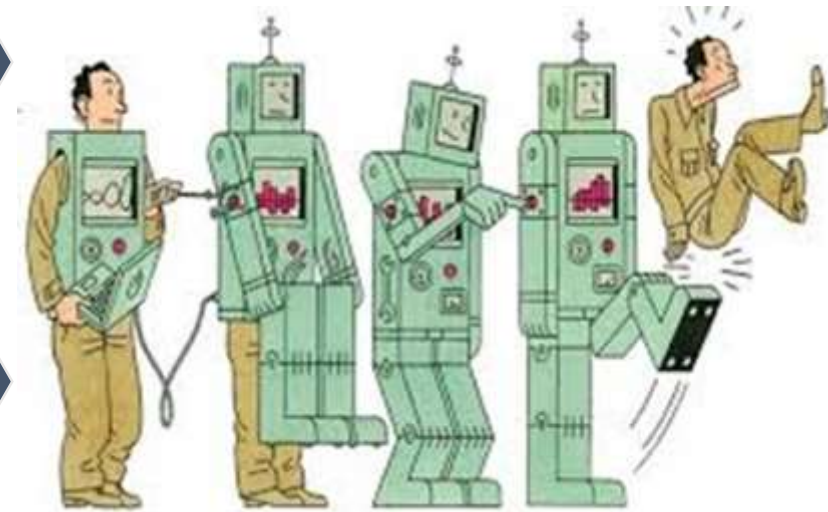
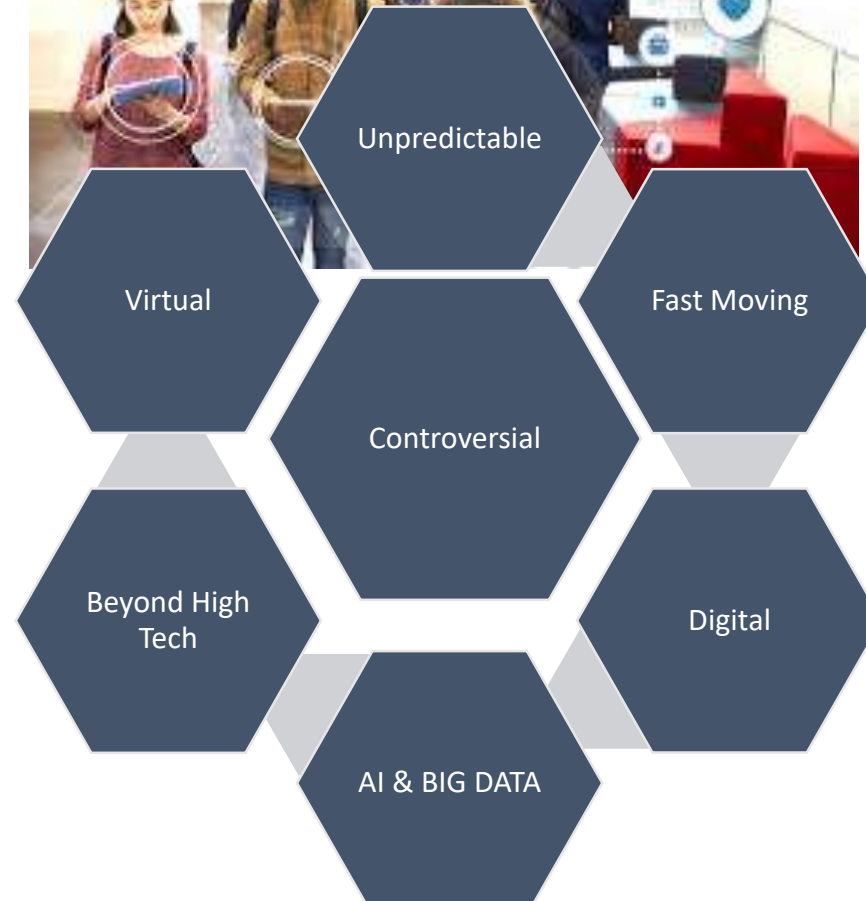


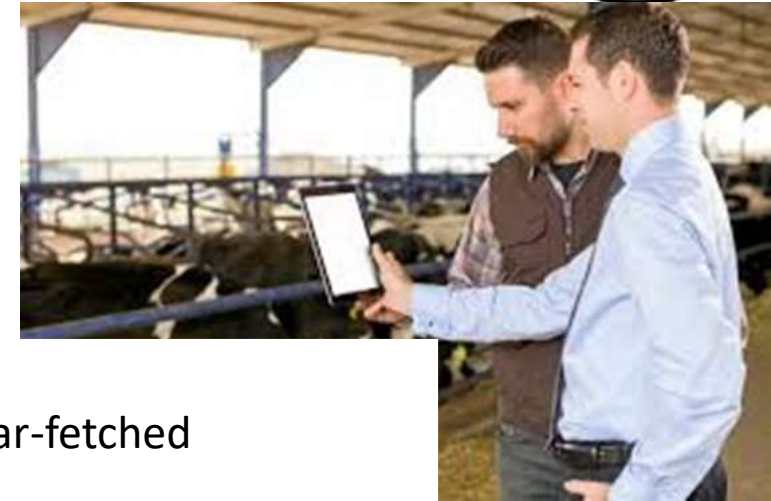
# Lead *SMART*



# The World of Work in 2030



# The World of Work in 2030



## TWO QUESTIONS TO HR:

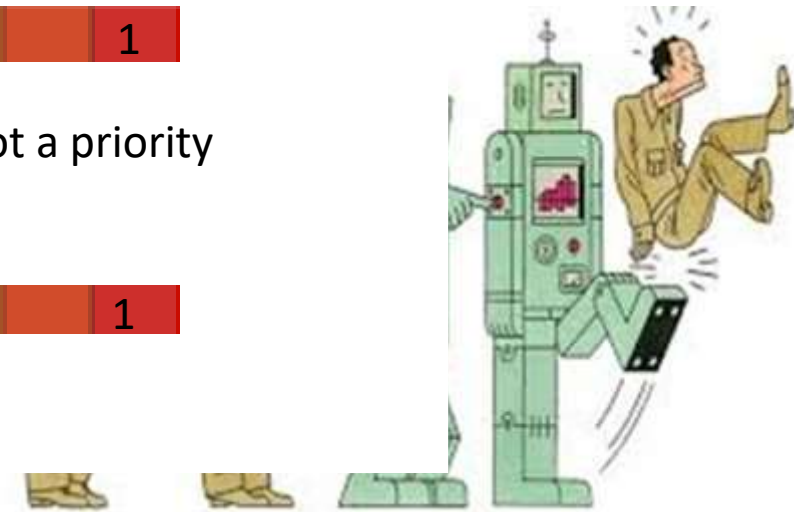
Very real      Probably Coming      Mostly far-fetched

### 1. Internalized



### 2. Readiness

Active conversation/  
Work on strategies      Awareness but  
other realities      Not a priority



# The World of Work in 2030



# The Green World

## COMPANIES THAT CARE



Human Rights

Social  
Conscience

Trust dominate

Sustainability

Environmental  
Responsibility

Diversity



Fair and Just

Honest

Community and  
Team Builders

Dignity and  
respectfulness

In service of  
others

Encourage  
Initiative

Value driven  
decision- makers

Lead by Example

**Ethical Leadership**



# The Green World

## COMPANIES THAT CARE



Human Rights

Social  
Conscience

Trust dominate

Sustainability

Diversity

Environmental  
Responsibility



**It requires comprehensive support to be effective**  
**It is a costly leadership style to implement**  
**It may have multiple definitions**  
**It requires consistency without fail**  
**It is dependent upon a leader's ability to influence others**  
**It requires clarity at all times/ exceptional communication internal and external**  
**Can the traits be 'taught' to leaders?**

Fair and Just  
Honest

Community and  
Team Builders

Dignity and  
respectfulness

In service of  
others

Encourage  
Initiative

Value driven  
decision- makers

Lead by Example

# The Yellow World

HUMANS COMES FIRST



Humaneness

Community  
Business

Ethical and  
blameless

Search for  
meaning and  
relevance

Technology  
applied to  
explain/ express  
purpose

Extremely  
talented  
individuals



Empathy

Awareness

Healing

Conceptualization

Persuasiveness

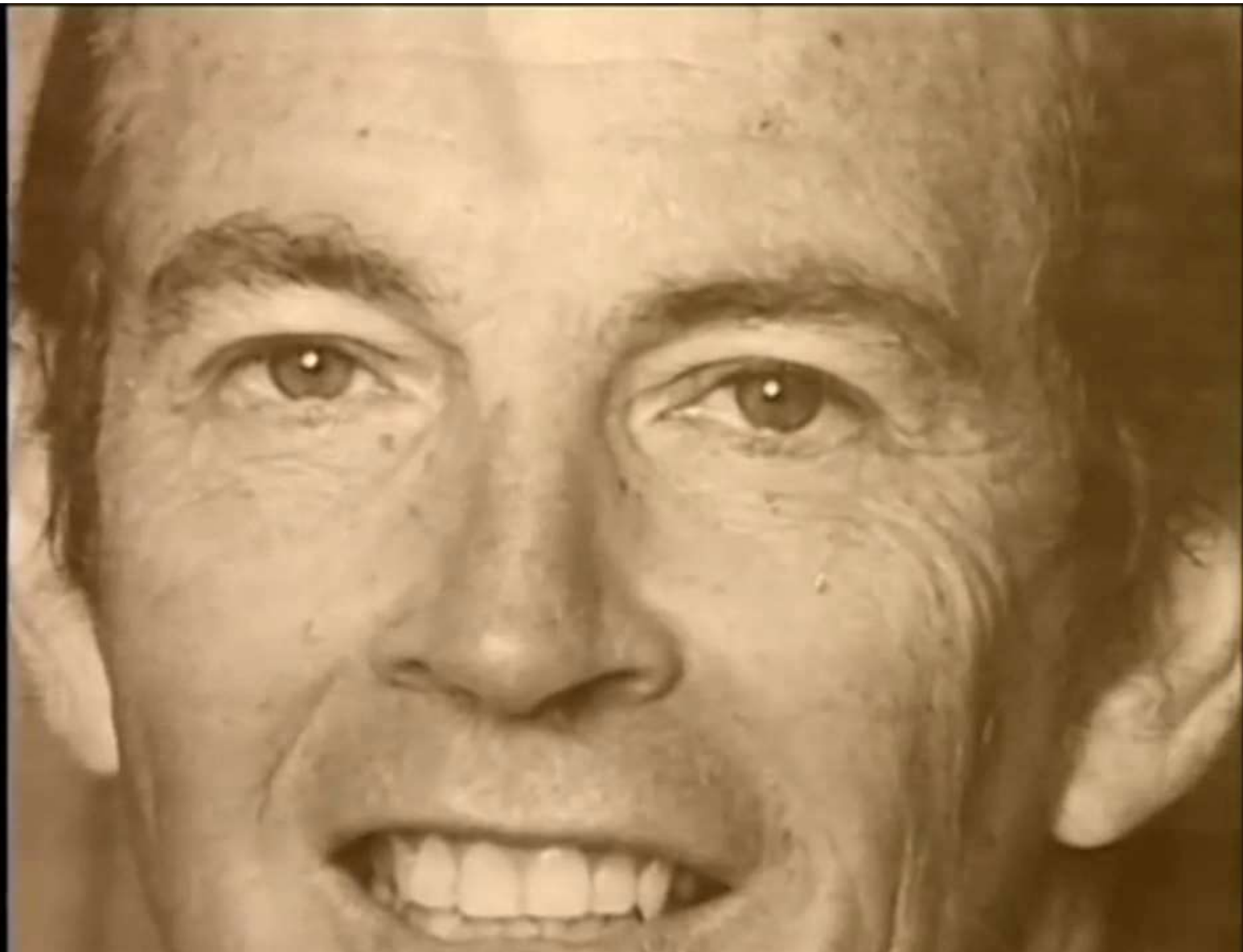
Stewardship

Foresight

Mentoring

**Servant Leadership**





# The Yellow World

HUMANS COMES FIRST



Humaneness

Community  
Business

Ethical and  
blameless

Search for  
meaning and  
relevance

Technology  
applied to  
explain/ express  
purpose

Extremely  
talented  
individuals



- **Conflict between the impact of technology and the humanity**
- **Leaders can be exposed to emotional drain-out**
- **Requires very strong leadership at the top to drive the culture**
- **Difficult to apply during extensive change or conflict**
- **Genuine and consistent, cannot be faked**
- **Can be regarded as weak**
- **It takes long to implement**

Empathy

Awareness

Self-giving  
without self-glory

Healing

Conceptualization

Persuasiveness

Stewardship

Foresight

Mentoring

# The Red World

## INNOVATION RULES



Customer Centric

Innovation  
outpaces  
regulation

Niche

Excessive reach to  
those with sound  
digital platforms

Flourishing  
entrepreneurs

New developments  
at the speed of  
lightning

High risk high  
reward



High sense of  
self-belief

Visionary

Rule breakers

Highly involved  
and energetic

Persevering and  
resilient

Risk taking

Hunger to achieve

Eye for  
opportunity

**Entrepreneurial Leadership and Pace-setter Leadership**



# The Red World

## INNOVATION RULES



Customer Centric

Innovation  
outpaces  
regulation

Niche

Excessive reach to  
those with sound  
digital platforms

Flourishing  
entrepreneurs

New developments  
at the speed of  
lightning

High risk high  
reward



**Find the balance with the human side of things**

**Strategic balance not to grow to destruction**

**Establish internal systems to ensure sound management of process and quality**

**Careful watch on compliance**

**High cost of R&D**

**To apply sound judgement in ethically grey areas**

High sense of  
self-belief

Visionary

Rule breakers

Highly involved  
and energetic

Persevering and  
resilient

Risk taking

Hunger to achieve

Eye for  
opportunity

# The BLUE World

## CORPORATE IS KING



Big company  
capitalism

Size and influence

Connectedness

Highly productive  
workforce/ super-  
workers

Push limits of  
performance  
workforce

Maximized  
human effort

Excellence through  
effort

Sophisticated wellness  
programmes



Confident

Strategic

Connected/  
Networkers

Focussed

Ambitious

Cautious/  
Calculated

Big Picture  
Thinkers

Unemotional/  
Rational

**Combined styles such as transactional leadership with  
visionary leadership**

**ARM**  
African Rainbow Minerals

**ARM**  
African Rainbow Minerals



# The BLUE World

## CORPORATE IS KING



Big company  
capitalism

Size and influence

Connectedness

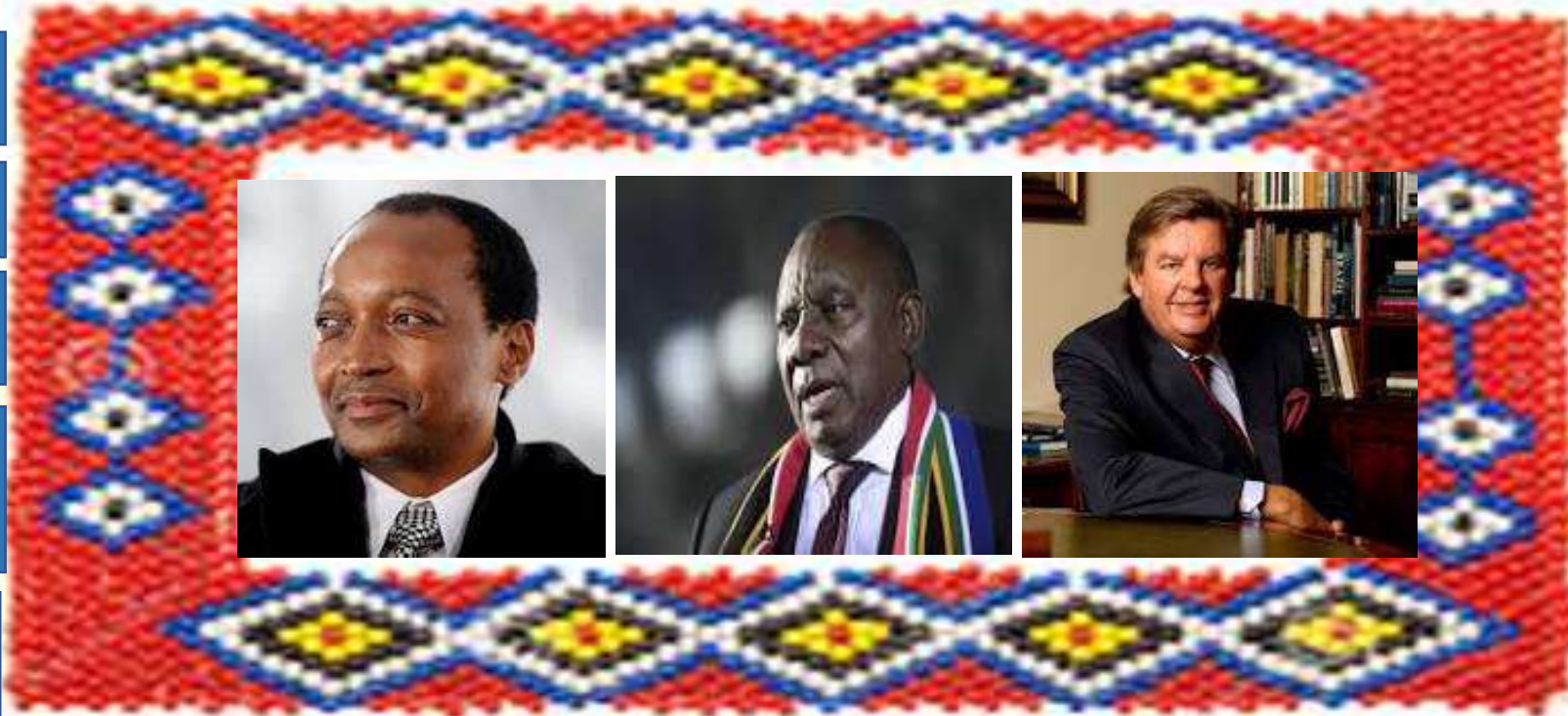
Highly productive  
workforce/ super-  
workers

Push limits of  
performance  
workforce

Maximized  
human effort

Excellence through  
effort

Sophisticated wellness  
programmes



**Will find it difficult to retain millennials/ alpha generation workers**

**Burn-out**

**Faces many soft-ethical dilemmas (eg. Old Boys Club) with an impact on brand value**

**Consistent struggle to establish ownership with employees/ engagement are driven not volunteered**

**Risk averse- pace to slow for 4<sup>th</sup> IR**

Confident

Sophisticated

Strategic

Connected/  
Networkers

Focussed

Ambitious

Cautious/  
Calculated

Big Picture  
Thinkers

Unemotional/  
Rational



Lead *SMART*?





WHAT IS THE **COLOUR** OF YOUR CLIMATE and CULTURE FOR THE FUTURE?

# THE COLOUR OF YOUR COMPANY'S CLIMATE IN THE 21<sup>st</sup> Century



Management at all levels set the climate in their organization.

They do that through:

- what they pay attention to, measure, and control on a regular basis
- how they react to critical incidents and organizational crises
- how they allocate resources
- deliberate role modeling, teaching, and coaching
- how they allocate rewards and status
- how they recruit, select, promote, and excommunicate



WHAT IS THE COLOUR OF YOUR CLIMATE and CULTURE FOR THE FUTURE?



Lead *SMART*?



Destination is predicted...

... But what is our point of departure?



# The employee dis-engagement we departing from

“Engaged Employees are fully involved in, and enthusiastic about their work..... they care about the future of the company and are willing to invest the discretionary effort exceeding duties call to see that the organization succeeds.”

By Gerard H. Seijts and Dan Crim



# The employee dis-engagement we departing from

## QUESTIONS TO HR:

3. Where on the scale do you place employee engagement in your company?





# The Humanity Factor

**Driver of the culture**



**Achilles heel ito sustainability**

# Enhance Employee Engagement through a culture of coaching

## Employee Engagement

### Employee Engagement

Employee engagement are related to meaningful business outcomes at a magnitude that is important to many

- Journal of Applied Psychology

Employee engagement does not merely correlate with bottom line results – it **drives** results

- New Century Financial Corporation

## Drivers of Employee Engagement

**Creating a shared vision** - fosters commitment to the long-term and provide the 'why' that inspires action

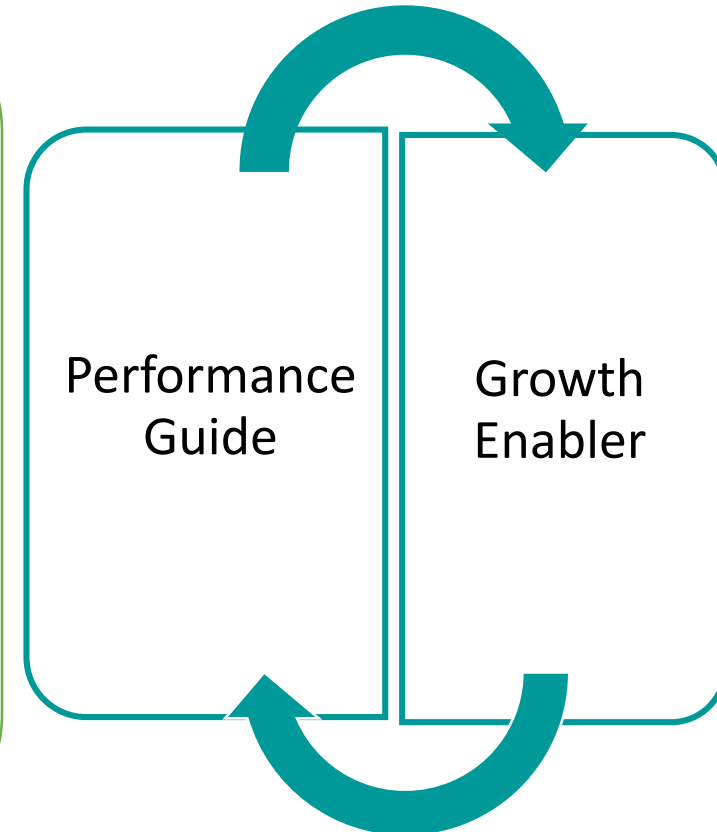
**Creating a cooperative workplace culture** - A workplace environment that embodies a cooperative spirit ensures that team members step up to the plate to help when help is needed. It shows a shared commitment to the project, team and company.

**Setting the stage for success** – Agreeing to clear outcomes, giving directions, providing sufficient tools, and offering training and ongoing support all prepare team members with the means to accomplish their jobs.

**Making employees feel important and appreciated** - Employees need to know that the company believe they can make a contribution. They also want to know that their supervisor care and they want to be recognized for a job well done or for extra effort expended on a project.

- Gallup and MSW Research findings 2018

## Coaching facilitates the transition



Leaders who can transition to becoming a great coach can transform employee engagement and, potentially, bottom-line results.

# The two pillars of coaching



- Outcomes
- Standards
- Aligned behaviour

Performance Guide



Growth Enabler



This process is guided by coaches who observe employees doing their jobs, analyse employee performance, openly discuss that performance with employees, methodically guide employees toward agreed upon performance improvements, and follow up with them consistently to facilitate progress.

# Two Pillars of Coaching

## Scorecard Alignment



## PDMS Habits



## Performance Coaching

is a process that

- (1) links what individuals and teams do on a daily basis with the larger goals, values and cultural practices of the organisation and the needs of its customers;
- (2) it is a process for establishing a shared understanding about what is to be achieved and how it is to be achieved;
- (3) an interactive process of guiding, checking in, giving feedback and enabling

Nugget Training

## Development Coaching

More specifically, it is a continual process through which employees learn by experimenting with, adopting, and sharpening desirable behaviors aligned to personal and organizational purpose.

This process is facilitated through structured discussions that analyse employee behaviour, provide ongoing feedback, reinforce contributing behaviours, and methodically guide employees towards achieving their desired

Master Mentoring

## DNA Defined



## Climate Reform



# Employee Engagement understood





# Two Pillars of Coaching

## Scorecard Alignment



## Performance Coaching

is a process that

### QUESTIONS TO HR:

4. How well established is the role of **PERFORMANCE GUIDE** at all levels of leadership in our organisation?



## PDMS Habits



5. How well established is the role of **GROWTH ENABLER** at all levels of leadership in our organisation?



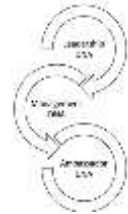
guiding, checking in, giving feedback and enabling

Nugget Training

## Development Coaching

More specifically, it is a continual process through

## DNA Defined



## imate Reform



Master Mentoring

# So what should my company's leadership DNA look like to be ready for the Future of Work?



TODAY'S NEWS:  
LEVEL OF EVENTS



DESIRED  
FUTURE

*Handwritten signature*



# Design the preferred leadership culture

What traits and characteristics do we employ for?

How do we align personal purpose with organizational purpose?

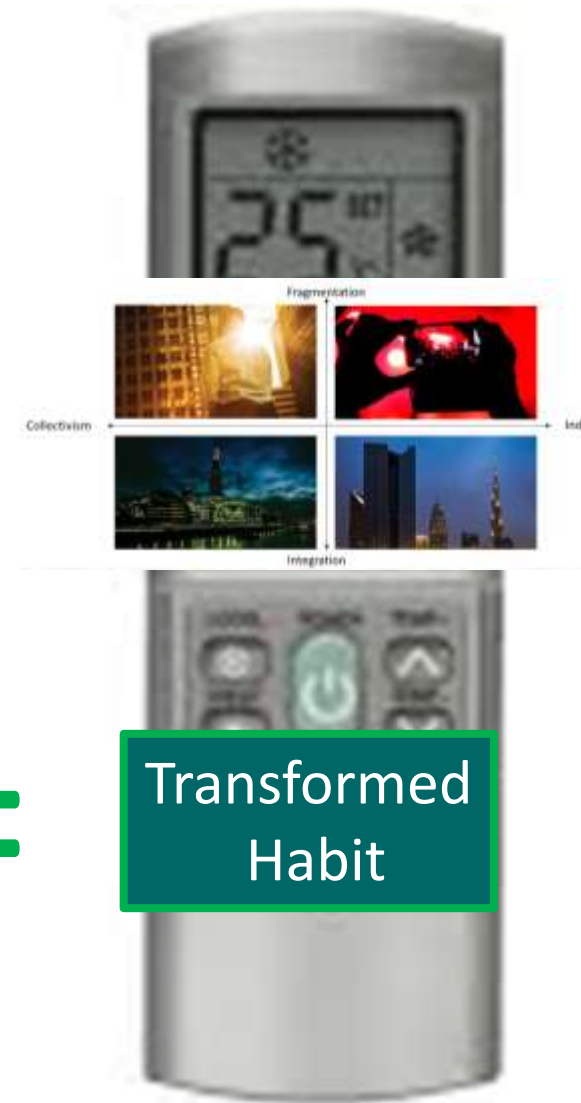
How do we transform (learn and unlearn) habits?

**Character & Attributes + Attitude & Motive + Knowledge & Skills**

**Re-engineered employment Practice + Mentoring and Reverse Mentoring Programmes for Purpose Fit Awareness + Learning Mechanisms**

**=**

**Transformed Habit**



# Design the Pathway for your company's Leadership Journey



- Level of readiness of the organisation
- Levels of readiness of the leaders
- Growth in complexity of organizational and environmental demand
- Growth in complexity into levels of leadership





A large, teal-colored decorative graphic on the left side of the slide, consisting of several overlapping, curved shapes that resemble a stylized 'P' or a series of concentric arcs. In the center of these curves, a small image shows a person's hands holding a small green seedling in a pot of dark soil.

## Peritum Agri Institute

Predict, design and skill the workforce your  
company needs tomorrow, today.