

Professional development evolves to **personal development** in the Public Sector



Writer: Adrian Toms

The concept of executive education is a multi-edged sword, and one that is continually being heated, beaten, and ground to different angles. There are, indeed, very many ways to sharpen the saw at executive level – and, after each new encounter in the Boardroom battlefield, new angles are needed.

The Executive role often demands a high level of technical competence in the formal business disciplines, for which there is no substitute for good old fashioned book-learning to ingest the basic concepts.

More exciting is the personal development area, where executives are increasingly maturing in emotional intelligence – the awareness of the ability to choose how to respond to situations. Perhaps Ralph Waldo Emerson put it best when he said: “It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself - serve, and thou shall be served.”

Leadership, particularly in the Public Sector, is about service and commitment, and there is an increasing trend towards exploring and discovering new skills through research, coaching, and refinement of values.

The added dimension to executive education in light of current trends towards a wider perspective on commitment to stakeholders and effective service delivery, includes responsible leadership

(e.g. offerings of the Centre for Responsible Leadership at the University of Pretoria), and training on sustainable business practices – especially in the ISO 14000 area (Safety, Health, Environment and Quality). The Global Executive Development Programme at GIBS addresses global awareness and organisation-wide thinking, leading change and transformation, the functional aspects of management, and critically examining individual leadership style and ability to build a culture of execution. The Leading Executive Programme (UCT GSB) is framed to create a space where participants can expand personal and intellectual boundaries that currently hinder their

ability to develop the necessary skills and theories for living in a complex, rather than complicated world.

Yes, we should celebrate academic learning – but remember that those who are consistently rising to the top continue on a quest to align thought, word, and deed, and attaining the competence of being able to

secure the genuine commitment of colleagues to the achievement of goals worthwhile to society remains the Holy Grail of Executive Development.

Adrian Toms is a strategic management consultant who specialises in enhancing the leadership and sustainable service delivery of Public Sector entities.



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GIBS: Pronunciation: /'bɪznɪs/noun [mass noun]

1. An occupation, profession, or trade. **2.** The purchase and sale of goods in an attempt to make a profit. **3.** Volume of trade; patronage: *Most of the store's **business** comes from local families.* **4.** A person, partnership, or corporation engaged in commerce, manufacturing, or a service; profit-seeking enterprise or concern. **5.** A building or site where commercial work is carried on, as a factory, store, or office; place of work: *His **business** is on the corner of Melville and Fricker Roads.* **6.** That with which a person is principally and seriously concerned: *Words are a writer's **business**.* **7.** Something with which a person is rightfully concerned: *What they are doing is none of my **business**.* **8.** Affair; project: *We were exasperated by the whole **business**.* **9.** An assignment or task; chore: *It's your **business** to wash the dishes now.* **10.** Also called piece of **business**, stage **business**. **11.** Of, noting, or pertaining to **business**, its organisation, or its procedures. **12.** Containing,

suitable for, or welcoming **business** or commerce: *Johannesburg is a good **business** town.* **13.** **Business** is **business**, profit has precedence over personal considerations: *He is reluctant to fire his friend, but **business** is **business**.* **14.** Get down to **business**, to apply oneself to serious matters; concentrate on work: *They finally got down to **business** and signed the contract.* **15.** Give someone the **business**, informal. **16.** Have no **business**, to have no right: *You have no **business** coming into this house.* **17.** Mean **business**, to propose to take action or be serious in intent; be in earnest: *By the fire in his eye we knew that he meant **business**.* Origin: Old English *bisignis* 'anxiety', -ness; the sense 'state of being busy' was used from Middle English down to the 18th century, but is now differentiated as *busyness*. The use 'appointed task' dates from late Middle English, and from it all the other current senses have developed.

Over the years GIBS has become known as the 'business school for business'. Given our objective to significantly improve the competitive performance of individuals and organisations through business education, we would simply say - **GIBS MEANS BUSINESS.**





Know your country

Fast facts about your provinces at your finger tips – now you can hold your own at that next networking session.

Writer: Ongezwa Manyathi

Western Cape

Capital: Cape Town

Principal languages: Afrikaans, isiXhosa, English

The Western Cape is one of the world's greatest tourist attractions, boasting Table Mountain, excellent wine and colourful cuisine. Capital city Cape Town, attracts tourists from all over the world.

Must see: George for its world-class golf courses, Gansbaai for shark-cage diving, Cape Town for a little bit of everything as well as the Cape wine routes.



Eastern Cape

Capital: Bhisho

Principal languages: isiXhosa, Afrikaans, English

Eastern Cape is the second-largest of the nine provinces. It is home to the Great Karoo, the lush green forests of the Wild Coast, Keiskamma Valley and the mountainous southern Drakensburg region.

Must see: Wild Coast for its beautiful beaches, majestic waterfalls and beautiful bays, Bloukrans Bridge for bungee jumping, Addo Elephant National Park to get a glimpse of some 400 elephants and Tiffindell Ski Resort to ski down one of the region's highest mountains.



Five facts about South Africa

- South Africa has the longest wine route in the world.
- South Africa is the world's 26th largest country by population.
- South Africa is the second-largest exporter of fruit in the world.
- South Africa is the sole producer of the Mercedes Benz C Class, right-hand drive vehicles.
- The Palace of the Lost City resort hotel is the largest theme resort hotel in the world as well as the largest building project undertaken in the southern hemisphere.



KwaZulu-Natal

Capital: Pietermaritzburg

Principal languages: isiZulu, English, Afrikaans

Known as South Africa's garden province, KwaZulu-Natal (KZN) boasts a lush subtropical coastline, sweeping savanna in the east, and the magnificent Drakensburg mountains in the west. KZN is one of South Africa's most popular holiday destinations.

Must see: Didima Resort for its beauty and tranquility, uShaka Marine World for entertainment for the whole family, Valley of a 1 000 Hills to experience the spirit of Africa at the Phezulu Village and Gateway Theatre of Shopping for some adventure.



Mpumalanga

Capital: Nelspruit

Principal languages: siSwati, isiZulu, isiNdebele

People are drawn to the province by the magnificent scenery, and the rich variety of fauna and flora.

Must see: Blyde River Canyon for the fresh mountain scenery and panoramic views over the Klein Drakensberg, God's Window to experience breathtaking scenic splendour, the famous Kruger National Park and the Sabi Sands Game Reserve – one of the most exclusive private game reserves in South Africa.



Limpopo

Capital: Polokwane

Principal languages: Sesotho sa Leboa, Xitsonga, Tshivenda

Limpopo has an abundance of wild life and dramatic contrasts of bush, mountains and indigenous forests and plantations.

Must see: Tandem Skydiving in Modimolle for a thrilling experience, Mapungubwe National Park, Polokwane Game Reserve for those who are new to game viewing, and the Valley of Elephants to experience the rich natural heritage.

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Free State

Capital: Bloemfontein

Principal languages: Sesotho, Afrikaans, isiXhosa

The Free State, a province of wide horizons and blue skies, farmland, mountains, goldfields and widely dispersed towns.

Must see: The province is divided into five distinct regions and offers a variety of tourist attractions. Visit the Sterkfontein Dam Reserve, go horse riding at Pumula Farm, view the Basotho Cultural Village and experience the splendour of the Golden Gate Highlands National Park.



North West

Capital: Mafikeng

Principal languages: Setswana, Afrikaans, isiXhosa

This is a province of varied attractions, picturesque dams and dense bush. The North West promises the complete package for any tourist.

Must see: Visit the Cradle of Humankind Lesedi Cultural Village to learn more about our different cultures, spend the day at Pilanesberg Reserve, go hot-air ballooning and get the best view of Sun City and surrounding game parks, try elephant-back game viewing or spend some time at the extravagant Sun City resort.



Gauteng

Capital: Johannesburg

Principal languages: isiZulu, Afrikaans, Sesotho, English

Gauteng is a cosmopolitan, multicultural mix of people from all over the world. The province is the economic hub of the country although it is the smallest of the nine provinces.

Must see: There is a lot to do and see in Gauteng. You can learn to scuba dive, enjoy a luxurious ride on the Gautrain, enjoy a scrumptious meal at Wandi's in Soweto, play a round of golf at Woodhill Golf Estate, go fishing at Roodeplaat Dam or visit the majestic Union Buildings in Tshwane.



Northern Cape

Capital: Kimberley

Principal languages: Afrikaans, Setswana, isiXhosa

The Northern Cape is known for its San rock art, diamond diggings, 4X4 safaris and the Kgalagadi Transfrontier Park.

Must see: Go on a wine tour at Orange River Wine Cellars, visit the Mine Museum Village and Big Hole in Kimberley, or go canoeing on the Orange River.





The new performance monitoring and **evaluation (PME)**

Over the years, government has been in pursuit of improved service delivery and most importantly to advance the lives of all South Africans. It has also committed itself to accountability and prudent use of public funds and resources.

Over the last 16 years, tremendous progress has been made to improve the lives of our people. However, the *15-Year Review*, conducted by The Presidency, acknowledged that despite massive increases in expenditure, our work has not yet produced the outcomes we want or our people expected. Government has come to the realisation that we will never make progress until we're ready to ask awkward questions, seek honest answers and take tough action. We have to ensure that limited resources at government's disposal are used effectively and efficiently to achieve our goals.

In 2009, the Administration of President Jacob Zuma identified five priorities, namely education; health; rural development; crime and corruption; and the creation of decent work. The priorities have informed the development of 12 outcomes, which we believe give government strategic focus to begin to make the impact our people want and expect to better their lives. One of the roles of the PME Department is to facilitate the cooperation and

collaboration of different departments and spheres of government to achieve these outcomes.

Government is aiming to realise several objectives with the outcomes approach, which builds on previous government approaches. Firstly, it is becoming more strategic, by focusing the attention of Cabinet and other government coordinating structures on a limited number of key outcomes, which are the basis of the new Programme of Action (PoA). This is something new – previously, the Government's PoA tended to cover too many of the issues of the day – and therefore lacked focus.

Secondly, government priorities were previously articulated in somewhat abstract terms. In contrast, the outcomes approach introduces more systematic performance monitoring. This involves identifying the key outputs and activities required for the achievement of each outcome. It also involves identifying appropriate indicators to measure progress, and setting targets for these indicators.

Performance monitoring includes regular reporting



Dr Sean Phillips

against these targets, and using these reports to initiate actions to unblock bottlenecks in service delivery. In addition, monitoring and evaluation data should be used to identify better, smarter ways of doing things, and will therefore lead to periodic adjustments to plans.

Although the outcomes approach may sound complex, with new concepts such as outcomes, outputs, performance agreements, and delivery agreements, it is really quite straightforward. In April this year, President Zuma signed performance agreements with all 34 Cabinet ministers. In these performance agreements, ministers were requested to use implementation forums (mostly clusters and Minmecs) to develop delivery agreements for each of the outcomes. All departments, agencies and spheres of government involved in the direct delivery process required to achieve an output, are parties to the agreements.

The delivery agreements are essentially negotiated plans for how the outcomes will be achieved. They describe the outputs, targets, indicators and key activities for each outcome, identify required inputs and clarify roles and responsibilities. They spell out exactly who is in charge of doing what, by when and with what resources. Individual ministers and other members of the Executive who sign a delivery agreement will only be held responsible and accountable for the aspects of the delivery agreement that relate to them.

Delivery agreements have now been signed for all the outcomes and the strategic plans of departments and the allocation of funds to departments are in the process of being aligned to the 12 outcomes. We are now moving out of the planning phase and into the reporting and monitoring phase. The implementation forums will be required to produce quarterly progress reports against the delivery agreements, for submission to the relevant Cabinet committees. The main aim of monitoring and reporting on progress with regard to implementing the delivery agreements, is to enter into a cycle of continuous improvement.

Monitoring of the progress reports should highlight ar-

eas where implementation is weak, or where the activities and outputs are not contributing to the outcome as planned. This, in turn, should result in interventions to improve implementation or in periodic revisions to the delivery agreements, so that government gets better at achieving the outcomes over time.

Another critical component of our work will be to measure the performance of individual government departments. In this regard, The Presidency is currently developing a performance assessment tool in consultation with the other departments in the centre of government: the premiers' offices, the Department of Cooperative Governance, the Department of Traditional Affairs, National Treasury, the Department of Public Service and Administration, the Office of the Public Service Commission and the Office of the Auditor-General.

The performance of departments will be measured against their strategic plans, and will also include an assessment of the quality of the institution's management practices – to be linked to the performance assessment of directors-general and heads of departments. Where the assessments of management practices indicate that there are weaknesses that need to be addressed, the centre of government departments will offer advice and support to address these limitations. The aim will be to work with government departments to get basic administration right, and to improve government's front-line service delivery.

The main role of our department is to champion the outcomes approach and to promote and develop monitoring and evaluation practices across government. Our focus will be on supporting departments and municipalities to engage in performance monitoring and evaluation in order to generate information that can be used by management to improve service delivery.

Dr Sean Phillips is the DG in The Presidency responsible for Performance Monitoring and Evaluation.





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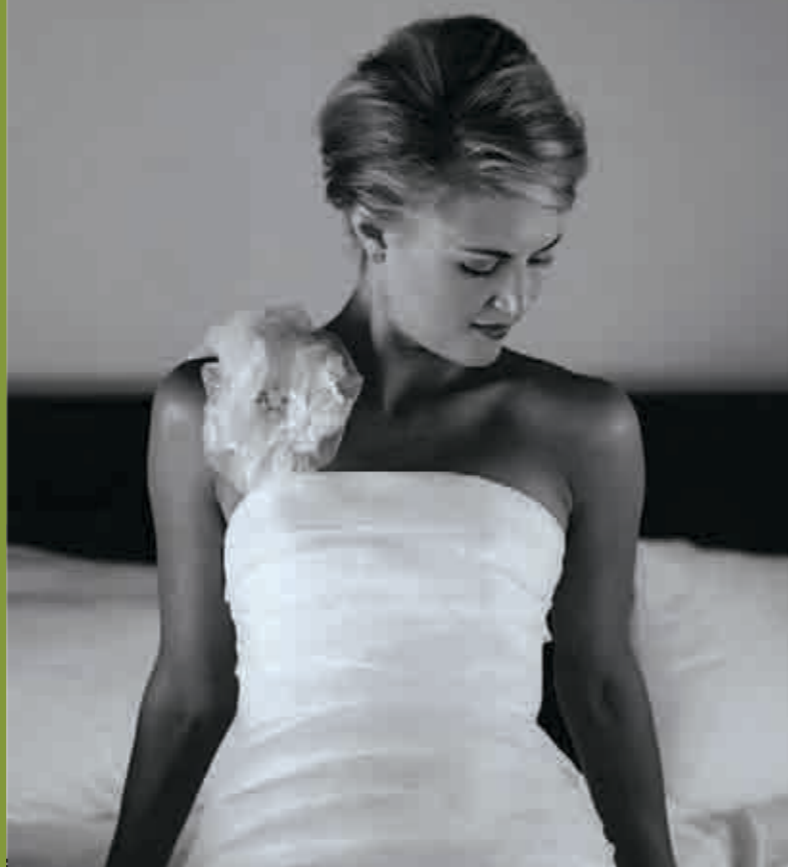
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