked at.
- What possible implications are there when social media comments are made by employees?
- Does "anything go" in union conduct?
- What happens when an employee is dismissed without a hearing?
- What are the recent decisions of the Court in litigation on the Equal Pay for Work of Equal Value principle?

The day-long ALLU is taking place across the country between the middle of October and early November. The dates are as follows:

- Johannesburg: 18 October 2017
- Durban: 20 October 2017
- East London: 24 October 2017
- Port Elizabeth: 9 November 2017
- Cape Town: 10 November 2017





What is the Global Business Solutions' Annual Labour Law Update all about?

Global Business Solutions' Annual Labour Law Update Seminar is a day-long session during which our CEO – renowned labour law specialist, Jonathan Goldberg – unpacks the latest labour law cases and focuses on what they mean for your business.



Who Should Attend?

Global Business Solutions' Annual Labour Law Update has become the must-attend seminar for all HR, IR and ER practitioners in South Africa.

Johannesburg, Balalaika Protea Hotel:	18 October 2017
Durban, Coastlands On The Ridge Hotel:	20 October 2017
East London, International Convention Centre:	24 October 2017
Port Elizabeth, Boardwalk Convention Centre :	9 November 2017
Cape Town, Crystal Towers Hotel:	10 November 2017



We are proud to announce that the SA Board for People Practices (SABPP) has accredited this seminar with 7 CPD HR Points.

www.globalbusiness.co.za

Tel: 086 111 5457

PARKTOWN DECLARATION - AUGUST 2017

Continuing Professional Development (CPD) Declaration

As signatories to this declaration, we the undersigned, as duly nominated representatives of our organisations, commit our organisations to the following shared continuing professional development (CPD) principles and practices:

Given that:

1. CPD is the ongoing improvement of specific designation-linked competencies.
2. CPD can occur;
 - a. In the workplace
 - b. During coaching and mentoring
 - c. Outside of the workplace
 - d. Through courses, workshops and seminars
 - e. In self-directed learning
3. CPD must be cognate with the designee's profession.
4. The designated professional takes responsibility for his/her required CPD.
5. The designated professional takes responsibility for CPD records as required by the body she/he belongs to.
6. CPD points are typically measured in direct hours; one relevant CPD hour is one CPD point.

The signatories hereby commit to:

1. Being SAQA recognised professional bodies' of good standing.
2. Maintaining the professional standards in each professional body area and to do whatever we can to assist professionals achieve that standard.
3. Professionally governing its CPD programmes.
4. Awarding of CPD points based on the approved competency model related to professional body.
5. Making it as easy as possible for designees to undertake CPD.
6. Making CPD opportunities available as widely as possible to its designees.

In line with the principles above we:

1. Commit to managing our bodies' CPD policy and practices professionally and in line with the NQF Act and relevant SAQA policy and directives.
2. Recognise and accept that co-signatories to this declaration are all operating in the best interests of their members and the public that their members serve
3. Recognise the approved CPD programmes of all signatory organisations as it relates to each signatory organisations competency profile and code of ethics.
4. Recognise that other SAQA recognised professional bodies of good standing that may wish to become signatories to this declaration can do so at a point in time suitable to their bodies' development.




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STUDENT CHAPTER

SABPP CUT STUDENT CHAPTER LAUNCH



On the 31st August the SABPP launched the 11th student chapter in the country at the Central University of Technology, Free State Bloemfontein Campus. This followed a presentation that was done on the 16 March 2017 by SABPP CEO, Mr Marius Meyer and Head of learning and quality assurance, Mr Naren Vassan. Mr Meyer presented on the role played by SABPP and its various benefits of joining the student chapter.

At the launch, all the newly registered SABPP students received their member certificate handed by Mr Marius Meyer and Ms Kgomotso Mopalami Chairperson SABPP Free State and CUT Alumnus.



After the certificate handover, the students elected SABPP CUT Student Chapter committee for the year 2018.

The committee members are as follows: Sekoele Ramajoe: Chairperson SABPP CUT Zuko Hlanjwa: Vice Chairperson SABPP CUT, Kamohelo Molefe: Secretary, Fhatuwani Raliphaswa: Deputy Secretary, Neo Tlali: Operations Officer, Lindiwe Bosman: Deputy Operations Officer, Polo Sengoara: Public Relations Officer, and Mojalefa Alphonse: Financial Officer.



The launch marks another milestone for the Department of Business Management at the Central University of Technology after being accredited by SABPP in 2015. It was an exciting event and also the staff from the department and SABPP expressed their feelings about this thrilling moment.

"I hope that the launch will be informative and beneficial to the department. It will help us to develop the type of HR practitioners our country needs and those that will contribute to the economic growth, HR professional and ethics issues; including corruption," said Prof. Tshedi Naong, Head of the Department Business Management.



"I am proud that the second best student in the country to win the SABPP National Excellence Awards is from CUT. Congratulations to Mr Zuko Hlanjwa for representing CUT in a good way; we at SABPP promote and contribute to excellence at universities," said Mr Xolani Mawande, SABPP COO.

Mr Marius Mayer, CEO of SABPP also highlight that South Africa is faced with a leadership crisis that needs immediate attention. "People no longer know who to follow and trust anymore. As SABPP, we would like to see ethics within the



work place and leaders who will become change agents in the country. We are proud to be associated with CUT because we see the potential this institution has in producing quality leaders that this country really needs," he said.

He also shared the first leadership standard framework that is going to be developed and launched on 26 October to assist all organisations and guide leaders to be successful in South Africa.

He mentioned that in the leadership standard there are 9 elements of what good leadership is about. The elements include 4 key elements: leadership philosophy, tone at the top, leadership culture and leadership outcomes, and 5 elements which include: vision, value, ability to lead people, and reflecting back on achievements.

We would like to thank SABPP for making the event a reality, and we believe this is just the beginning of the journey to raise the bar of HR Professionalism, Ethical leadership and keep linking students with the profession to ensure their readiness for the working environment.

Join us on Facebook for more events to come.



FACEBOOK/SABPP
JOIN THE DISCUSSION

SABPP STUDENT CHAPTER REPORT ON HR CAREER EXPO 05 SEPTEMBER 2017

NORTH WEST UNIVERSITY MAFIKENG CAMPUS

The HR Career Expo which was held at North-West University, Mafikeng campus on Tuesday 5th September was insightful. During the programme, Dr Mokgele, a Senior lecturer of the department of Industrial psychology and Vice chairperson of SABPP North-West province committee gave the word of welcome.

Mr Ofentse Kgomanyane, an HR Practitioner from the Department of Finance, Mafikeng discussed how to build a graduate profile. Also, Mr Aubrey Mogai the CEO of Beake Engineering Solutions delivered a talk on Entrepreneurship and building yourself as a brand.

As the event progressed, Ms Lindiwe Ncongwane from Sun International gave tips for Interviews and also conducted a brief mock interview. She explained what it means to be a training specialist while Ms Lerato Makhafola an auditor of HR practices and policies emphasised the soft skills required for success in the workplace and the importance of developing

them. Ms Barbara Mathibe, a coach, trainer, organisational change and development facilitator presented on the career paths that are open to the HR profession and explained the need for keeping up with changes in the environment.

It did not end there, the students were taught strategies to maintain financial stability and handle debts to avoid financial slavery by Mr Makhubela, the author of 'Money like water' and other books on debt management and self-awareness. The vote of thanks was given by Mr Timothy Mudau, the Deputy Chairperson of SABPP North-West University, Mafikeng student chapter.

Free prizes were given to those who participated and correctly answered questions. Caps were also donated.

We thank all those that were present and look forward to having you in our next event.



NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

EVENTS



02

Oct

North West | HR Standards Workshop

When: Monday, October 2, 2017 8:30 AM

Where: North West University 11 Hofman Street
Potchefstroom, North West 2520 South Africa

06

Oct

North West Province – HR Standards Workshop

When: Friday, October 6, 2017 7:30 AM

Where: Bellville Park Campus, University of Stellenbosch
Carl Cronje Drive Bellville Cape Town, Western Cape South Africa

13

Oct

East London HR Standards Workshop

When: Friday, October 13, 2017 9:00 AM

Where: East London Health Resource Centre Cheltenham Road, Selborne East London, The Eastern Cape South Africa

17

Oct

HR Standards Workshop

When: 17 October 2017 8:00 AM

Where: SABPP Training Room 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

19

Oct

HR Standards Workshop

When: Thursday, October 19, to Friday 20 October , 2017
From 09:00 on Thursday, to 17:00 on Friday.

Where: SABPP Training Room 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Leadership Standard Journey

Day 1: 14 Sept 2017 - Leadership Standard Development
Day 2: 26 Oct 2017 - Leadership Standard Launch

   **REGISTER NOW**

26

Oct

Leadership Standard Journey

When: Thursday, October 26, 2017

Where: Theatre on track, Kayalami

Contact: 011 045 5400 or events@sabpp.co.za

Leadership

Standard Journey

Development of a National Leadership
Standard in South Africa

26 October 2017
Leadership Standard Launch

BOOKING NOW OPEN

Venue: Theatre on the Track, Kyalami

Contact: 011 045 5400 or events@sabpp.co.za



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