



John Philp

CEO Talent Expertise
International



Dr. Johann Uys

Senior Consultant



Christine Gilkes

Moderator

Welcome to
'Leading in a Time
of Crisis'

Tuesday 09 June 2020



About Talent Expertise International

- TEI is a Corporate Training & Management Consulting Company Incorporated in 2013 in Dubai, UAE, supporting Organizational Performance & Transformation consultancy projects for clients within Europe, West Africa, Middle East & the US. In 2017, we incorporated our business in Nigeria and now have a permanent office in Abuja.
- We Have trained over 10,000 participants
- We have strong presence in Middle East & Africa (UAE, SA, Kuwait, Bahrain, Nigeria, Ghana, Kenya, South Africa, Zimbabwe, Uganda, Kigali)
- Servicing over 200 clients worldwide
- Supported clients on various consulting projects – Performance Management – Nigeria Electricity Commission, Governance Risk & Compliance
- Our Corporate training division provides management & leadership skills development, in conjunction with technical programmes, serving the oil & gas, manufacturing, pharmaceutical and public sector entities in more than 26 different cities worldwide.
- We offer a collection of 500 public programmes through a range of 15 different categories including administration & secretarial to finance & accounting, health & safety, oil & gas





CEO: John Philp
Home City = Edinburgh,
Scotland



- **John** is a leadership practitioner with over 30 years senior leadership experience.
- He has a deep understanding of best current practice in the leadership arena. Having worked extensively in over 70 countries worldwide during his career and 15 countries on the continent of Africa in the past 16 months.
- During the past 3 years, John has hosted more than 100 virtual management development workshops to global audiences. John has a clear understanding of the real challenges and opportunities which the COVID-19 pandemic is having on both the commercial and human factors within our businesses.

Meet the facilitators...



Senior Consultant: Dr. Johann Uys
Home City = Pretoria, South Africa



- **Johann** is a registered Psychologist working extensively in both academic institutions and commercial enterprises.
- Johann has actively consulted clients in matters relating to strategy & large scale change projects across a wide variety of private and public sector organisations.
- Johann has developed numerous Leadership Models. He recently launched the 4.0D™ Leadership Model, the 4.0D™ Leadership Visual Device and the 4.0D™ Leadership Assessment Protocol. The 4.0D™ Leadership Model and its associated products are designed for Leadership Development for; and Leadership Practice for the 4th Industrial revolution commonly known as Industry 4.0.



Meet our Moderator Christine Gilkes



Moderator: Christine Gilkes
Home City = London



- **Christine** is change specialist supporting businesses to improve performance, implement business, cultural and personal change with over 20 years' experience.
- Qualified in psychology, Neuro Linguistic Programming NLP, Emotional Intelligence EI, Multiple Brain Integration Techniques mBIT, Cognitive Behavioural Therapy CBT enable her to design and deliver unique interventions that get extraordinary results.
- Her personal role with Mind, the leading mental health charity in the UK, provides invaluable experience and a deep understanding of the worldwide challenges as people transition back to work post the COVID-19 pandemic.



Workshop Objective

By the end of this workshop, you will have more information on three vital skills to lead in difficult times:

- **Adaptability/Flexibility:** Situational Analyses: Crisis – Stabilise – Recover: Direction Change.
- **Resilience:** New ways of doing work: New ways of going about our business: Rehabilitate and embed.
- **Agility:** Team with stakeholders: Renegotiate terms: Communication strategy.

We will explore tips, techniques and tactics under each skill heading to help you embed these as 'business as usual' working practices.



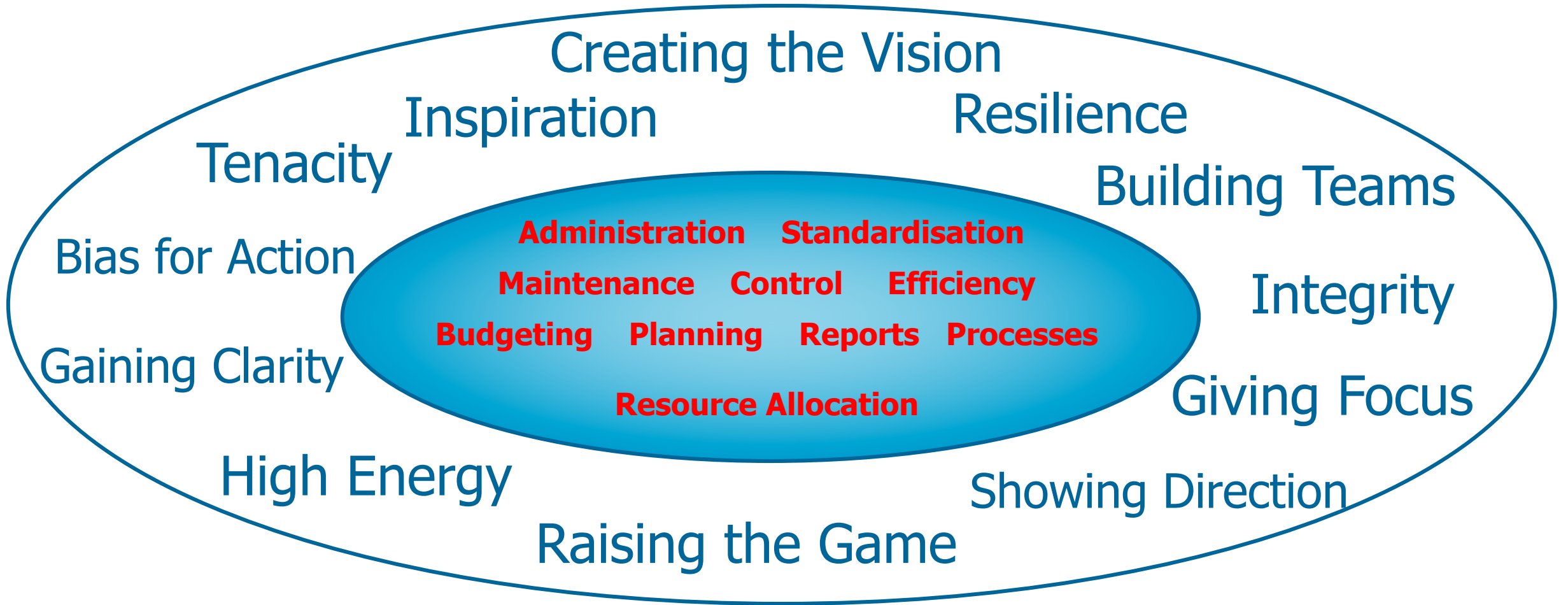
Five Ways to Lead in a Time of Crisis

‘Who could deny COVID-19 is a Crisis on a Global Scale’

1. Seek credible information
2. Use appropriate communication channels
3. Explain what your organization is doing about the crisis
4. Be present and visible
5. Dedicate organizational resources for future crises.



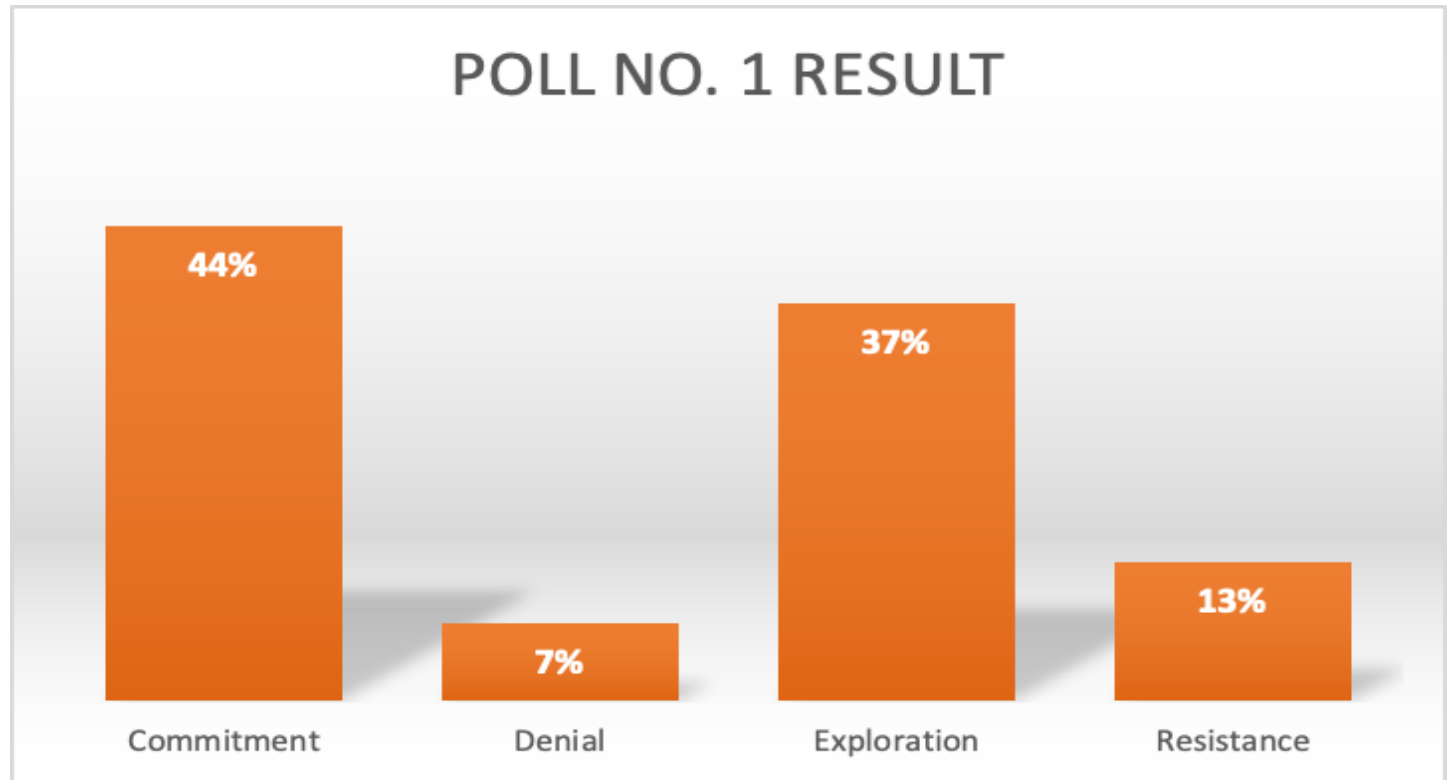
'Leading in a Crisis – Planning for Tomorrow's Successes'



Polling Results – Number 1



Consider yourself and your team members right now with all the challenges of COVID-19. Where do you believe most people are in relation to the Kubler-Ross Change Curve?



Where are we all now?

WE ARE NOT ALL
IN THE SAME BOAT



BUT WE ARE IN THE SAME STORM



Head, Hand, Heart

I now have an emotional commitment to this and I honestly believe this will make a positive impact on how I perform going into the future.



On an intellectual level, I understand what I need to do and why I need to do it.

I've practiced and demonstrated my understanding of what I need to do and this is now starting to feel very natural.



Context: The 4.0D[®] Leadership Model

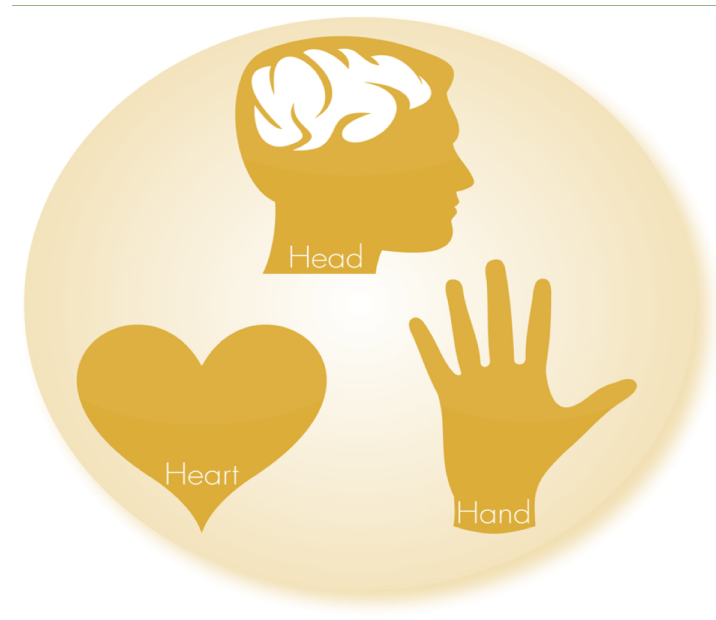
This session is based on aspects of this Model

SELF: The base where leadership begins

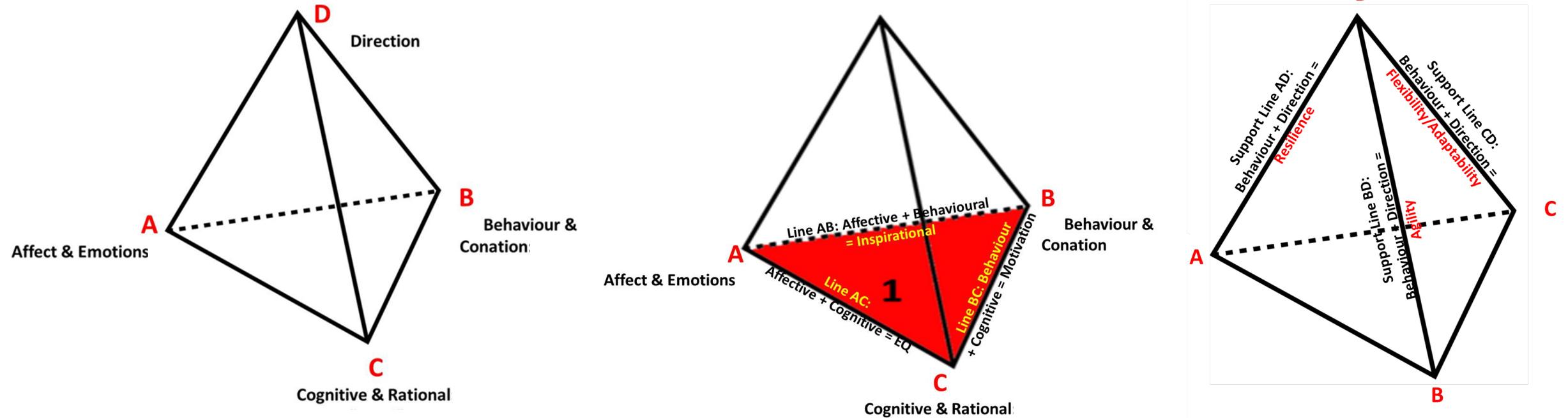
Elements

- Head (Cognition)
- Hand (Behaviour)
- Heart (Affect)

- Habits – Sum of all above



4.0D[®] Leadership Model in three parts



Direction – Aspiration that needs support ← **Aspect of model in focus of this session**



The 4.0D[®] Leadership Model



A 4.0D leadership model postulation for the Fourth Industrial Revolution relating to the South African mining industry

J. Uys and R. Webber-Youngman

2019

Journal of the South African Institute of Mining and Metallurgy. DOI ID: <http://dx.doi.org/10.17159/2411-9717/17/450/2019>. ORCID ID: <https://orcid.org/0000-0002-5046-8934>].

2020

Mining Report.
Gluckhaüf, no 1. 156.
pp 21 -29.

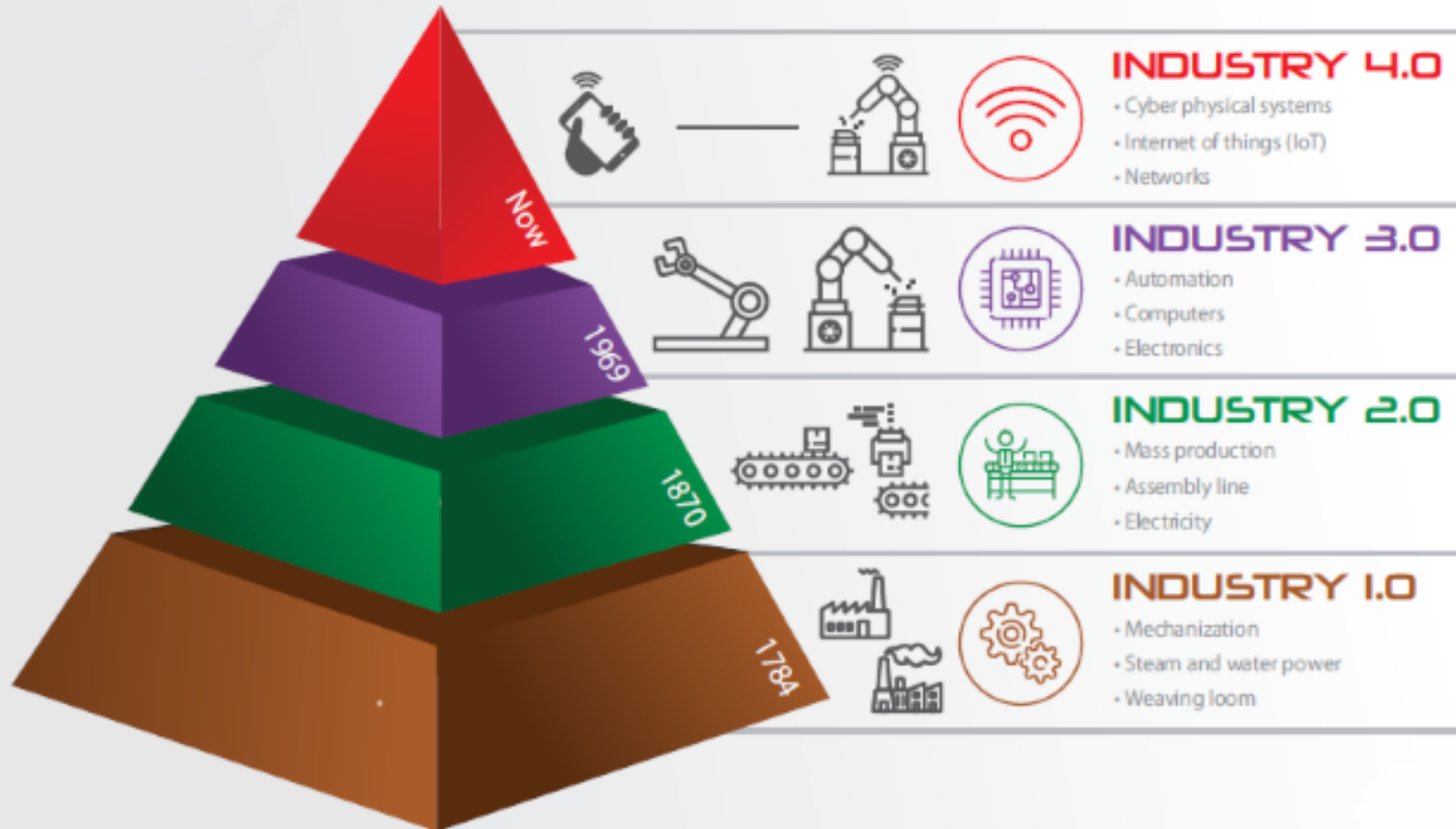
Johann Uys
Ronny Webber-Youngman

PEER REVIEW

A 4.0D Leadership Model for Mining and Related Industries in the Context of the Fourth Industrial Revolution



The 4th Industrial Revolution (Industry 4.0)



© 2018 The Leadership Compass

A few fundamentals

- We all have **goals** – personal, organisational, departmental or functional units.
- We all have **values** and it usually encompasses words like honesty, integrity, morality, ethics etc.
- We all are **responsible** people that realise our obligations towards others – be they employees, colleagues, family, friends, other organisations, formal institutions etc.
- We all strive to be in touch with what we **feel, think** and **do** (unto others)

...but for the storm...

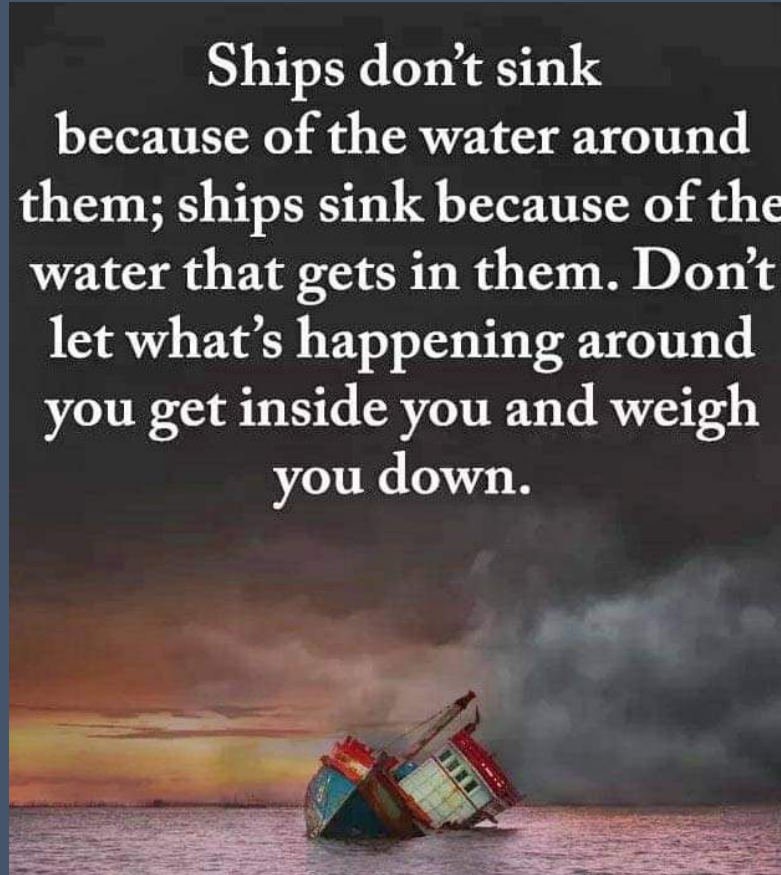
...all could have been so much better...



...BUT FOR THE STORM...

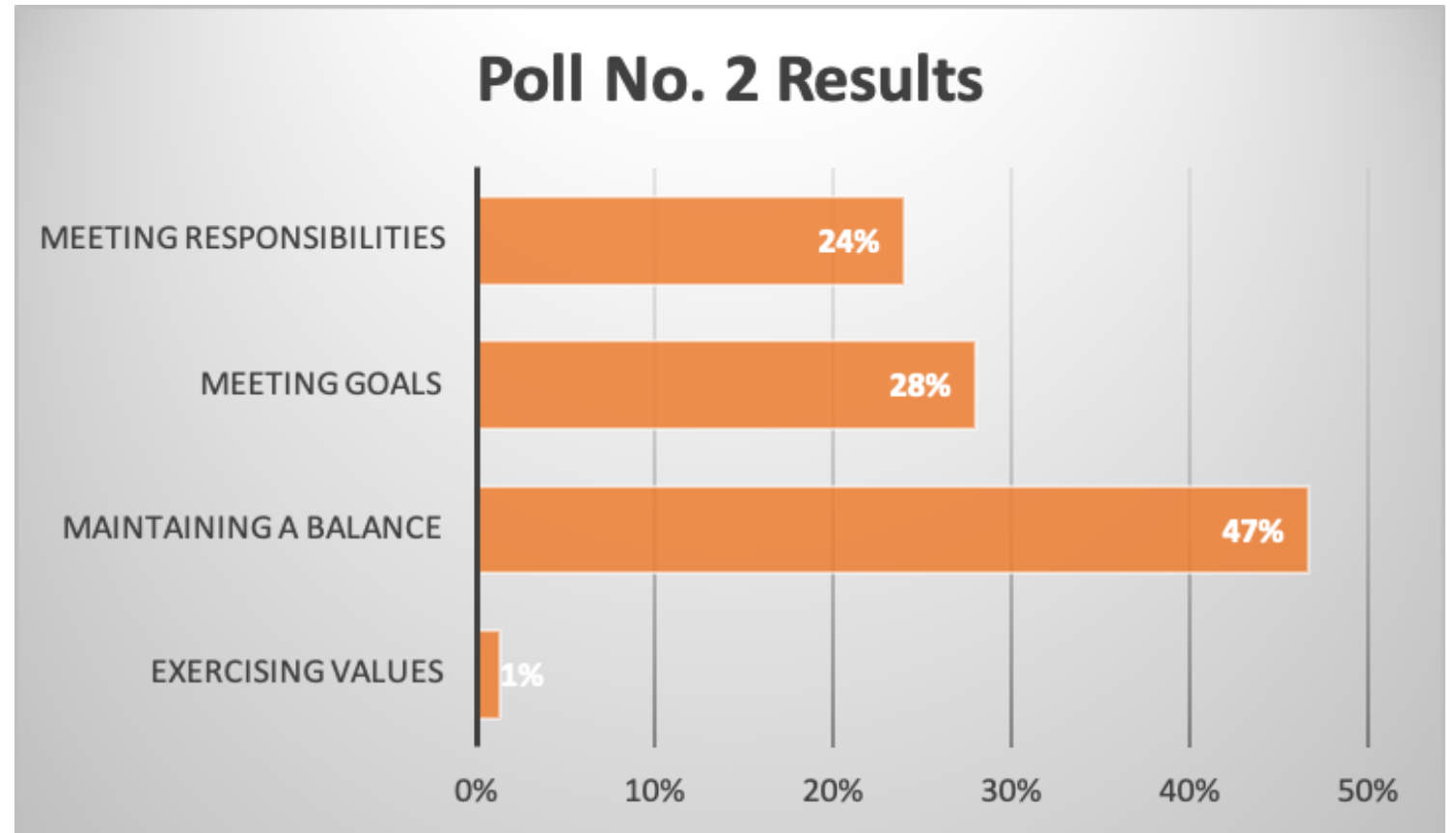
...ALL COULD HAVE
BEEN SO MUCH BETTER...

**Ships don't sink
because of the water around
them; ships sink because of the
water that gets in them. Don't
let what's happening around
you get inside you and weigh
you down.**

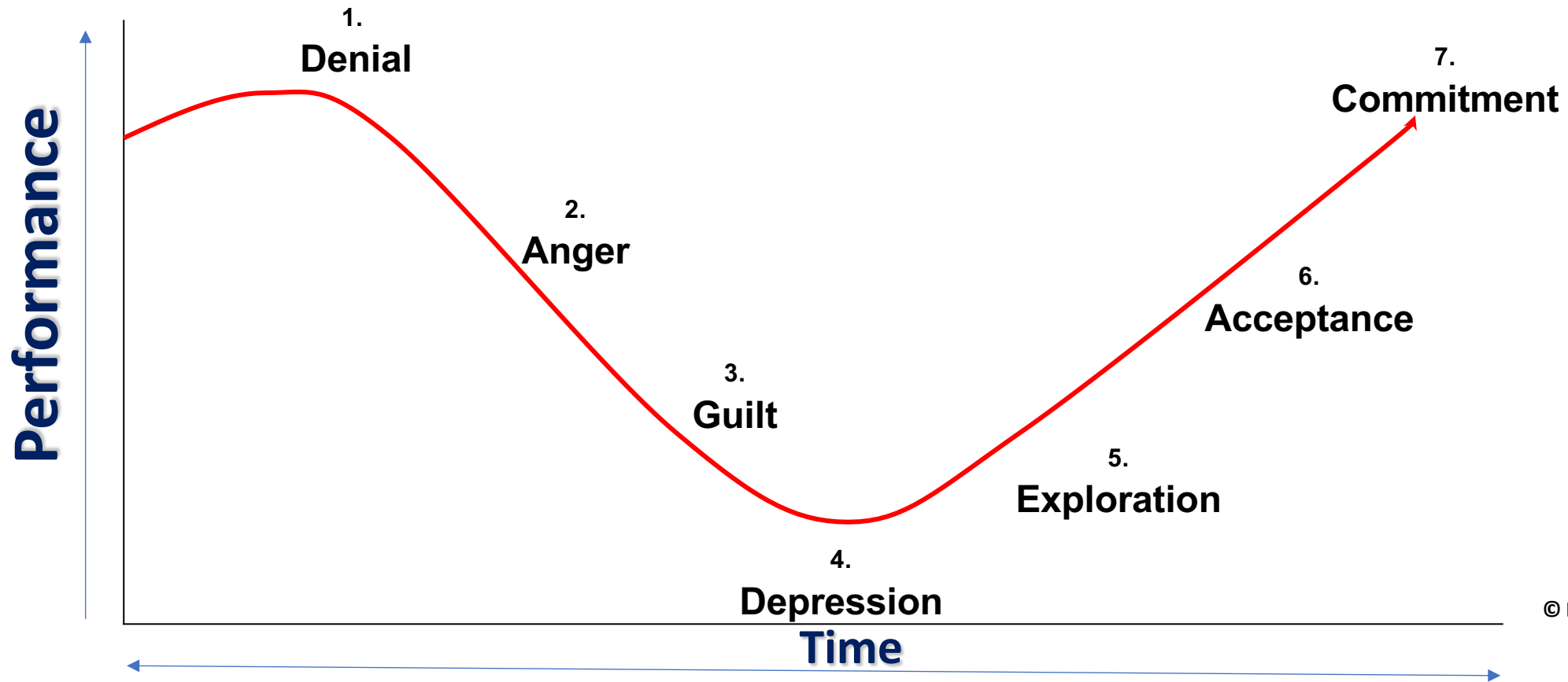


Polling Result – Number 2

Consider yourself and those who are in your team right now. Which of these do you think creates the most pressure during COVID-19?



Human Responses to the changes which COVID-19 has brought about



Leading our People through Crisis Change

- Your team assumes that “Management” has figured out all the steps between the start of this global pandemic and how we are going to get out the other side.
- Any new policy, procedure or practice requires your team's energy and emotional commitment for it to be implemented.
- Your job as Leader is to shine light on the path ahead, one step at a time, allowing the team to proceed with relative confidence.



Leading our People through Crisis Change

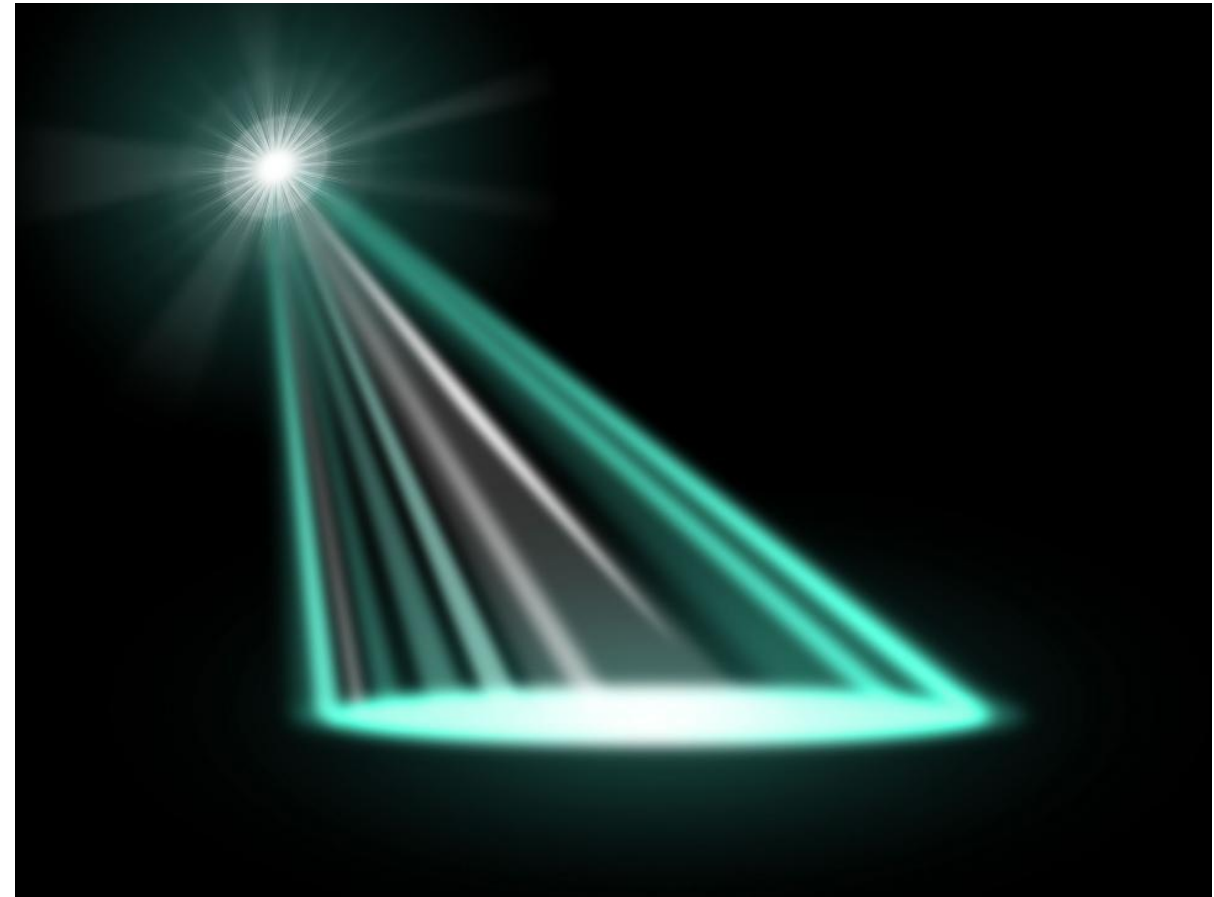
Forecast the **Choice Points** for the next 14 days.

- Identify the tasks and responsibilities where you may have to choose between doing things the old way or doing things in a new way.

Provide a **sense of certainty** for the next 14 days.

- Declare two things that definitely **will happen** during the next 14 days.
- Declare two things that definitely **will not happen** during the next 14 days.
- Make sure you go back after 14 days to confirm your declarations. Trust is everything.

Shine light on the path ahead – one step at a time

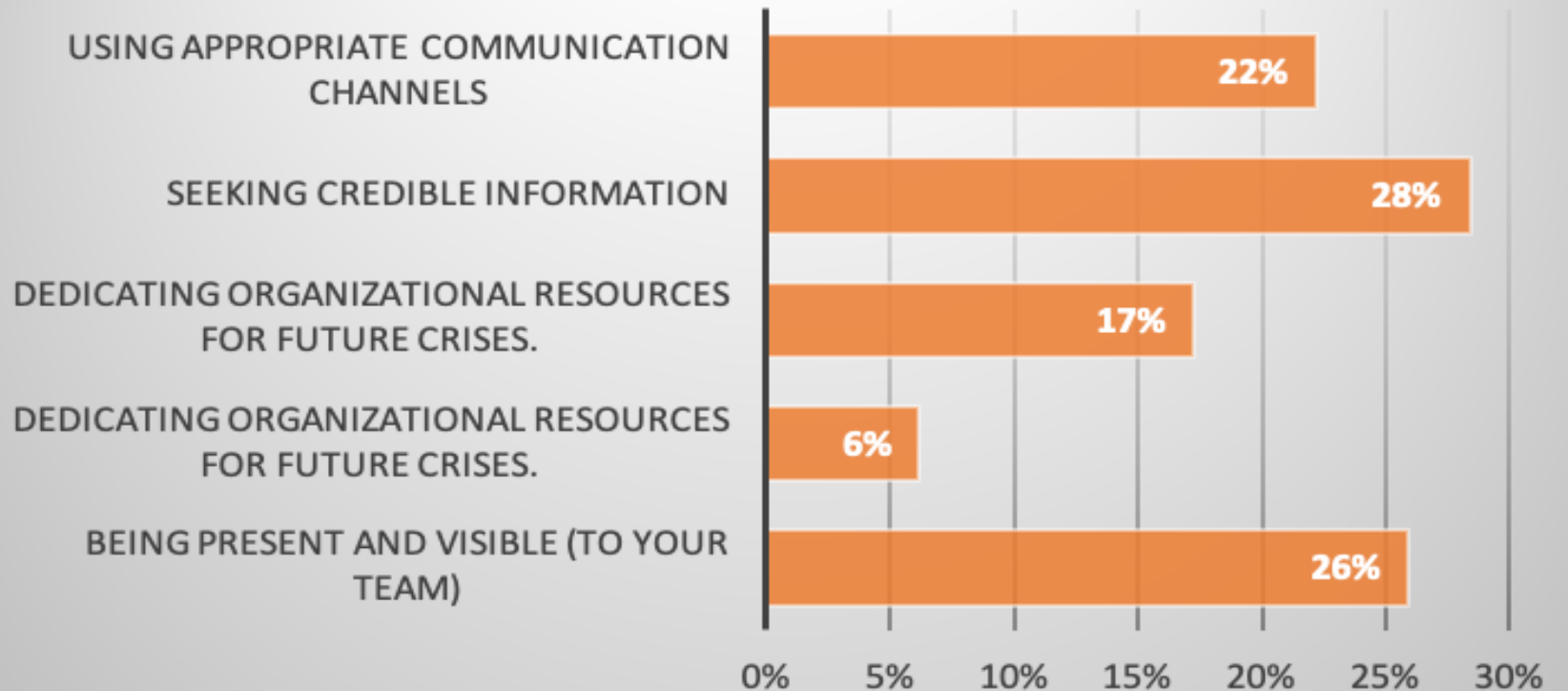


Polling Question – Number 3

From the 5 tips on how to adapt and lead through a crisis, which one do you feel you are doing best at?



Poll No. 3 Result



We have expected certain things and never other things...

- Many of us knew, or expected, disruption of some sorts from disruptive technologies.
- We knew it was coming because the 4th Industrial Revolution is unfolding.
- We mostly had a “one day” or “in future” mind set and we prepared for that.

**We expected disruption to come from
Technology... not BIOLOGY**

(and in the fine print it reads: “we cannot escape biology”)



How do we lead?

Focus on Adaptability and Flexibility – a Cognitive process and it needs some problem solving and creativity

- **Adaptability/Flexibility:** In any response consider all options, ask for and listen to all ideas, no matter how out of the ordinary they look. Remember that unusual situations require unusual solutions. Be resolute but with an open mind.
 - Situational Analyses – I am not alone. What can I do? What must I do? Who can help? What can help?
 - Crisis – Stabilise – Recover; - Put time lines to it – not everything is a crisis or the end of the world. Redefine what is important and reprioritise materialistic tendencies.
 - Consider a Direction Change? Am I on the right track. Can I re-plan – lower targets, lower budgets etc.



How do we lead?

Focus on Agility – a Behaviour based process and it needs action rethinking – what to do differently and how to get stronger

- **Agility:** Stay true to your purpose and if you redefine your purpose, do not become distracted from your organization/departmental/personal purpose.
 - Team with stakeholders- do not “disappear” and hope the crisis will go away
 - Renegotiate terms – ALL companies are in same storm. Each one must row their boats – there is now much more empathy in the world than ever before
 - Communication strategy – talk like you have never talked before. Be transparent, upfront and honest.



Focus on Resilience

An Affective and emotional based process and it needs emotional control– do NOT panic, stay calm, stay on course.

- **Resilience:** Face the reality and get to grips with what is really going on. Do not sugar-coat the situation but do gather facts. Assess the facts and determine how bad may be and then consider the implications.
 - Get excited about new ways of doing work.
 - Build and advocate optimism about new ways of going about our business. Make it fun and exciting
 - Rehabilitate by moving to new emotional experiences and embed a new culture. Celebrate small successes



New Mind set:

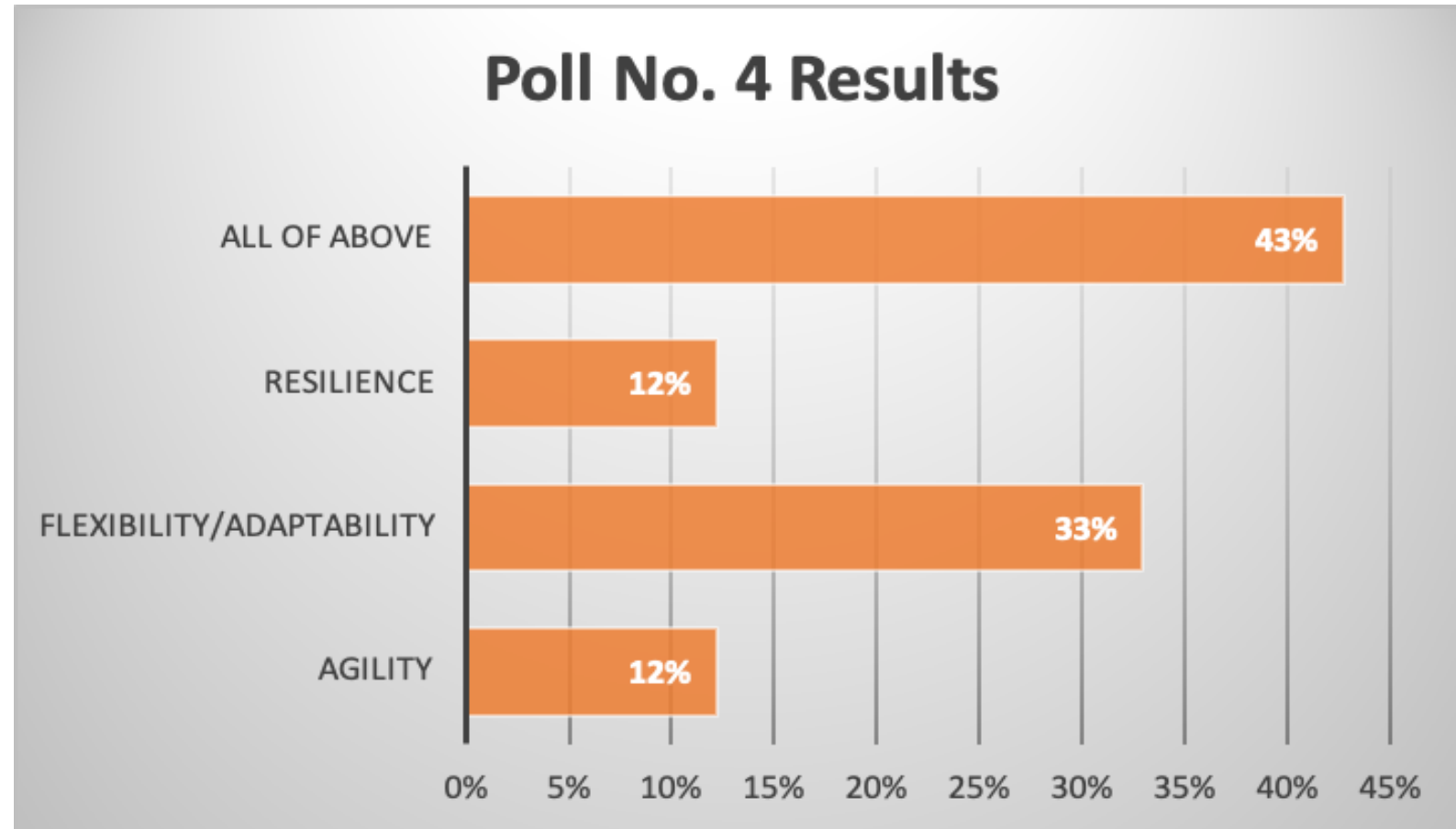
Re-install 2020.

The first download had a virus.



Polling Question – Number 4

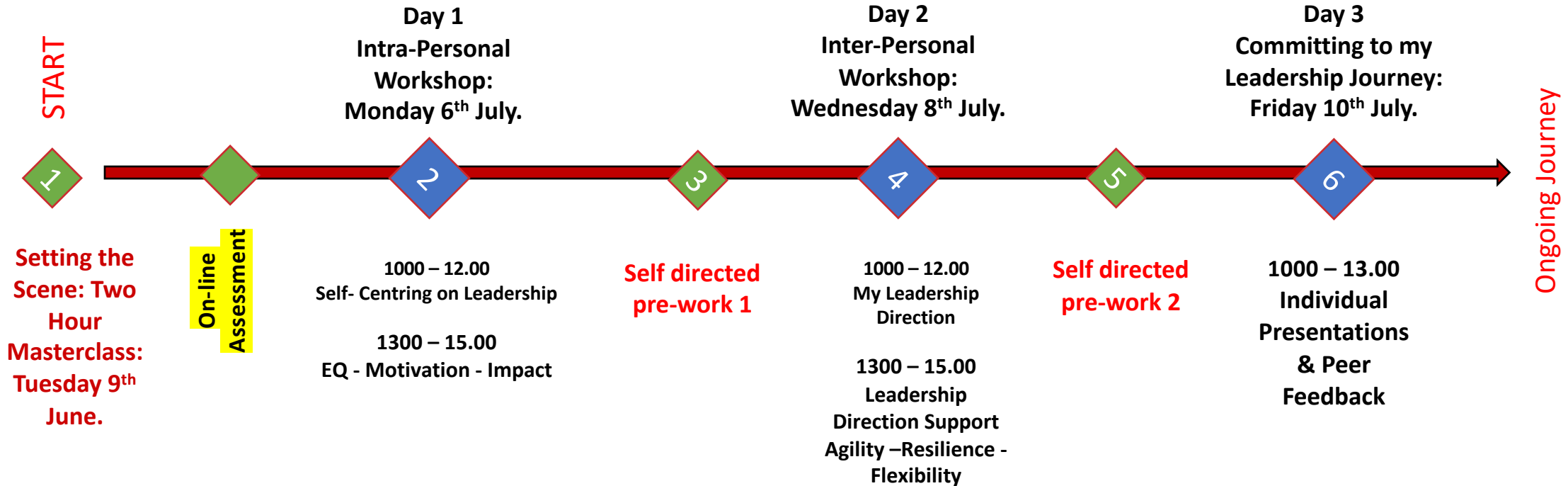
Consider yourself and those who are in your team right now. Which of these is the most challenging to master during COVID-19?



Next Steps

The full 4.0D Leadership Program

Three Day Virtual Workshop



NB: For those who cannot attend the July event, we also plan to run this full three day virtual 4.0D Leadership Program during the 1st or 2nd weeks in August.



Q1. What are the proactive things that one should do to prepare for any crises? the 5 points you outline are when the crisis has crystalised?

A.1 Generally crises are usually unexpected (that is why it is a crisis?) but organisations can prepare for them in a number of ways depending on the nature of your business. One of these is to developed and to inform/educate employees on an emergency response plan. These will cover most forms of financial, operational and human resource policies. As far as HR is concerned one would cover aspects such as alternative conditions of tenure e.g. pay cuts, furlough, duty rostering and moratoriums on recruitment, extending shift hours etc. Emphasis must be on the temporary nature of these measures.



Q.2. In Nigeria for example some people did not believe in this pandemic, how can we convince them that corona virus is real?

A.2 The unknown and novel conditions can bring myths and confuse the facts. Here I would say that one would take a multidisciplinary approach to cover scientific opinions from a range of experts and compile their take on it into a formal response within one's own organisation. The information provided by the World Health Organisation (WHO) will of course steer this and will provide the framework. Also, make information sources available to all employees such as website links and toll free numbers for information. This is part of what we meant to communicate as you have never before.



Q 3. How do you determine credible information without bias especially when one has a mind set on a situation?

A. 3 The main thing is stay away from reacting to social media. Secondly, if it is from an “informal” source, wait before reacting too impulsively. Credible sources are generally news channels, press releases, govt gazetting regulations, press statements and live radio and TV coverage. However, be clear that most media outlets will have a political bias towards one side or the other. Take as broad a view as possible from a variety of different sources before coming to any formal conclusion. Many organisations have asset protection units that have access to intelligence and these resources can also monitor information sources. If still in doubt, use internet and type words like “scam’ in for searches. Apart from false information, other risks are luring people into divulging personal banking information because they were granted financial relief because of COVID-19 etc. Snopes.com is most credible site for verifying information. Others are PoliFact and FactCheck.



Q 4. Please can you expatiate the role of emotional intelligence in leadership leading in time of crisis?

A. 4 I think the main aspect of EQ to focus on is to be very aware of two things: Firstly fine tuning now more than ever detecting the emotional state of the follower and employees and to consider making that better for them by creating hope. Secondly, use the Kubler-Ross model to determine exact positioning of people on the graph and managing the particular stages appropriately. If people get the message “We have got your back covered’ they will feel safer and their loyalty and commitment towards the company (you) will increase greatly. One day in the future, they may very well say that: “when things were bad he/she got me through it”.



Q 5. How can we evaluate the performance of individuals at work during crises. what are the elements we need to consider?

A. 5 Regular online meetings – groups and individuals, get feedback on progress, what problems did they have to overcome to execute tasks? Give credit for problem solving and initiative. Advocate work life balance – they will find it rewarding to be permitted to do it and it breeds trust and responsibility. Set clear weekly, monthly and 6 monthly goals. Organise individual “to do list” discussions and ensure these discussions are properly reviewed at regular intervals. Communicate, communicate, communicate.



Q 6. Does companies like Zoom have Pandemic as opportunity in their Risk/Opportunity register or it happens to them too as a surprise to attain 20 years growth in 2 months. Similarly, does leading airlines have Pandemic in their risk register or it's also a surprise?

A. 6 The world was taken by surprise by this pandemic. It seems that the world is taken by surprise by virtually every global event, whether it is predictable or not. Think of previous calamities: Swine Flu, Ebola, Global Stock market crash in 1987 known as Black Monday, Global Stock market crash in 1997 etc. The organisations which will fair best, are those organisations which have a critical crisis recovery plan in place. We don't need to know what the next crisis is. However, we do need to know the chain of command in how we deal with it.



Q 7. Covid-19 has exposed our frail governance as a nation, how do we now increase our performance in regards information?

A. 7 The governments of every country in the world, have a morale obligation to communicate to its people information that will provide guidance and direction and real messages of hope for the future. This involves demonstrating high levels of personal integrity and being open to being held to account for acts or omissions. This approach should also be replicated into all aspects of public and private sector industries, where organisations develop an 'information communication strategy' that is open, transparent and fit for purpose. If this does not exist in your organisation, be brave and seek ways in which to introduce it.



Q 8. Part of measures organizations employ towards adjusting to low revenue streams during the pandemic are job cuts and slashed salaries. However, I foresee a situation where you end up losing employee trust as a result of the measures as their morale will be dampened. Winning such confidence back post Covid-19 challenges will be a hard task. How do you manage such situation between balancing your books and earning the employees confidence, while noting that some of them have put in a lifetime working for you?

A. 8 One can mitigate for this by doing things right from the beginning. If you make a mistake at the outset damage control will be expensive. On the following slide, is a full letter to all employees of a civil engineering company that Dr. Johann assisted in April 2020 to develop measures to cope with the pandemic. From it, you can see transparency and full disclosures on what the company has done to address possible concerns:



COVID-19

FINANCIAL IMPLICATIONS AND RELATED MEASURES FOR IMMEDIATE IMPLEMENTATION IN AFI CONSULT COMMUNICATION TO ALL EMPLOYEES

As South Africa is on an extended lockdown due to coronavirus pandemic, the executive management team of AFI Consult is committed to making decisions that safeguard the sustainability of the business and the continued employment of our staff. The post lockdown outlook does not look good for us in the construction industry since we operate in a high people density environment on our sites and because of most workers having to commute, the risks of spreading the virus remains.

Following President Cyril Ramaphosa's announcement of a R500 billion injection into our economy, we are not convinced that we will benefit from that since the SA economy is in deep recession and we foresee that the SA Government may prioritise spending elsewhere such as health services for instance as well as social grants to the poor. Construction is a low priority activity in SA business and industry. Funds elsewhere will get priority over infrastructure development despite municipal infrastructure's importance – in fact, the chance that municipal budgets for central government may withdraw infrastructure budgets may materialise.

We need to reiterate that our first priority is to adopt measures that will facilitate STAY IN BUSINESS (sustainability and viability) during this crisis. We need to emphasise very clearly that job security for everyone in AFI Consult is our top priority at this stage and we want to avoid any Voluntary Separation Packages (VSP), retrenchments or furlough. Our forecasting of our financial situation for the near future compels us to announce the following mitigating factors.

- All Directors and Senior management will with immediate effect have a salary reduction of 20% on the gross packages.
- All staff were categorised into 3 categories of pay intervals and in this regard be affected as follows:
 - Pay scale less than R 10 000 per month gross, a 0% reduction,
 - Pay scale between R 10 001 – R 20 000 gross per month, a 10% reduction,
 - and Pay scale between R 20 001 – R 50 000 gross per month, a 15% reduction.
- However, in view of this we must hasten to add that while pay reduction was the last thing we wanted, we have applied via our auditors for relief funding from Temporary Employer Relief Scheme (TERS). In the event of us being successful with this application, AFI Consult, in conjunction with auditors, are legally compelled to receive those funds on each employee's behalf and then add that to payslip and this allowance will be specified as TERS Relief. We need to emphasise that these funds are temporary and cannot be regard as an integral part of salary packages nor a future cost to company.

For employees we have arranged the following / Next slide...



For employees we have arranged the following:

- Discovery health medical aid granted AFI Consult and staff a two-month payment holiday on medical aid contributions. However, it is important to note that the two months will be repaid over the rest of the 2020 calendar year. So while we have a two-month respite, please bear in mind that as end of June, medical aid contributions will be increased by the two months contributions and this will be in equal amounts per month till the end of December.
- SANLAM Umbrella fund granted AFI Consult a two-month payment holiday. AFI Consult will continue to contribute the risk portion of these payments but do not need to contribute and there is no catching up payment increase on this whatsoever.

For AFI Consult we have arranged the following:

- SARS has granted AFI consult a reduction for 6 months of EMP PAYE 35 % on the company portion (note: employees will continue to pay their full portion during this period). While this reduction assists AFI consult since our cash flow is somewhat better in this regard, it is important to realise that we as a company will be obliged after this crisis to pay these monies at a later stage to SARS. It is thus a temporary relief to assist cash flow.
- FNB and Toyota finance have granted AFI Consult 4 months non-payment on the company vehicles.
- AFI Consult applied for a grant from South African Future Trust (SAFT). If we are successful, the funding from this will alleviate financial pressure and will contribute toward job security in the company.
- The directors foresee a cash flow threat to our business as result of less work invoiced during the pandemic as well as the months following post COVID, whenever that comes by. We have therefore lodged applications with our bankers for an overdraft facility and we await the outcome of the application.

We are very pleased to announce that our staff diligently followed up April invoices and we are extremely grateful, well done on that effort!

Also, the work in process forecast accuracy was tremendously well analysed and detailed data helped immensely to plan our financials and here again we wish to express our sincere gratitude to those staff members that was involved. These efforts enabled us to rather opt for a salary reduction strategy, rather than retrenchments.

The Directors have in the context of their fiduciary duty towards the company and its staff adopted an extremely conservative approach to spending and we urge every person in AFI Consult to adopt the same mind set and think twice before they do something that may cost money.

In view of the above, we also need to reassure employees that we are constantly monitor the situation and will from time to time communicate any new scenarios to our personnel. When the lockdown ends, it will take a considerable time to reach “normal” again and we request your patience and resilience in this matter. We predict that the current status quo, due to the vulnerability of people to the pandemic and the recession in the economy, that we prepare ourselves for possible worse scenarios.

Yours faithfully

