



SABPP™
SA BOARD FOR
PEOPLE PRACTICES
Setting HR standards

THE OFFICIAL COMMUNICATION FOR ALL HR PROFESSIONALS

HR VOICE

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LEADERSHIP STANDARD JOURNEY



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BOARD DESK

SABPP launches phase 6 of National HR Standards Journey: People Management Standards

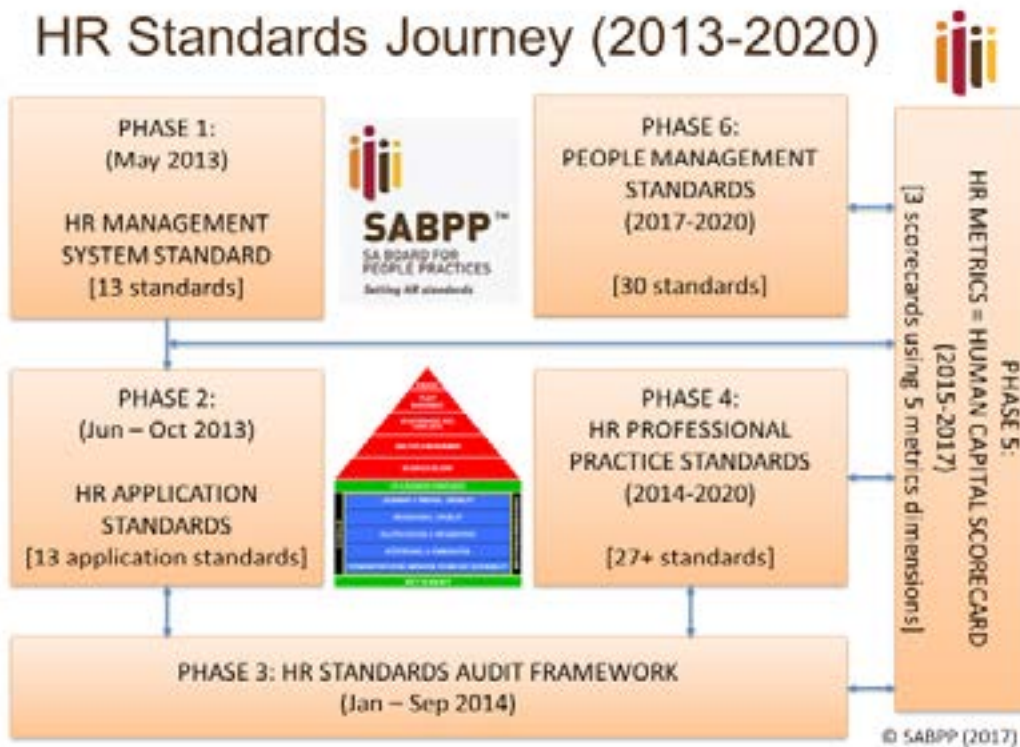
Today as we enter the month of September, we are proud to declare the HR Standards season open, and in particular phase 6 of the National HR Standards Journey. September is also the new season of Spring in South Africa, a time to observe and celebrate the change of seasons – to see how nature changes and how the new life of plants and flowers reminds us of new beginnings, transitions and journeys. In this spirit of new opportunities of change and transformation, over the last five years, September has traditionally been the beginning of the Annual SABPP HR Standards season, when we get ready to formally update the HR and business market about progress and the latest outputs of the HR Standards initiative.

Phase 6 of the HR Standards journey is about the development of people management standards in support of the HR standards generated by SABPP over the last five years. The purpose of the people management standards is to guide managers on how to manage people. But let us first give you some background about the whole HR standards journey so that you can see the full standards development process from 2013 to 2017, as well as get a glimpse of the future (2018-2020) as part of the ongoing journey to strategically reposition HR nationally and indeed globally.

A new area for HR Standards was embarked on as the top priority of the 11th Board of SABPP (2012-2015).



The new SABPP strategic vision culminated in the rebranding of SABPP and the “setting HR standards” tagline as the main strategic focus of the work of the HR professional and quality assurance body. The National HR Competency Model culminated in the development of National HR Standards to guide HR professionals with proper standards of practice, in support of the 14 competencies outlined in the Competency Model.



The HR Standards journey with its 6 phases is outlined below. You will notice that the phases are not necessarily linear, as certain phases are embarked on by different working groups, while others are still in progress. This makes the standards development process dynamic as different milestones are achieved along the journey, while others are work in progress along the strategic process of HR standards development and implementation. This dynamic approach also ensures that the outputs of one phase becomes inputs of other phases, thereby creating good opportunities for testing and refining the standards as they reach a level of maturity, while affording HR teams opportunities of adopting the different types of HR standards.

Phase 1: Development of HR Management System Standard

On 21 May 2013, 108 HR directors and eight HR professional bodies and associations under the leadership of SABPP gathered in Johannesburg to set national HR standards for South Africa. A total of 13 groups were formed (13 tables for the 13 standards) for senior HR professionals from leading companies to generate the overall systems framework and its 13 standards elements, based on three components:

- A clear definition of what the standard element means;
- The objective of the standard;
- Broad guidelines for implementation of the standard in practice.

Building on the initial development of the National HR Standards (The overall HR Management System with its 13 standard elements), the HR Standards Roll-out event took place on 20 and 21 August 2013 in Krugersdorp, in addition to hearing case study examples from organisations that have good practices in each of the 13 Standard areas, and worked on implementation guidelines (The HR Application Standard – phase two on the next page).

Phase 2: Development of HR Application Standards:

The second phase consisted of the development of HR application standards to help HR professionals to apply the HR standards in the workplace. This was done by gathering inputs from all the delegates at the Standards Roll-out event which was a huge success with 468 HR managers from all over the country (and four other countries) attending the event. From the delegates’ inputs, the draft application standards were prepared by the SABPP office and as at October 2013 were out for consultation across the profession and subsequently

improved and signed-off at the end of November 2013.

Phase 3: Design of HR Standards Audit Framework:

The third phase encompassed the design of an HR Audit Framework. The purpose of the audit framework was to audit companies (auditees) against the 13 National HR Standard elements. A total of 25 organisations have been audited from 2014 to 2017 and a further 27 audits are in the pipeline over the short term. More than 150 auditors have been trained by SABPP to audit companies against the National HR standards.

Phase 4: Development of HR Professional Practice Standards:

The last phase of the project was the development of HR Professional Practice Standards (14 May 2014). Working down from the overall 13 standard elements, specific HR professional practice standards were developed for different areas of professional practice, e.g. on-boarding, succession planning, absenteeism management and performance appraisals. A total of 19 of these standards were developed in 2014, a further 5 in 2015 and another 3 since 2016, thereby reaching a total of 27 by August 2017. This process is kept open to develop further professional practice standards as the need arises. For instance, in October 2017 South Africa's first payroll standard will be launched, i.e. a collaborative effort between SABPP and the SA Payroll Association (SAPA).

Phase 5: Generation of HR Metrics in the form of a National Human Capital Scorecard:

The National HR Metrics Committee commenced its work on 30 September 2013. The remit of this committee was to develop a set of national HR analytics and metrics for South Africa positioned as a national HR Scorecard. This will not only provide specific metrics for companies, but also enable the development of a full HR Benchmarking Service with meaningful benchmarks and comparisons for all organisations throughout South Africa. A Human Capital Reporting Framework was launched on 17 September 2015. The Human Capital Scorecard provides an HR Reporting Framework consisting of 5 HR metrics dimensions used consistently in three scorecards:

- National Human Capital Confidence Index (for the country)
- Human Capital Board Scorecard (for boards)
- HR Operations Scorecard (for HR teams)

The HR Metrics process is still in development and will be launched once all identified stakeholders have signed-off on the draft HR metrics framework for the country.

Phase 6: Development of People Management Standards:

This year the project is expanded to develop a set of people management standards. This will start with the development of 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 debate their role in the leadership landscape, as well as to motivate people in business and government with the 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. The right leadership practice will enable the right staff and stakeholder behaviour, thereby leading 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 on the people management skills and behaviours of organisations' leaders and line managers, and the SABPP has been requested to address this issue. Many of the HR Directors implementing the HR Standards have commented on the lack of leadership and people management skills of their management teams, which is seen as a major obstacle to implementing the HR Standards successfully within their organisations.

The SABPP sees leadership as the first in a list of key people management practices that managers need to master for proper governance and performance. Once the leadership standard is in place, other people management standards will follow from 2018 onwards.

As partners in developing this unique leadership journey, an opportunity is created to reach a common understanding on 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.

From here, we can identify actions to improve leadership in South Africa. The country calls on leaders to share, develop and create the change they want to see.

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 some companies even go as far to create their own corporate universities to train their own leaders.

An explicit model 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.

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, but individually and collectively commit to improve our leadership based on a clear standard of action. The leadership standard will be developed on 14 September 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. It is the intention of this project to move away from the current approach of leaders being appointed without leadership skills, but rather to actively encourage and develop good leadership behaviour and practices. The role of HR Managers as leadership coaches in key and an opportunity for HR to deliver impact and add value at the level where it matters most.

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.

The leadership journey has started, and we need to ensure its success in creating successful and sustainable organisations. On behalf of the SABPP Boar Exco we invite HR managers to show leadership by joining us on this exciting journey of developing South Africa's first people management standards. Now is the time for HR to rise to the occasion and make a national contribution to leadership development. We kindly ask you to bring your line managers to our leadership standard development session on 14 September. The success of the leadership standard development journey is dependent on the active involvement of both line and HR managers. We hope to see you all on 14 September at this historic occasion when we transfer our HR standards work to line managers by developing the first leadership standard for the country.

Siphiwe Moyo
Chairperson: SABPP

Marius Meyer
CEO: SABPP

Leadership
Standard Journey
Development of a National Leadership Standard in South Africa

Day 1: 14 September 2017
Leadership Standard Development

Day 2: 26 October 2017
Leadership Standard Launch

BOOKING NOW OPEN

Venue: Theatre on the Track, Kyalami

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UNIVERSITY OF THE WESTERN CAPE
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in

in LINKEDIN/SABPP
JOIN THE DISCUSSIONS

LEADERSHIP

Why do we need a leadership standard?

by
Marius Meyer



When the sustainability of institutions is at threat because of poor leadership, it is evident that something must be done to improve leadership in organisations. Even when organisations were led by great leaders, often when these leaders resign or retire, it may be difficult to sustain the performance of the organisation, especially if these leaders are succeeded by leaders who are less competent. The credibility and reputation of organisations will then be adversely affected. Conversely, good leaders may turn things around in organisations that are struggling because of the damage done by their leaders in the past. For instance, the Chairperson of the SABPP Khanyisile Kweyama has done an excellent job as Interim chair of the SABPP Board to fix the corporate governance mistakes of the previous board and top management.

The reality is that organisational success depends on the quality of its leaders. Unfortunately, the opposite is also true, and that is that poor leaders cause the demise and/or destruction of their organisations. Thus, companies need competent leaders. However, there are too many examples of poor leadership around us in different types of organisations. These leaders not only frustrate employees, they also frustrate their customers, suppliers and other stakeholders of the organisation.

The leadership crisis in organisations manifests at two levels, i.e. horizontally and vertically. Horizontally, different leaders

behave inconsistently. For example, you may have an excellent Production Manager, but a poor Supply Chain Manager, or vice versa. Employees are observing inconsistent leadership behaviour, and it affects the quality of products and services produced by the company. At a vertical level, leaders as top managers, middle managers and front-end supervisors also follow different leadership styles, approaches and models, with the result that inconsistent leadership behaviour is prevalent throughout the organisation, so much so that even when the CEO has a good vision and strategy in place for the organisation, the different levels of management and staff fail to execute the vision. In other words, it does not help us too much to have good blueprints, but not enough footprints of people executing the strategy correctly on a daily basis.

So, if the leadership crisis is the problem, what is the solution? 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 behaviour. Leaders require clear guidelines on what good leadership practice is all about. The right leadership behaviour will enable the right staff and stakeholder behaviour, thereby leading organisations towards success.

Over the last five years, the SA Board for People Practices (SABPP) has been at the forefront of developing national human resource (HR) standards. These standards are used

by companies to develop a consistent set of HR practices aligned to business strategy. Inevitably, with SABPP having raised the bar on HR practice, attention is drawn by many stakeholders to the parallel need to raise the bar on the people management skills and behaviours of organisations' leaders and line managers, and the SABPP has been requested to address this issue. Many of the HR Directors implementing the HR Standards have commented on the lack of leadership and people management skills of their management teams, which are seen as a major obstacle to implementing the HR Standards successfully within their organisations.

Something must be done, and it starts with the collaboration between the SABPP, Talent Talks (Africa's talent management platform) and Wits University to drive excellence in leadership as one of the key people practices. The SABPP sees leadership as the first in a list of key people management practices that managers need to master for proper governance and performance. Once the leadership standard is in place, other people management standards can follow.

As partners in developing this unique Leadership Indaba, a stakeholder engagement opportunity is created in the form of a leadership standards summit to reach a common understanding on 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.

From here, we can identify actions to improve leadership in South Africa. The country calls on leaders to share, develop and create the change they want to see. Thus, we need to create a network of leaders across industries – leaders who are committed to improve their own leadership, and to build and develop other leaders to excel in their leadership practice. The Leadership Standard Summit, in partnership with Talent Talks and Wits Enterprise aims to bring the importance of leadership to the forefront of South African society by highlighting its pivotal role in determining its economic future. If we can get leadership right in all spheres of society, we can create the type of country we all want to see. Most importantly, we need to create dynamic leaders who are able to unlock and develop South Africa's talent so that we can improve our performance in all areas of economic and social activity and impact.

The objective of the summit is ultimately to create a set of leadership standards for the country. It aims to inform stakeholders and debate their role in the leadership landscape, as well as to motivate people in business and government with the power to take action.

This is not a leadership conference but rather the start of a leadership journey, by creating a national leadership standard to guide all leaders in their daily leadership practice, conduct and behaviour. It will tackle the issues of vision, ethics, governance, responsibility, accountability, purpose, trust, decision-making and influence, and the duty of businesses

and associations to create a united platform to support leaders who can take the country on a new course and give people tangible direction and hope for the future.

The first full-day event will be held at the Theatre on the Track, Kyalami, on 14 September 2017 followed by a second on 26 October. The outputs of the first session will be launched at the second session, thereby ensuring a sustainable journey of short, medium and long term impact taking us to 2018 towards the 2020 workplace and beyond.

In the light of the above, it is evident that the time for the development of a leadership standard has arrived. It is an honour to be part of this process, and I invite other leaders and their organisations to join me on this exciting journey of developing the world's first national leadership standard. Yes, as South Africans we are used to many failures and it hurts every time when we experience a new failure or scandal. But now is the time to create positive energy in turning things around – in positioning leadership at all levels of society as the solution to our problems. With sound leadership we will be able to deal with our problems and even new crises as they emerge, but turning these hardships into opportunities of improving ourselves, our organisations and our country will be the ultimate test of our strength as leaders.

Marius Meyer is CEO of the SA Board for People Practices (SABPP) and author of 21 books for Juta, Van Schaik, Lexis-Nexis, Knowledge Resources and more than 300 articles for magazines such as HR Future, HR Voice, Talent Talks and Achiever Magazine. 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



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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. She will be one of the facilitators at the Leadership Standard Development session on 14 September in Kyalami

HR Competence: It is all about Leadership and Personal Credibility

by
Marius Meyer

Leadership and Personal Credibility go hand in hand. Leaders must have personal credibility in an organisation for people to trust them. This aspect is also very important for human resources (HR), so much so that we have positioned it as the first HR Competency under Core Competencies in the National HR Competency Model developed by the SA Board for People Practices (SABPP). See the first core competency below (first blue block from the top, just below HR and Business Knowledge).

As custodians of people practices, HR professionals are the leaders of people practices, and they therefore need to work closely with line managers to guide, advise and coach them on people practices. Although leadership is more important for HR Directors and Senior HR Managers, all levels of HR professionals should be able to practice leadership skills. Even a junior HR officer should be a leader in his field, and starts to build personal credibility until he or she is ready to occupy a formal leadership position. In essence, we are challenging HR Managers to work on their professional leadership as an HR professional. However, this competence area should not be seen in isolation. Reading and mastering Leadership and Personal credibility work in conjunction with the competencies of ethics and professionalism, because being proficient in ethics and professionalism makes it so much easier for HR professionals to achieve personal credibility.

Norman Schwarzkopf puts it clearly: "Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy." HR professionals as



Source: ©SABPP. (2014). National Human Resource Management Standards. Johannesburg: SABPP

leaders should be competent in strategy and character. Or put differently, they must have leadership and personal credibility. The word “personal” is very important in this context. “Personal” means that you can achieve credibility as an individual. If you do good work as an HR professional, you will achieve credibility. If people listen to you, and consult you, and are interested in your opinion and professional advice, you have achieved personal credibility. Think of the top economists in the country. They are often interviewed by the media, not because they run large organisations, but because they have personal credibility. People want to listen and learn from them, given the fact that they have personal credibility. Even the Minister of Finance listens to them, because he knows that they are confident in their analysis of the economy and they can be trusted, thus, they have personal credibility.

Mervin King, as custodian of the King Reports and Codes of Corporate Governance, has personal credibility and that is the reason why the Institute of Directors feel comfortable to name these reports after him, given his track record on corporate governance, even before the King I Report was launched in the early 1990s. Today the King Report (latest version is King IV) is considered the best corporate governance code in the world. That is what personal credibility is all about – the person behind the document gives the document even more credibility, despite the fact that hundreds of other people also contributed to it.

“Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.”

Thuli Madonsela, the previous Public Protector has personal credibility given the excellence of her work and her commitment to ethics and good governance without fear or favour, despite numerous efforts by other people to discredit her when they were found on the wrong side of the law and ethics in her reports. Patrice Motsepe as Chairman of African Rainbow Minerals has personal credibility.

The challenge for HR professionals is to rise the occasion and earn personal credibility. Once they have that, people, including line managers will listen to them, respect their opinions and follow their advice. Surely, top HR directors such as Paul Norman at MTN, have personal credibility, to such an extent, that management will be very reluctant to take major business decisions without consulting him. However, the converse is also true – if you don’t have personal credibility, people don’t trust you, and they don’t listen to you. This is the problem in many organisations, and that is that HR does not have credibility. Sometimes it is about the overall performance of the HR department, or negative experiences relating to the behaviour and conduct of individuals within the HR department. Be that as it may, the professionalism of HR professionals will determine whether they have personal credibility or not. Thus, working continuously on HR’s credibility is of paramount

importance to changing perceptions about HR.

However, credibility is influenced by the quality of leadership provided, whether in an appointed leadership position such as HR Director, or HR Manager, or as a technical leader such as Remuneration Specialist. Leadership is leadership, whether positional, or professional. Even a relatively junior HR professional, such as a Skills Development Facilitator (SDF) could earn credibility by doing a sterling job in driving skills development and recovering levies for the company.

In essence, similar to general business leadership, HR leadership is about the following key aspects:

- Having a clear vision for the organisation (specifically a people vision);
- The ability to make the purpose of the organisation clear and inspirational;
- The ability to influence people in the organisation;
- Providing direction in achieving the business goals of the organisation;
- The ability to operationalise the strategy, and to make it come alive;
- Inspiring others to make a difference;
- The ability to leverage relationships in connecting people and getting them productive;
- The ability to track progress and to keep on stretching people towards goal achievement.

In the light of the above discussion it is clear that HR leadership is key for HR credibility in the organisation. That is one of the reasons why HR has to play such a key role in getting line management on board during the process of developing South Africa’s first Leadership Standard on 14 September. In fact, this is a wonderful opportunity for HR and line managers to collaborate across functional and sector lines. Moreover, HR needs to work on its own leadership skills if they want to be able to influence line managers in organisations. Improving their leadership skills should be a key priority for all HR Professionals. Therefore, the 14th of September is the most important day in the calendar of HR Professionals this year. It is the day in which the bridge between HR and line will be broken down nationally, by getting HR and line managers on the same page in developing South Africa’s first national leadership standard. To conclude, HR Leadership is all about Leadership and Personal Credibility. The journey has started and presents an exciting opportunity for HR Managers and Business Managers to level the playing field in joining hands as Business Leaders taking their companies forward with the best possible leadership standard and practice.

Marius Meyer is CEO of the SA Board for People Practices (SABPP) and author of 21 books for Juta, Van Schaik, Lexis-Nexis, Knowledge Resources and more than 300 articles for magazines such as HR Future, HR Voice, Talent Talks and Achiever Magazine. 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

LQA

SABPP'S LQA Department's Annual Training Provider Monitoring Visits

It is the mandate of the SABPP Learning and Quality Assurance Department to conduct annual monitoring visits on its accredited training providers in terms of the QCTO (Quality Council for Trade and Occupations) delegated function to the SABPP. The annual monitoring season commenced at the beginning of July. The Learning and Quality Assurance Department has actively engaged through visits with various service providers and should conclude the monitoring at the end of September. These visits include monitoring the accredited training providers on the quality of facilitation of training, record keeping, uploading of learner information, including certification and statement of results, assessment practices, interviewing learners, safety in terms Occupational Health and Safety practices, Legal compliance, Tax records, properly registered as a company and registration with DHET. During the months of July and August the LQA staff have traveled nationally to ensure the governance and monitoring criteria is met.



Naren Vassan with a Damelin Management Representative.



Pictures taken during the Annual Monitoring Visits.

Annual Training Provider Forum session

The Annual Training Provider Session was held at the Hacklebrooke conference center on the 28 July 2017. This was our 3rd Annual Training Provider Forum and was attended by 62 delegates from atleast 70 percent of accredited training providers. Delegates included administrative support staff, managers and ETQA staff members. The forum provided an opportunity for guest speakers, the LQA department and delegates to engage on topics as per below:

1. What are training providers challenges in 2017
2. Research - self directedness of employees who have studied through distance education (BMT College (Pty) Ltd)
3. Managing anger and impact on life style (Dr Lynne Damons – Educational Psychologist and Transformation Coach-UCT)
4. The facts of 2017 Final Integrated Summative Assessment (FISA) (Exam Committee – Ms. H. Hadfield)
5. Update on QCTO - Monitor and Evaluation – Dr Pieter Rossouw.

In commemorating Nelson Mandela Day and in the spirit of Madiba month, we would like to thank the following parties for your charitable donations and in helping us make a difference in the lives of the less fortunate. We were able to collect 100 Hundred blankets which will be donated to the Orlando Children’s Home in Soweto on the 25 August 2017. Pictures will be published in our October edition of the HR Voice.

Thank you to

1. Marieta Wasserfal – Developer and project coordinator for various training providers – R 1000.00
2. Carl Muller – Thrive Wellness Hub – R 1000.00
3. John Sandys – Enjo Consulting (Pty) Ltd. – R 1000.00
4. Organisational Development International (ODI) – 2 Duvets
5. SABPP Staff donated – 10 blankets



Jake Poolman – BMT College



Helen Hadfield – Mind the GAP



Dr. Lynne Damons – Thrive Wellness Hub



Hermis Niewoudt, Devon Auby and Ronie Pakiri amongst other SABPP training providers



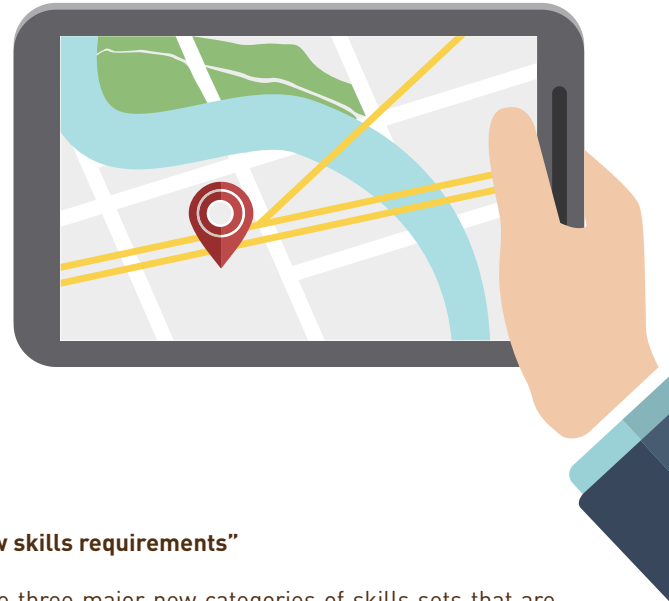
Ronel Coetzee with a colleague from Damelin receiving their exam center FISA approval

Name of Provider	Name of Programme	Accreditation Number	Competency	CPD Points
The Eventful Group	HR Tech Fest	CN17CPD0070SABPP	Citizenship for Future Innovation, Technology and Sustainability	15
21st Century Solutions	Paterson Job Evaluation	CN17CPD0071SABPP	HR Governance, Risk, Compliance	15
21st Century Solutions	Job Profile Writing	CN17CPD0072SABPP	HR Service Delivery	7
21st Century Solutions	Effective Pay Manage	CN17CPD0073SABPP	HR Service Delivery	15
21st Century Solutions	Career Paths Succession	CN17CPD0074SABPP	Talent Management	7
21st Century Solutions	Short Term Incentive	CN17CPD0075SABPP	Talent Management	7
21st Century Solutions	Remuneration for HR	CN17CPD0076SABPP	Talent Management	15
21st Century Solutions	Remuneration Committee	CN17CPD0077SABPP	Talent Management	7
21st Century Solutions	Total Rewards Strategy	CN17CPD0078SABPP	Talent Management	7
21st Century Solutions	Performance Management	CN17CPD0079SABPP	Talent Management	15
21st Century Solutions	Employment Engagement	CN17CPD0080SABPP	Interpersonal & Communication	7
Shiv Nivaz Labour	Course for LL Practition	CN17CPD0081SABPP	HR Governance, Risk & Compliance	60
BioSS Sa	Custodian Training	CN17CPD0082SABPP	Organisational Capabilities	15
BioSS Sa	Iris Training	CN17CPD0083SABPP	Ethics	32
Forever Changed Global Awareness Campaign	Dance of The Butterfly	CN17CPD0084SABPP	Organisational Capabilities	2
Forever Changed Global Awareness Campaign	Live life Deliberately	CN17CPD0085SABPP	Organisational Capabilities	2
Ethics Monitoring & Management	Choosing to Be Ethical	CN17CPD0086SABPP	Ethics	7
Market Leadership System	Leadership with Advanced Integration Business	CN17CPD0088SABPP	Leadership Personal Credibility	23
Market Leadership System	Interpersonal Effectiveness Business	CN17CPD0089SABPP	Interpersonal Communication	15
Intelligence Transfer Centre	5th Annual Hr In Mining	CN17CPD0090SABPP	HR & Business Knowledge	15
Muthusi Knowledge Centre	Industrial Relations	CN17CPD0091SABPP	HR Governance, Risk, Compliance	15
Regal Training Solutions	Corporate Leadership	CN17CPD0092SABPP	Leadership & Personal Credibility	15
Power Edge Solutions	Measuring Roi	CN17CPD0093SABPP	Analytics & Measurement	15
Indesolve	HRD University Programme	CN17CPD0094SABPP	HR & Business Knowledge	60

INDUSTRY NEWS

Navigating the economic turmoil?

by Dr Christiaan Mostert



It will be fair to say that we do indeed live in troubling times! And what is worse, it is not getting any better! So, what can organisations and their line managers do to navigate these stormy waters?

The economic forecast for South Africa has (again) been adjusted downwards for the remainder of 2017 and now also for 2018 and 2019. This scenario has profound implications for the HR policies of all organisations, be it the private sector, not-for-profit organisations, state owned enterprises, local government or government. Most important is that the average citizen is getting poorer and all organisations can expect to not only find their revenue streams under great pressure, but an accompanying sharp increase in costs. Add to this political and general societal instability, and we have a perfect storm for organisational turmoil as well.

Apart from having to critically revisit organisational strategies, the biggest danger lies in the lack of understanding (and commitment for that matter) by our managers to actively support organisations' efforts in navigating these stormy waters. The question however then is, do our managers understand what is happening in our economic, political and social environment and even more so, do they have the skills to deal with these issues effectively? The next question that will immediately follow is, which skills do they actually need to navigate these turbulent times?!

Most line managers and even general managers are appointed for their technical skills in the various functional areas. So they are the experts. As they progress with their careers we add to the mix inter-personal skills and ultimately, leadership skills. Considering the mammoth challenges that we are currently facing in South Africa, these skills-sets are unfortunately not enough anymore.

"The new skills requirements"

There are three major new categories of skills sets that are required to be able to successfully traverse the rapids of our business environment:

- **Advanced Business Acumen Skills**

Traditional views of business acumen were basically to have an understanding of how a business works, or finance for non-financial managers. These views simply do not hold any more.

Today, modern Advanced Business Acumen means that you have to develop a profound understanding of the bigger picture of your organisations' changing environment and then develop the ability to take sound business decisions with planned business impact to achieve organisational goals.

Analysing this redefined approach to business acumen will immediately lead to the realisation that "business acumen is not innate" – we simply cannot assume that our managers know how to create planned business impact with their decisions. Modern business acumen however, builds on a combination of actual business acumen learning, vision and experience. This will require that managers be exposed to formal learning in how to integrate a bigger picture understanding of their environment with the necessary decision-making skills to achieve the sought-after business impact and the achievement of goals.

Extensive experience has shown that experiential learning (especially with sophisticated or advanced and dynamic business simulations) have proved the most appropriate method of learning in business acumen. Simple board games

or click-and-play games, for instance, are simply not suitable anymore for this type of learning.

- **Innovation**

The traditional view that innovation is the translation of ideas into a goods or services no longer holds. This incremental view of innovation (including simple “business improvement”) will not allow organisations to find ways to rapidly improve customer service levels whilst managing costs tightly. Unless your organisation is happy to be a “me too” organisation, innovation has to be elevated to that of being “disruptive innovation” – this is the point where innovation will result in a strategic benefit and even competitive advantage to your organisation.

The organisational structure, resources and skills required for potential disruptive innovation will require careful planning and execution.

- **Understanding the digital-world**

Our customers and stakeholders are increasing digitally connected, but many (if not most) organisations are still delivering their products and services in a non-digital manner. Part of the problem is that our employees simply do not understand what it will take to respond to our customers changing requirements and needs. This comes back to business acumen to a large degree, but becoming digitally savvy is fast becoming a key skill for all managers.

It is important to realise that savviness requires of managers to actually lead the change towards being digitally connected to our customers. A functional understanding of Microsoft Office is not going to cut it anymore – no, our managers must understand how digital technologies can be leveraged to drastically improve the customer experience, improve efficiencies and reduce costs. It is multi-everything. Innovation, yes, but often functional and forms an integral part of developing advanced business acumen skills.

Navigating challenging times is not easy – not from a strategy point of view, nor from a functional point of view. The complexity and magnitude of uncertainties that organisations face are such that we cannot rely “yes/no” directives to our managers on how to deal with all the possibilities. These happen fast and decisions have to be taken quickly. It is therefore becoming imperative that managers acquire “new skills” that will empower them to take sound business decisions to achieve organisational objectives. These skills will help them develop guiding principles and skills for themselves to take the right decision most of the time. By developing an innovation orientation and understanding the new tools that a digital world bring, will further help in developing these managers for future success.

This article was written by Dr Christiaan Mostert, CEO of Market Leadership Systems International. For more information on business acumen, please visit their website www.MLS-SA.co.za.

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The Case for a Leadership Agenda: How do you Measure your Leadership Contribution:

by Terry Meyer

Introduction

More has probably been written on leadership than almost any other subject and organisations collectively spend hundreds of billions of dollars annually sending their leaders to Business Schools and other leadership programmes.

There are hundreds of leadership theories, all of which are probably correct in the appropriate context. Yet almost all of these focus on the attributes and behaviour of leaders which provides the basis for selection, development and evaluation of leaders. This is quite appropriate because leadership behaviour is a key ingredient of organisational culture and consequent performance.

In a VUCA world characterised by disruption and connectivity, leaders face enormous challenges, not the least of which is the need to see the world through different lenses and behave accordingly.

One of the greatest challenges is how to evaluate leadership performance. I have had the privilege of visiting top global and South African organisations to engage with them on leadership and talent management. In almost all organisations leadership culture is a key element of their success but almost all of them measure leadership performance through 360 degree assessment or culture surveys. Hence the measures are focused on the behavioural aspects of leaders.

While almost all organisations have a business strategy and subordinate strategies for different functions, I have never encountered an organisation that has a leadership strategy or agenda. The value of such an agenda would lie in the ability to set targets and measure concrete performance of leaders on key leadership issues that the organisation wishes to achieve. Increasingly organisations that are "admired" by their peers and other stakeholders have a reputation that enables them to attract talent, customers and the confidence of the financial markets.

So what are the items that may be included in a leadership agenda and which can be defined and cascaded throughout the different leadership levels of the organisation?

From experience and analysis of various CEO reports provided by large consulting organisations the following are some generic, global issues. However, they will be defined according to the context of each organisation and there will be many that are specific to each organisation.

Organisational Design:

In a world characterised by disruption (whether technological or through disruptive business models) and connectivity, organisations need to be agile, innovative and entrepreneurial. This cannot happen where silos and internal rule driven procedures are the dominant architecture of an organisation. The successful organisation of the future will need to be designed, holistically, to enable a rapid response to changes in their environment with a leadership culture that encourages networking, collaboration and knowledge generation. Furthermore, leaders need to create an environment that incubates new business models and innovative practices and products using modern, systems thinking based processes, such as design thinking.

The contribution of each leader can then be clearly defined and easily measured.

Diversity:

Diversity, in so many spheres, is a global issue. In many cases diversity is a passive affair with issues around diversity dealt with as they arise. Certainly, most admired organisations have a clear agenda on issues such as women in the workplace, managing multiple generations, racial and cultural diversity, disability and access amongst others.

In particular they create a culture where different perspectives are encouraged and recognise that innovation occurs when diverse groups connect to develop unique solutions to business issues.

The proactive initiatives that organisations can drive to ensure effective promotion of diversity are quantifiable and leaders can be measured on their contribution to these initiatives.

New World of Work:

Technology and new organisational designs can result in huge savings to organisations and motivate people to fulfil their desired life style.

Admired organisations have reconsidered not only the engagement contract with "staff" but also the "psychological contract". This is going to be an area of increased focus which

leaders will need to embrace and will require different approaches to leadership. In fact an organisations talent may not work for it or may be a “supplier” rather than an employee. Once again proactive organisations will have practices in place that will benefit the organisation and it’s talent and leaders can be measured on their contribution to such initiatives

Sustainability:

The sustainability conversation has shifted from photo shoots of CEOs at community or environmental projects to a fundamental understanding of the role of business in society. Traditionally “sustainability” projects were allocated to people who sat on the periphery of the business and looked after “social responsibility” from a philanthropic perspective. In admired organisations, such as Unilever and Woolworths, sustainability is central to strategy and the identity of the organisation. The concept of shared value provides a very different perspective to strategy and organisational identity.

This is a particularly important issue in developing economies where issues such as governance, global inequality, environmental degradation and other factors affecting sustainability are intense.

Leaders can be measured on their contribution to organisation wide strategies and their leadership contribution to a culture driven by values that talk to sustainability at multiple levels.

VUCA:

The business environment is increasingly volatile, uncertain, complex and ambiguous (VUCA).

Leaders need to demonstrate a mindset or mental model that is relevant to such an environment.

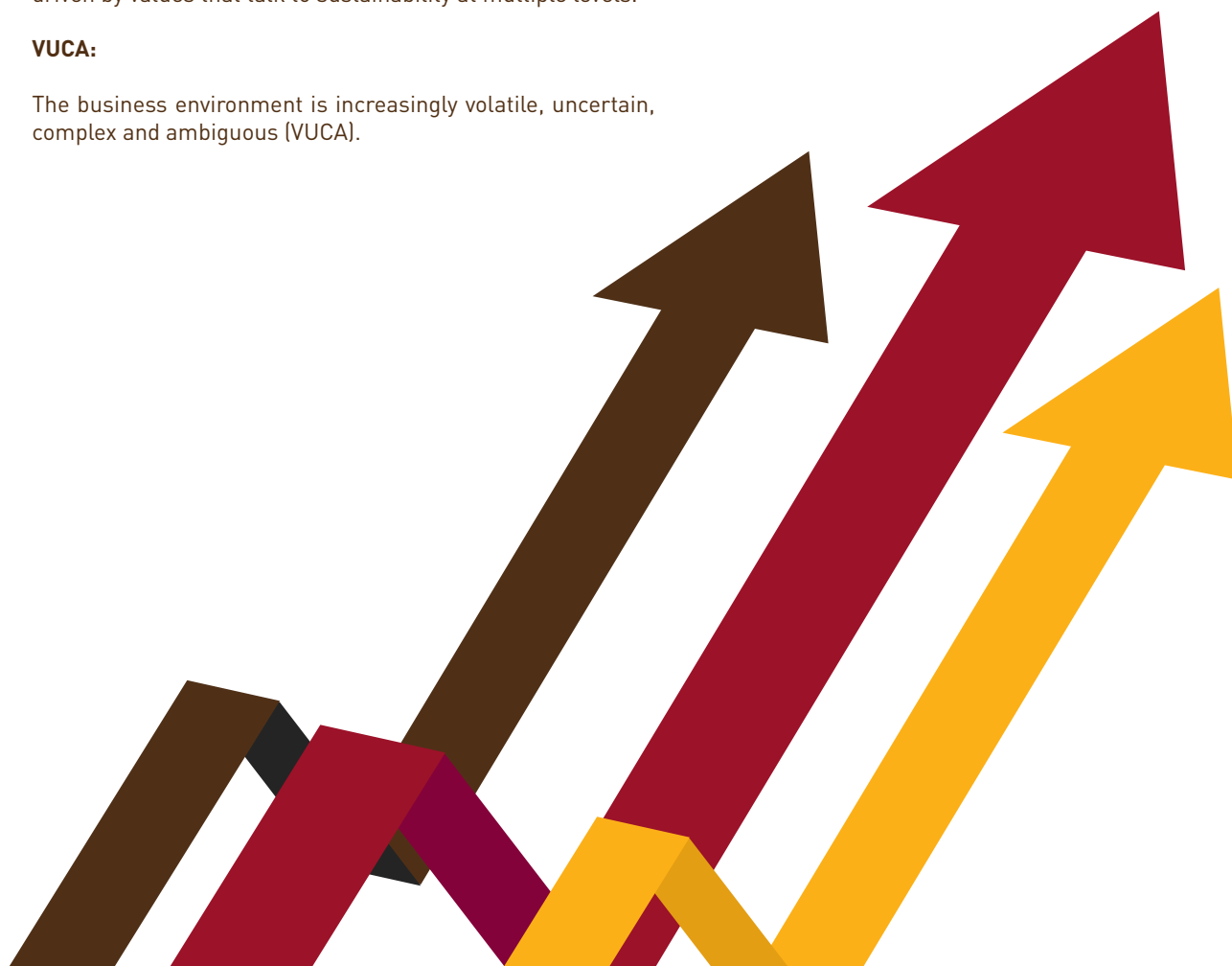
This requires the ability to identify issues at the edge of the radar screen that may impact the organisation and respond rapidly.

It also requires an ability to think differently and apply systems thinking based problem solving and leadership practices at a level of the individual or at the level of large systems change. Traditional linear and analytical problem solving processes will not always be effective in a VUCA world. Rigidity is the antithesis of the mindset of a VUCA leader. It is not difficult to identify a leader’s application of systems thinking based initiatives and problem solving processes which can have a profound impact on organisational effectiveness.

Conclusion

Few organisations have the ability to measure leadership performance. Yet leadership is a key factor in the success or otherwise of the organisation.

A leadership agenda has the potential to align leadership to the business strategy and across all levels and parts of the organisation.



The power of HR leadership

by
Lathasha Subban

Do you recognise yourself as the talent that will drive the business vision? Have you discovered or mastered your HR Leadership style or approach? What is it?

As HR, we are responsible for the leadership development programmes, the leadership ladder and the leadership everything that the organisation requires, yet we have not unpacked our own leadership talent. HR leadership talent is vital to “lead” the programmes that build the organisation’s talent pipeline and workforce. Interestingly enough, many powerful HR professionals do not identify themselves as HR leaders, who are equipped to drive the business vision.

Here are some tips to assist in you in becoming “the talent that drives the business vision”:

- Know the business plan. By understanding that HR does not work in silo of the business, but enables the business strategy with a skilled and competent workforce.
- Change the words. Instead of accepting that HR is a “support”, add “strategic”. Become strategic and the support function will fall in place.
- Talent audit yourself as HR. It’s imperative that you understand your strengths and weaknesses, but more so your unique talent in HR.
- Know the trends and Innovate. Innovate your thoughts, processes and programmes by understanding the change in employee, employer and business needs.
- Evolve the HR function. In the article “The evolving Employee”, I mentioned that since the employee is evolving in their needs and expectations, therefore HR needs to evolve and respond to those needs. Business evolution + Employee evolution = TALENT EVOLUTION = HR EVOLUTION
- Measure success and ROI. Everything we do in HR must have a measurement and must make business sense. Ensure your strategy aligns to outputs that drives business success.
- New game + New rules = new skills & competencies. HR is a leader in talent, and the standard in talent acquisition, selection, benchmarking has changed. The adapt, evolve and survive mode is in action at present. HR needs to drive business by recognising the multi-skills and potential in their talent, and map those individuals to business outputs. Employees sits with many skills and competencies that need a platform to thrive.
- Learning becomes digital, adaptive and accessible. Embrace technology as an enabler, your talent already is

learning and growing their knowledge base with it.

- Leadership at all levels. Recognise leadership at all levels. Most of the structures in organisations still have very hierarchical or flat structures, hence making leadership something from a top – down level. The power of HR leadership is that it can recognise leadership at all levels and measure through outputs.

HR is clearly a critical talent in driving the business vision, and mainly so because its role functions across the entire structure, between every level of work, and forms the life line between the employer and employee. This is why the power of HR leadership needs to develop and soar.

I coined a term when I presented in India in February this year. It was a short phrase that I believe has a lot of power in it, and I hope it inspires the HR leader in you:

“HR IS THE HEART OF EVERY ORGANISATION”



As a HR profession, I truly believe that we are the King/Queen that is responsible for all the hearts of the organisation, and we need to ensure they beat well and in harmony. HR is the heart of every organisation....beat as the life line for the employees and employer and embrace your talent and leadership as a HR Leader.

Lathasha Subban is Head of Knowledge & Innovation at SABPP. You can contact her on lathasha@sabpp.co.za Follow SABPP on Twitter @SABPP1 or Instagram @sabpp_1 or visit the website www.sabpp.co.za

Living Life Deliberately: HR Leaders as Wellness Champions

by
Lathasha Subban

On the 22th August 2017, the SABPP and The Forever Changed Global Awareness Campaign partnered for the "Live Life Deliberately" event. "Do you REALLY care about your workforce? If you do, as I do, then join us and celebrate with your staff, AND earn CPD points." says SABPP CEO, Marius Meyer.



In celebration of Women's month and creating the awareness of cancer, the event shared stories, research on the disease, preventative measures that include the practice of healthy organic eating and lifestyle choices. The SABPP promoted the leadership of HR professionals to create awareness on wellness and to understand the impact cancer has on employees, colleagues and family members.

The founder of The Forever Changed Global Awareness Campaign, Addi Lang, a cancer survivor, has driven the awareness to great heights and, creating new partnerships in the process.

" We have graduated as CANCER COACHES, cum laude, after 3 long years of study, research and development. As we prepared well for the 3rd cancer-versary, and went PURPLE during the month of June, we take a moment to congratulate each other on having earned the right to call ourselves CANCER COACHES, from now and forever on.

We have walked the walk, and are talking the talk as Founder and Co- Founder of The Forever Changed Global Awareness Campaign, focusing on Cancer Prevention and Nutrition. Chemical Engineer/Chemist/Scientist/Patents Holder, my rock and life partner, David has discovered The Forever Changed Immune Booster. which is one of the most potent anti-oxidant mixtures boosting the often-compromised immune systems. In return enabling it to fight diseases effectively."

Addi Lang



At the event L-R: Addi Lang (founder of The Forever Changed Global Awareness Campaign); Lathasha Subban (SABPP Head: Knowledge & Innovation), Marius Meyer (SABPP CEO), David Salomon.

The programme was filled with dynamic speakers, who shared their passion for the awareness, as well as their own contribution in adopting a healthy attitude, and lifestyle of "living life deliberately". The line-up included a warm welcome and opening from Marius Meyer, CEO SABPP; followed by Claudelle Naidoo (Media Com South Africa Head of Insights and New Business); a sharing from Venicia Guinot (Tropics Media Group, Editor in Chief), read by Lathasha Subban; Kim Bell (Longevity Magazine, Former Managing Editor); Leonie Van Der Merwe (Director Social Services: Gauteng Department of Social Development); Tintswalo Cassandra Makhubele (Secretary General: South African Congress of Non-profit Organisations) and Peter Daniel (Author and Chef, owner Soaring Free Superfoods).



Dynamic women at the event: (L-R) Kim Bell; Lathasha Subban and Paulinah Somo

The touching documentary on cancer was screened at the event, and many tears were shed when viewing. The plight and experience of what the disease causes to patients, is heart breaking. Addi Lang has ensured, through this documentary, that people who watch it understand the full magnitude of cancer and the pain it causes to families, friends and individuals. We journey with cancer survivors and their families, through this documentary.

From weeping eyes, to smiles and honouring all in the room, the attendees enjoyed poetry by Khalid Jassat from his poetry compilation "Fearless", and to lighten the mood further was soulful and melodies singing by the Amakhono We Sintu group.



Performing live: Amakhono We Sintu

The event followed through perfectly with theme, and healthy snacks and a light lunch was provided by Soaring Free Superfoods and Leafy Greens. As the Programme Director for the day, it was important to acknowledge the information and knowledge sharing, the ability for human beings to heal and survive, support each other and try to make a difference by creating awareness of cancer.

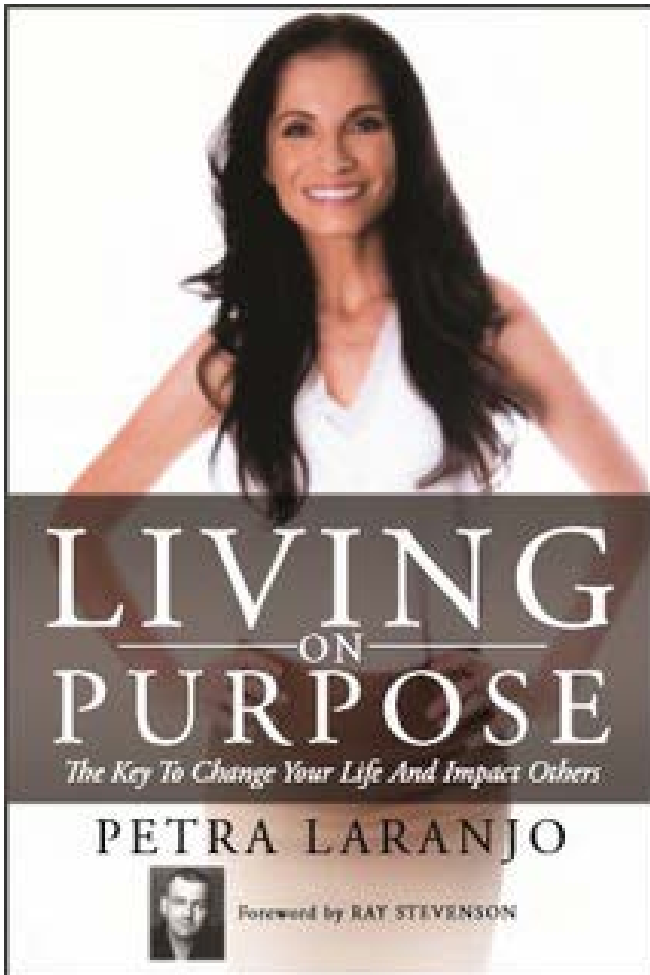
As HR professionals, we need to be aware and ensure that our employees are in good health, and if not, what are we doing to assist them. Cancer is a very real challenge, and it is becoming a very common health issue that does not just impact an individual, but also many in the family and the work environment. Health in the workplace, is HRs responsibility, and HR leadership in wellness is called for.

With the encouragement of a programme that brings poetry, music, healthy eating, healthy lifestyle choices and a healthy attitude, it is important to bring this mixture to empower individuals at work and home. The SABPP supports such initiatives and hopes to see many more like this in the future.

LIVE YOUR LIFE WITH PURPOSE, AND DELIBERATELY!

Lathasha Subban is the SABPP Head: Knowledge and Innovation. Follow her and the SABPP on twitter @SABPP1 or Talent Talks on @talenttalksnet or by visiting the website www.sabpp.co.za

BOOK REVIEW



Living on Purpose: The Key to change yourself and impact others

Book Review by:
Lathasha Subban

We all have a purpose, and sometimes the purpose is forgotten. Sometimes we don't seem to hear our destiny call because we are too "busy" in our lives. More so, we strive to discover and grow our leadership ability, yet we forget that it starts with "ME" (the individual). We have to be comfortable with ourselves first, before we start leading others.

Living on Purpose is a wonderful self-focus guide by Petra Laranjo, that enables one to start taking care of themselves, thereby remembering their purpose. Each chapter engages the reader to meet different individuals whose experiences and advice are shared, to inspire and provoke change. To name a few, are Kim Bell, Daniel "Dan" Carter, Koo Govender, Edward Makwana, Pepe Marais.

The book is practical and each chapter is well written to a specific theme. The examples are real and very South African, but the most attractive part is the drive of South African leadership. Through the experiences, one can learn and create their own sense of worth and confidence.

I particularly enjoyed reading about people I know, and enjoyed looking through their eyes. The book is about "you" and inspires you to live with purpose. I do recommend this book, and challenge all to make focus on yourself, and lead with confidence.

The book is a working book, which means that readers need to embrace change and work at their development consistently.



Author:
Petra Laranjo


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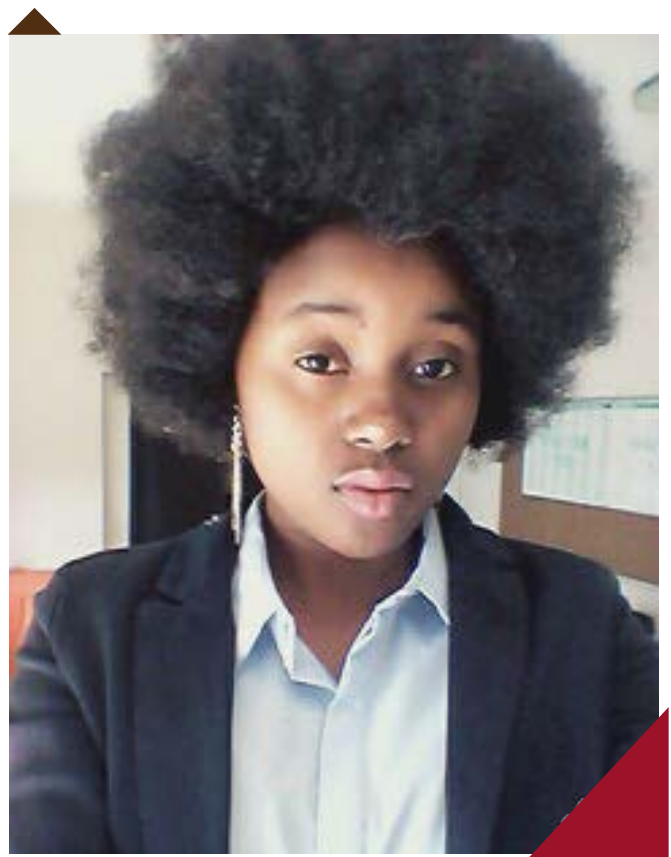
Noluthando Malgas

We are proud to welcome our new Marketing Intern Noluthando who joined us from the 2nd of August 2017. Noluthando is an energetic, friendly and people's person who enjoys interacting with people. She has a Bachelor's Degree in Marketing and a Diploma in Digital Marketing. We welcome you to the SABPP family.

Vutivi Mavuyangwa

SABPP has a new Finance Intern. Vutivi joined SABPP from the 10th of July 2017. She has a Bcom (Honours) in Business Management.

Vutivi is a young and driven young woman, that exudes the natural ability to succeed and achieve her goals. She is a go-getter who loves meeting new people.



Andile Ngubane and Tshepiso Moloi

At the end of August, we bid farewell to these two gentlemen who served as Marketing Intern and Finance Intern respectively. We sincerely thank them for serving their time with professionalism and commitment. We wish them all the best in their future endeavors.

SABPP visits DUT PMB campus (Student Chapter presentation)

On the 4th of August 2017, the SABPP COO Xolani Mawande and our HR Intern Lerato Tshewule, visited Durban University of Technology Pietermaritzburg campus to encourage students to join the SABPP student chapter. Around 100 students were thrilled to listen to the encouraging words by Xolani. We are proud to share our knowledge to students and encourage their journey as our future leaders.

HRUF session 2017 Walter Sisulu university:

HR lecturers from at least ten universities gathered at Walter Sisulu University for a two-day annual conference. SABPP was represented by their COO Xolani Mawande and Lerato Tshewule. New leadership was elected during the session. We thank the outgoing leadership chair (UJ) Dr. Renjini Joseph; Lawrence Kok the vice chair (VUT). The new leadership consists of the following:

1. Chair: Dr Pierre Joubert (VUT)
2. Vice chair: Dr Revelation Mokgele (NWU Mafikeng)
3. Secretary: Dr Christine van Rensburg (VUT)

Congratulations and all the best in taking the forum to the next level.



SABPP National HR Top Students announced:

SABPP congratulates the following students for being awarded the top honours in HR in the country. These students represented their universities and the HRUF and SABPP jointly awarded them

1st prize: Top HR student in the country: Floating trophy, trophy, CEO Recognition certificate and R15 000 cash
Tshegofatso Dirane (University of Johannesburg)

2nd prize: Trophy, CEO Recognition certificate and R7 000 cash
Zuko Hlanjwa (Central University of Technology, Free State)

3rd prize: Trophy, CEO Recognition certificate and R3 000 cash
Vuyisanani Mazolwana (Walter Sisulu University: Ibika Campus)

Congratulations and well done to our national stars. Employers are hereby invited to consider these students for future employment. Please contact SABPP for details.

Read elsewhere in the magazine as some of the finalists share their experiences.

SABPP Student chapters ready for launch:

SABPP congratulates the following university campuses that have qualified to be official student chapters

1. NWU Potchefstroom campus: Launched in July 2017.
2. CUT Bloemfontein campus: to be launched on the 31st of August 2017
3. TUT Polokwane campus: to be launched on the 8th of September 2017

SABPP participates in the launch of the first District HRD council (OR Tambo):

SABPP was invited on the 17th to the 18th of July 2017 to Eastern Cape in Mthatha when the district launched the HRD council. SABPP was represented by the COO Xolani Mawande. We thank the district for the invite and we wish them all the best in dealing with human resource development strategy.

STUDENT CHAPTER

HUMAN RESOURCE UNIVERSITIES FORUM (HRUF):

Young HR Student Leaders



THE FOLLOWING ARE THE 6 NATIONAL TOP STUDENTS FROM VARIOUS UNIVERSITIES:



KAYLIN NICHOLSON: CAPE PENINSULA UNIVERSITY OF TECHNOLOGY, FINALIST

When I was informed that I have an opportunity to participate in the national student competition, I never thought that I'd be the chosen one amongst our university students. So when I was informed that I have been the chosen one, I immediately attempted to input more confidence into myself.



I had to compile a presentation one day before the time, I was excited and started my research on it, I then received the presentation topic. There was little information found and that took me from excited to panic. I immediately calmed myself, practised high emotional intelligence and reasoned out the way forward, that led to deciding to “sleep on it”. As I literally slept on the topic, during my first stage of sleep where my thinking is the most productive than the entire day, I thought of ways how to rephrase the whole topic heading. I didn’t get up to write anything down but clearly remembered my rephrasing structure. I then tried my research approach once again and was successful. I found talent management information on especially SABPP documents and other documents that assisted me in the subheadings which I discussed in my presentation. So when compiling the content of the presentation was completed, I had two days to practice the whole presentation.

Practice helped with the success of the presentation, however on the day of the presentation my “nerves” got the better of me. My attempt to battle those feelings was work in progress, but seeing how calm and collected the other students were probably made me more anxious. During the presentation, I

felt like my body and mind shut down but I am extremely proud to say that my voice did not do the same. I am also thankful that the stage fright didn’t lead me to giving up or walking out on the audience, which I have witnessed many times before.

I am extremely grateful for this opportunity I have been granted. It was truly an amazing experience not just being in another part of the country but also overwhelmed and pleased to have met other human resource management students, which I without a doubt believe will be successful in the future. I had the opportunity to meet highly academically educated baby boomers and the generation X’s. I received motivation and advice from them and this was the most valuable moment of my journey in East London.

Therefore I would like to thank the Business Faculty staff of CPUT who has collectively decided to grant me this opportunity and all other academically educated individuals who attended the SABPP HRUF Conference in East London for their words of motivation, advice and support.

Special thanks goes to Ms. L. Gie and Mr S Mgudlwa for their consent support through this journey.

My HRUF experience

My name is Telamisile Precious Mdluli, a BTech student in Human Resources Management at Nelson Mandela University which was previously known as NMMU short for Nelson Mandela Metropolitan University. I was nominated to take part in the HRUF best student of the year award for 2017 by my department at the university. Upon being nominated, I was excited about the new challenge and experience. However, anxiety, and doubt also crept in as the date drew closer, because I did not know what to prepare since I had not been given a topic. A few days before the HRUF, I was given a topic which was a relief. The topic was “Why a high level of Talent Management competence is essential for HR graduates entering the workplace.”

Presentation

In preparation for the presentation I drew from the knowledge that I have acquired in class, consulted with my lecturers, did research (like reading articles and journals), and spoke to a couple of HR graduates that have recently entered the workplace on the topic of talent management. As part of my preparations I tried to stay away from preparing a “lecture” on talent management theories, but be practical to the importance of talent management as a competence for HR graduates entering the workplace in South Africa.

My experience before, during and after the presentation
The day before the presentation, I went through my presentation, in order to familiarise myself with the content, check for any spelling or grammatical errors, and practise. It is said that practise makes perfect, and this helped in



**PRECIOUS MDLULI: NELSON MANDELA UNIVERSITY,
FINALIST**

NELSON MANDELA
UNIVERSITY

preparing for my presentation. During the presentation I was nervous at first and soon after I got comfortable and enjoyed the experience. When I was done with the presentation I felt relieved because I knew I had done my best and was proud for taking on this challenge.

My overall experience

The HRUF was a great experience for me because I got to see new places, spend time with my lecturers (Dr Amanda Werner

and Ms Yonela Dube) outside the classroom environment, meet new people and learn from them, learn more about myself (Strengths and areas of improvement), and the HR profession. I am very grateful and humbled by the support that my lectures gave to me before, during and after the HRUF presentation and for also believing in my ability to represent the department at the HRUF. This experience also challenged me to keep up to date with HR related matters and further my studies.



**PHUMUDZO MODAU:
VAAL UNIVERSITY OF TECHNOLOGY, FINALIST**

I was born to achieve and create my own destiny. I have realised that all the resources I will ever need are within me. Getting shortlisted is a fantastic achievement as the HR Excellence Awards are incredibly competitive and quite hard to win, but frankly I'm glad I came this far. My family, friends and lecturers have been extremely supportive. They have always told me to go and play hard, and work even harder.

Champions are people like me, because my positive thoughts have led me to my positive actions. I have done my best and still remain the best, and that matters most. I believe I've made VUT proud and I will be remembered as the best HR Student of my time. Thank you for the wonderful experience.



My name is Vuyisanani Mazolwana, a student in Walter Sisulu University, I was born on the 30th July in 1992. I am 25 years old and I have finished my matric in 2009 in the high school called Bethel College High in the Eastern Cape in Butterworth. Currently I am doing my level 3 in Human Resource Management.



**ZUYISANANI MAZOLWANA:
WALTER SISULU UNIVERSITY (IBIKA CAMPUS),
3RD POSITION (R3000)**

When I was in high school, it was not easy for me. I was not a straight A student, and I faced many challenges like peer pressure. Historically these challenges prevented me from being who I wanted to be, but now I made the choice to better myself.

As I started my university life I told myself that there is only one thing that I am going to focus on and that will be my books and anything that can equip me with becoming a better me. Having received that I am the top student in my university in the HR department made me the happiest person on earth and that my hard work indeed paid off. We are not born perfect but we create perfection in ourselves as we grow up through the values and involvements that we are taught in our homes, school, and life and the choices that we make thereafter.

Studying is not easy and I am not going to tell you that it is going to be easy but what I am trying to say is that it will be worth it. We all know the saying that "education is the key to success" and really it is because by studying hard I got the chance of becoming one of the students who participated in the HR Universities Forum presented by SABPP. The topic was called "Why a high level talent management is essential for HR graduate entering the workplace". The moment was inundating and also very stressful as I was competing among other best students from other universities and also expected to deliver good points on the topic and present it to the judges. The experience was very perplexing, because I got the chance of meeting people who have made a name for themselves i.e. the professors, people who are currently doing their PHDs. They

are serious people with good qualifications and that motivated me to work harder than I was, and of course networking with other students was a highlight. One thing I have learnt during the event was that you need to push yourself because no one else is going to do it for you and always say 'I can do it'.

Few things I can share with students who want to be top students.

ALWAYS HAVE GOALS AND OBJECTIVES: Objectives and aims are going to keep you focused and enable you to do whatever it takes to accomplish your goals.

A POSITIVE APPROACH: A positive approach towards your university, lecturers, and students will help you to keep your academic motivation on a relentless high level.

USE THE PAY BACK METHOD: If you have failed or were demotivated by your performance during a test, presentation or an assignment, use that to study hard for next time. Never waste your time on negative thoughts instead use that energy on positive things.

REWARD YOURSELF: Once you have accomplished one of your set goals, reward yourself. In my first test I got 65% and I was so furious but in test 2, I received a distinction. So whenever I get a distinction, I always reward myself.



**ZUKO HLANJWA:
CENTRAL UNIVERSITY OF TECHNOLOGY,
2ND POSITION (R7000)**

I would like to start by complimenting the SABPP for doing wonders for the HR profession, and trying to uphold certain standards for the HR society as a whole. Also creating platforms that are geared towards building the future HR leaders which are true Generation Y (youth of today).

Being afforded an opportunity to be with HR professionals when discussing issues impacting on HR on a national and



broader level was a breath-taking and yet developmental experience for us as the leaders of tomorrow. This HRUF held in Walter Sisulu University, to some degree gave me a different perspective on what the HR profession is about. This perspective is totally different from the theory we get from the traditional lecture rooms in our respective universities. Firstly, it made me aware of the challenges that the HR profession is facing out there and ways of making these challenges work to our advantage.

Secondly, through this HRUF we got to network with HR professionals, which is a very important element for young HR practitioners who want exposure and success. Connecting with my peers who are as eager as I am about this profession really made me believe that there is hope for HR in this country, and there are plenty of future HR leaders out there like me who want to make the HR profession legitimate and improve our South African labour market. Being around those HR professionals made me realise that I'm also an HR professional and very soon it will be our time as the youth to step up and lead the HR profession to new heights.

The moment that developed me and built more confidence within myself was when I had to step up before all those professionals there and present my story. It gave me goose bumps!! That's the moment that defined my ability and passion for this profession. It was on that moment when I said to myself: "You are a future HR professional and the future is now, own it!", and in-deed all that hard work and self-belief paid off as I was announced the 2nd best student in the whole country. That was a huge moment for me. This was a wonderful experience to me as it developed me personally and gave me a new perspective of the HR profession.

With all that said allow me to humbly and gratefully thank the Mr M Meyer (CEO), Mr X Mawande (COO), the rest of the SABPP staff and all other parties that were involved for exposing us to such developmental platforms, we will definitely uphold those standards.



**TSHEGOFATSO. O DIRANE:
UNIVERSITY OF JOHANNESBURG,
1ST POSITION (R15000)**



"Being part of the HRUF Forum was one of the most humbling and fascinating experiences by far this year. The atmosphere of being immersed in a crowd of people who share the same passion as me, the lessons I've learnt and the friends I got to meet was beyond what I anticipated.

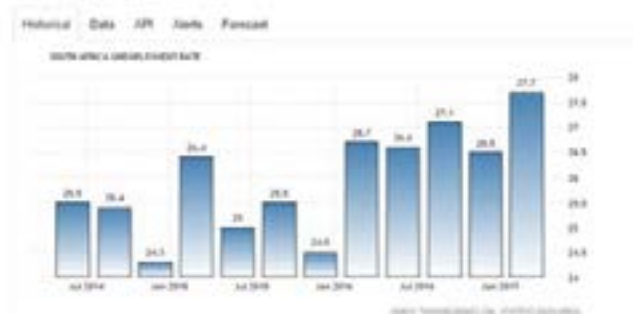
To know that my hard work and efforts are recognised and appreciated beyond the borders of my university fills my heart with so much joy. Never in million a years had I thought I would be awarded 1st position HR student in South Africa for 2017. No amount of words can explain how honoured and grateful I am for the opportunity.

I hope that the HRUF and SABPP continue doing the amazing job of motivating students by hosting these forums and ensuring the growth of this initiative. It was one to be written in my books and I will treasure the experience forever. Once again, "Thank You."

A Student Perspective on Leadership Expectation in the Corporate Environment

by
Chrisna Minnaar

What is my expectation of leadership in an organisation I would want to work for? This is an interesting question to ask a second-year university student who, honestly, has never considered until you realise that the job world is just a year away. I inevitably thought you just have to settle with what you get, as employment statistics are high these days. To have a job would be a blessing.



Being asked this question, I started to realise how important it is to evaluate (especially while at university) what your expectations about the workplace is. Some may have unrealistic expectations that will never be a reality and this may critically influence their success and happiness within the organisation when they are employed. So, is the workplace and work environment like what most university students think it is? Is the dream car, dream house and pencil skirts enough of a motivation to be successful in your job? My answer is no. There is so much more to being successful than your monthly salary and being able to spend it on all the things you've always dreamt of having.

Your personal success (that warm feeling of accomplishment) should be in-line with the organisation's confidence in you, and one critical way for this to become a reality is to have the right leaders to support your growth.

This means, leaders who inspire, motivate and understand their employees inside and outside of the workplace. With this said, I don't imply that everyone should be friends outside of the organisation. It just means that leaders should understand diversity within the business context and to what extent a person's background can influence the way you function within the organisation. This also means that leaders identify strengths and recruit people to lead and support development and growth. This can contribute significantly to how the leader manages the employee and how that contributes to the overall success of the organisation.

In all honesty, I acknowledge that not all leaders are the same. In my opinion that is the secret to being a successful leader. There are 10 000 books on "How to be a successful leader" and "The Main Traits of a Successful Leader" yet not all who's successful use this knowledge the same way.

Leaders have to embrace their authentic self. Yes, there is a more right way of doing things, but if you are in a leadership position you have to consider what works for your team and what does not. As a leader ask yourself these questions:

- When is my employees most productive?
- What motivates my employees?
- How can I increase the drive for success of my employees?
- How can I get them excited about what they do in the organisation every day?
- How can I make them aware of how they individually contribute to the overall success of the organisation?

Obviously, the answers of these questions will differ according to the profession, and that is exactly what each leader should take in consideration when choosing what type of leader, he or she wants to be. So, after stating all these point's, I still ask, what is my expectation of leadership in the organisation I would want to work for?

I believe the leader should always stay true to who they are, never change their personhood, but be open and willing to change their "ways" of doing thing to assist their teams. I hope, and can only dream, of a leader who is interested in getting to know me as a person and what unique characteristics and talents I have, to fully understand what potential I have to contribute to the organisational success.

I hope to have a leader who uses my current skills and talents to the best of my ability while helping me to build on it to become better at what I do. I hope to have a leader who supports my way of doing things while guiding me to grow and opening my perceptions to better ways. I hope I have a leader who not just motivates me, but inspire me to be better. I hope I have a leader who empowers me to make a meaningful contribution to the organisation by giving me the responsibility to make decisions and account for them. I hope to have a leader who is not afraid of the leader within me.

"Leadership is about making others better as a result of your presence and making sure that impact last in your absence."
- Unknown

Chrisna Minnaar decided to learn about the working world of HR, and decided to start at the SABPP. She is currently spending her time off from university, to "work" under the Head: Knowledge and Innovation, Lathasha Subban. She is a second year student studying for her undergraduate degree in Bcom Human Resource Management at the University of Pretoria.

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#LeadersMustRise



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A common platform of understanding what leadership means for South African leaders in all fields so that we can unlock the potential in SA's workforce and society in general

Day 1: (Leadership Standard Development) 14 September 2017

Day 2: (Leadership Standard Launch) 26 October 2017



SABPP is pleased to announce the first in a series of two Leadership Indabas as key milestones on the National Leadership Journey – a national conversation about creating a leadership standard for all South African leaders.

The Leadership Standard Journey, in partnership with Talent Talks and Wits Enterprise aims to bring the importance of leadership to the forefront of South African society by highlighting its pivotal role in determining its economic future.

This is not a leadership conference but rather a leadership journey about creating a national leadership standard to guide all leaders in their daily leadership practice. It will tackle the issues of ethics, governance, responsibility, accountability, purpose, trust, decision-making and influence, and the duty of businesses and associations to form a united body to support leaders who can take the country on a new course and give people tangible direction and hope for the future.

The first full-day event will be held at the Theatre on the Track, Kyalami, on 14 September 2017 followed by a second on 26 October. The outputs of the first session will be launched at the second session, thereby ensuring a sustainable journey of short, medium and long term impact.

The event will feature powerful speakers such as Adam Habib, Sim Tshabalala and a special leadership panel representing top professional bodies.

The objective of the leadership journey is ultimately to create a set of leadership standards for the country. It aims to inform stakeholders and debate their role in the leadership landscape, as well as to motivate people in business and government with the 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 behaviour. The right leadership behaviour will enable the right staff and stakeholder behaviour, thereby leading organisations and the nation towards success.

The need for a Leadership Standard

The SA Board for People Practices (SABPP) is an HR professional and quality assurance body operating in accordance with the NQF Act and the Skills Development Act. Under the leadership of the SABPP Chairperson, Siphwe Moyo, a new era for Human Resource (HR) Standards was embarked on as the top priority of the 11th Board of SABPP (2012-2015). In March 2011 when the new CEO of SABPP, Marius Meyer was appointed, the first thing he did was to visit HR professionals in all nine provinces of South Africa in order to learn about their needs. The major message from these road-shows was that HR practitioners lacked a national identity given the absence of a national framework on HR professionalism. In short, each HR practitioner does his own thing, or conforms to his or her company's approach to HR. Hence, the reality is that there are inconsistencies in HR practices, within companies, across companies, industries and nationally. The HR standards model was unanimously supported throughout the country and subsequently approved by the SABPP Board after extensive multi-stakeholder consultation and involvement. Since then, a full audit framework has been developed to audit organisations against the HR standards.

The South African HR standards have provided leadership within the HR domain of practice, and have successfully been implemented in several countries and have attracted interest from all over the world.

Inevitably, with SABPP having raised the bar on HR practice, attention is drawn by many stakeholders to the parallel need to raise the bar on the people management skills and behaviours of organisations' leaders and line managers, and the SABPP has been requested to address this issue. Many of the HR Directors implementing the HR Standards have commented on the lack of leadership and people management skills of their management teams, which are seen as a major obstacle to implementing the HR Standards successfully within their organisations.

Something must be done, and it starts with the collaboration between the SABPP, Talent Talks and Wits University to drive excellence in leadership as one of the key people practices. 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.

As partners in developing this unique Leadership Indaba, an opportunity is created to reach a common understanding on 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.

From here, we can identify actions to improve leadership in South Africa. The country calls on leaders to share, develop and create the change they want to see.

What is expected of leaders?

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 some companies even go as far to create their own corporate universities to train their own leaders.

The enormous body of research and academic writing on the topic of leadership illustrates how complex the concept of leadership can be. However, most people taking on leadership roles would like to know in simple terms what is expected of them and how they can continuously improve their leadership skills.

What are the root causes of leadership failures and what can we do about them?

Poor leadership is holding back the development of the South Africa we want to see, so the SABPP, Talent Talks and Wits have committed 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, 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;
- More than a hundred mental health patients dying at unregistered NGOs under the auspices of the Gauteng Department of Health followed by the resignation of the MEC for Health;
- Companies in several major sectors of the economy such as construction charged with collusion and anti-competitive behaviour;
- Pastors at some churches spraying their congregations with Doom and Dettol and letting them eat Rattex;
- 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.

The leadership challenge and opportunity

Even good leaders will admit that the role and task of leadership is complex in the year 2017. A volatile business environment, a lack of economic growth, uncertainty, increased compliance regimes, business and political scandals, rapid change, technological advancement, disruptive technologies, globalisation and a myriad of other factors complicate the role of leaders. Against this backdrop, leadership needs to be clearly and simply defined and conceptualised and clear standards and practices need to be developed to guide leaders during this difficult period of change, transformation and sustainability. However, notwithstanding our leadership failures, South Africa has been blessed with pockets of excellence as far as leadership is concerned. This is evident in the leadership of top companies and some university leaders during the “Fees must Fall” campaign. A noble stance of commitment, ethics and excellence in leadership can be seen within South Africa, and acknowledged as an inspiration to drive excellence in a volatile environment.

An explicit model 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.

Developing a Leadership Standard for South Africa

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, but individually and collectively commit to improve our leadership based on a clear standard of action. Collectively we will also support one another during the process of implementation. The standard will be developed in a collaborative manner on 14 September and formally launched at the 5th Annual HR Standards conference on 26 October. More than a 1000 leaders will be mobilised to join this leadership community in 2017, and this will grow to 5000 in 2018, 10 000 in 2019 and 20 000 by 2020, thereby creating a strong community of leaders living the standard on a daily basis in taking their organisations and the country forward towards excellence.

The leadership development event will include active involvement by several professional bodies. They are independent professional bodies that champion professional leadership in their fields and do not have any political motives – they represent 50 000 professional leaders who make things happen in their professions every day in South Africa and are already world leaders in their fields.

A Call for Action – The way towards a Leadership Standard

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. 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 good leadership behaviour and practices. SABPP is ready to start discussions and engage stakeholders to gather momentum and to steer the process forward. The SABPP has in place since 2014 a leadership development Professional HR Practice standard and we have committed to our members to follow this up with a people management (generic leadership) standard. **The following phases are envisaged to get the project going:**

1. Initial consultation and planning;
2. Stakeholder analysis of initial parties to involve in the set-up and implementation phases;
3. Development of draft leadership framework/standards model;
4. Formal Leadership standard development session;
5. Market consultation;
6. Publication and launch of leadership standard (26 October);
7. Awareness and capacity-building;
8. Leadership standard implementation at workplaces

SABPP as a world leader in HR Standards, and as the HR Professional body will drive the project with its access to top HR and other leaders. Talent Talks as South Africa's only dedicated talent management platform provides a network and publishing house for talent management and leadership content. Wits Enterprise has been active facilitators of leadership development in several organisations. As a multi-stakeholder collaborative effort, we welcome partners and sponsors to join this exciting initiative.

Contact Sue de Waal on sue@talenttalks.net for more information.

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 unlock the potential of their people and organisations. The following hashtags will be used to ensure the campaign maintains momentum as part of a process of daily communication and engagement:

#LeadersMustRise #LeadershipStandard

For daily leadership updates, follow **SABPP on twitter @SABPP1** and **Talent Talks on @talenttalksnet** or visit their websites **www.sabpp.co.za** and **www.talenttalks.net**

Individuals and Organisations who have an interest in joining the Leadership Standard Journey, can contact the **CEO of SABPP, Marius Meyer** on **marius@sabpp.co.za** or **(011) 045 5400**

EVENTS



31

AUG

Gauteng - Ethics Foundation Workshop

When: Thursday, August 31 2017, 8:00 AM

Where: 223 Jan Smuts Avenue Rosebank Cnr University Rd, Auckland Park, Johannesburg, Gauteng 2193 South Africa

Contact: Ceanne Schultz events@sabpp.co.za 0110455400

05

Sep

North West Province – HR Standards Workshop

When: Tuesday, September 5 2017, 8:30 AM

Where: North West University - Mafikeng University Drive, Mafikeng Campus Mmbatho, North West 2735 South Africa

Contact: Bongji Ndaba bongjin@sabpp.co.za 0110455400

14

Sep

Development of a National Leadership Standard

When: 14 September 2017 8:00 AM - 17:00 PM

Where: Theatre on the Track, Kyalami, 1 Monza Cl, Kyalami Park, Midrand, 1684

Contact: Ceanne Schultz events@sabpp.co.za 0110455400

19

Sep

Gauteng HR Standards Workshop

When: 19 September 2017 8:00 AM

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

Contact: Bongini Ndaba bongini@sabpp.co.za 0110455400

SYSTEMIC TEAM COACHING
With Professor Peter Hawkins
Professor of Leadership at Henley Business School, United Kingdom
27-29 November 2017 in Johannesburg

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Maximising Potential

Leadership

Standard Journey

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



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