

BUILDING THE CAPACITY AND SKILLS TO LEAD AND MANAGE CHANGE

Our Strategic Change offering



The Challenge

The VUCA world of volatility, uncertainty, complexity and ambiguity leaves people fatigued, unproductive and disengaged from waves of change. Leaders and change champions need the capacity and skills to lead and energise people and teams through these turbulent times.

Catalyst Focus

We co-create strategic change, culture, performance and engagement journeys with a whole systems approach and deep expertise in understanding people, performance, change, agility, complexity and high performance teams.

Catalyst Offerings & Tools

- Strategic planning & alignment: Scenario planning, Mind of the Fox, BSC, 7 Ss, scorecard cascading
- Organisational design: Operating models, engagement models, structures, role profiling
- Culture & engagement transformation: Culture diagnostic engagement survey, journey planning tools
- High engagement conferences
- High performance Teams: Team diagnostic & tools (Catalyst, Ennea 5 Lens, R2 strengths profile)
- Change management: Change diagnostic, framework, toolkit and capacity building



Our Strategic Change impact

IMPORTANCE OF STRATEGIC CHANGE

The world of work is changing exponentially as rapid technological innovation is forcing businesses to disrupt traditional business models and adopt new digital strategies and skills to compete. This requires new business models, structures, different thinking, agile strategies, collaborative teams and future focused skills. It also needs the leadership, talent and culture to drive rapid strategic change and engage a diverse client base, workforce and stakeholders.

STRATEGIC CHANGE CHALLENGES

Can you confidently answer any of the following?

- How aligned are all leaders and staff on strategic priorities and personal contribution?
- Do we make wise decisions w.r.t. investment of time, energy, resources?
- Are we effective at translating strategy to all levels in a meaningful way?
- How does our culture enable or inhibit the achievement of our strategy?
- Do we encourage an innovative learning culture that builds future fit growth mindsets and behaviours?
- Do we engage hearts and minds in a meaningful purpose and reason to contribute and stay?
- Are we effective at accelerating change and minimising resistance for fast agile change?

WHAT OUR CLIENTS SAY

We contracted Catalyst for 2 years to execute the Good To Great Strategic Transformation Journey which included Leadership Development, Talent Management, Strategic Planning & Execution and additional skills such as Coaching, Innovation, Decision Making, self-leadership, etc. We touched the lives of over 300 associates across SA, SE Asia and China. The experience has transformed our organization significantly - improved leadership capabilities, strategic direction, competence and skills, talent management process (analysis, placement, performance, assessment). I recommend them for their professionalism, dedication and deep knowledge and understanding of the talent and strategic change management process. They go the extra mile...the process was adopted across all our global operations with great success.

Leigh Mann. General Manager: Buckman Africa & Asia

STRATEGIC CHANGE BUSINESS CASE

Research shows that projects with improved change management (and the people side of change) had increased likelihood of meeting objectives, finishing on time and finishing on budget. PROSCI Benchmark Report



OF MEETING OBJECTIVES

Bain & Company research shows that the companies that consistently outperform make and execute the most important decisions well through an integrated organizational system that aligns the five vital attributes of leadership, accountability, people, frontline execution and a performance culture.





TRACK RECORD

We've partnered numerous clients for over 20 years on strategic change journeys and capability building

















Our approach and tools



DIAGNOSING AND PRIORITISING NEEDS

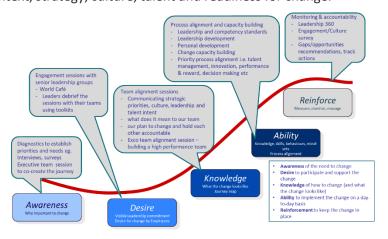
Our strategic and systemic approach to diagnosing, co-designing and executing transformation journeys ensures all stakeholders are engaged in the process and capacity is built for sustainable change.

EXAMPLE JOURNEYS

- · Strategic alignment of leadership or project teams
- Strategic prioritising and planning
- Strategy score-carding and cascading
- High performance culture
- Reimaging performance management
- High Performance Executive Teams Journey
- HR transformation journey HR, talent, learning, etc
- Change Journey for new org design, system, process, behaviours etc

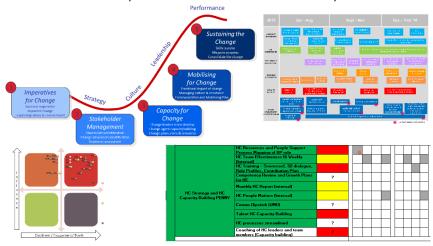
CO CREATING THE JOURNEY AS PARTNERS

We have an established track record in co-designing and partnering with our clients along the journey to ensure integration with context, strategy, culture, talent and readiness for change.



OUR PROJECT AND CHANGE MANAGEMENT CAPABILITY

We have an excellent track record in project and change management to ensure transformation efforts require the support and resources they need and are executed effectively.



OUR TOOLS

Our many user-friendly, practical programs, design capability, tools & systems enable accelerated learning and ROI through optimising a blended learning approach focused on impact.

**	Culture Dipstick or survey	Min
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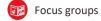




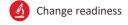
















Strategic planning and performance alignment



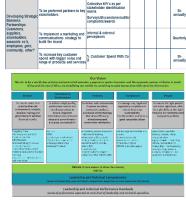
We facilitate strategic planning and alignment processes with executive or functional teams using the best fit tools and processes to achieve the desired results. This is often about breaking silo thinking and ensuring cross-functional collaboration and innovation to

optimise efficiencies and talent.

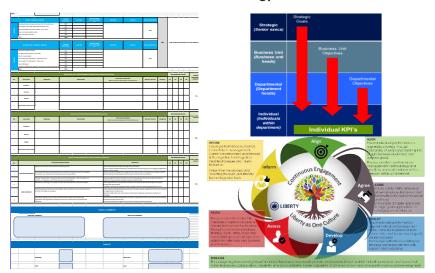




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Mind of the Fox Strategy Process



Performance measures alignment process

Balanced Scorecard Process



Organisation design and future world of work



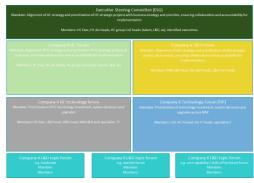
We bring our extensive experience in understanding business processes and human behaviour to reimagine operating models, engagement frameworks and structures that will enable strategies. This includes piloting experimental structures to enable agile virtual and collaborative teams that deliver faster and better to customers. We then partner to operationalise the designs through process mapping, policies, procedures and toolkits AND manage the change, people and skill matching processes.



Design considerations



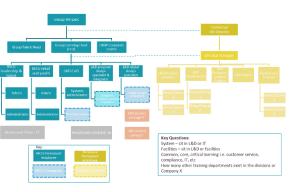
Operating Model



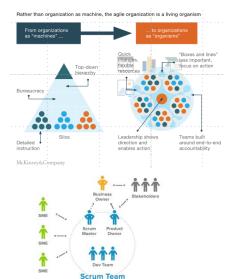
Engagement model



Operationalising models & structures







Culture transformation



We have an established track record in co-designing and partnering with our clients along a strategic, culture and people transformation journeys to ensure integration with context, strategy, culture, leadership, talent and readiness for change. This includes robust diagnostics to understand the current vs required culture for achieving the strategy, deep listening to the voice of the business leaders, the customers, stakeholders and employees and high engagement and involvement along the journey. A key element is to build capacity and ensure accountability mechanisms for sustainable change.



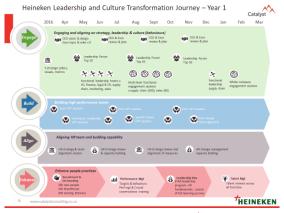
Culture journey post integration of 2 large business units



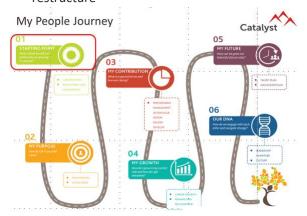


Developing a high performance culture journey in support of revised strategy & restructure





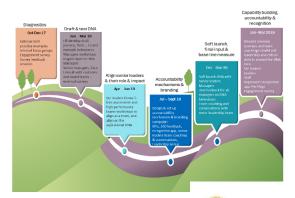
Culture journey post Global restructure



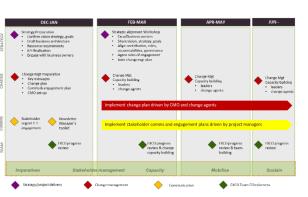
Developing a people journey to engage and empower leaders and staff along their career



HEINEKEN



Culture (DNA) journey to support crevised strategy



Developing a change journey in support of a strategic renewal and innovation strategy



BANKSERVAFRICA



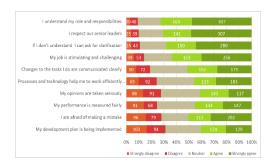
Culture and engagement diagnostics



We have range of diagnostic tools and processes that we use to discover issues, priorities and opportunities across strategy, culture, leadership and change. These include structured interviews, Catalyst survey tools, customised surveys, benchmarked surveys, pulse surveys and focus groups. We are also licenced to use www.umu.com instant survey and engagement tool. Here are a few examples and our partners.



	Resonance	Frequency	Comments and implications
Peter Gent's newsletter	79%	89%	Most respondents rate the articles as interesting (78%) and easy to understand (80%). There is a strong link, people who find them difficult to understand, do not find them interesting.
My manager	68%	72%	Managers generally are seen to be effective communicators (68%) who ensure that staff know what it going on (68%).
Roadshows	65%	78%	The roadshows are received well all over, and loved in PE. They are both inspiring and focus on things that matter.
Email circulars	62%	79%	80% feel circulars are easy to understand, and 64% believe they are easy to put into practice, but only 40% feel that circulars are relevant to them.
CBS portal	50%	48%	These findings reflect the performance of the old portal. Information completeness, accuracy and navigability have all been addressed in the portal redesign.
Focus groups	40%	65%	Critically focus groups were not seen as a safe and trusted space (37% agreement) and only 38% believe focus groups concentrate on the things that matter.

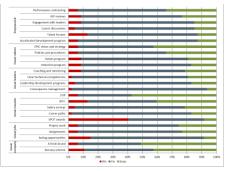


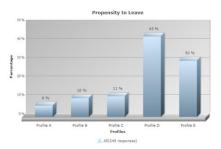


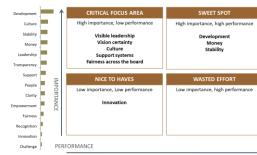






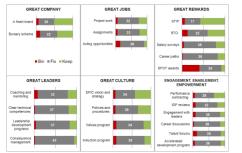
















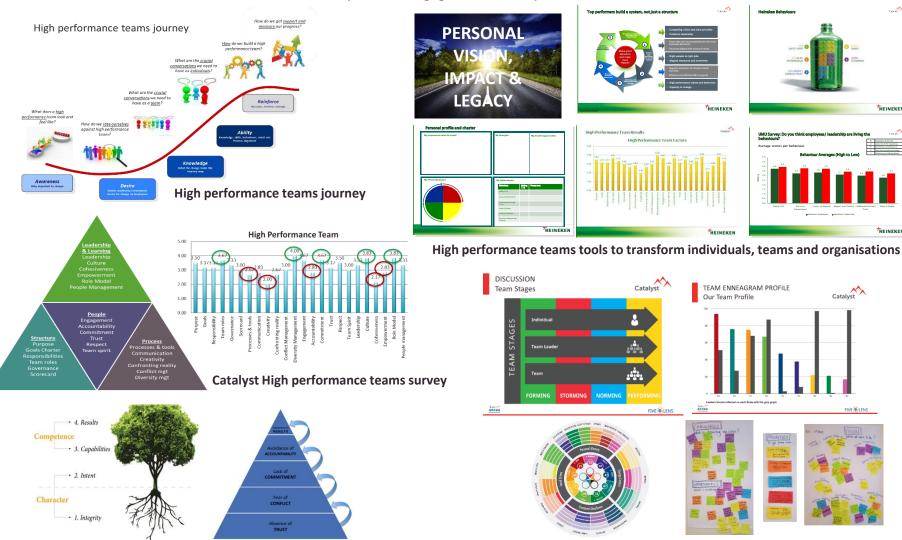




High performance teams



We have an facilitated numerous high performance teams journeys with Executive, leadership, functional and project teams to enhance their team dynamics, engagement, skills, performance and results.



Lencioni & Covey & Brown on Dysfunctional teams and trust

Ennea 5 lens team tools and profiles develop teams and team skills





Catalyst has designed and facilitated many high engagement conferences over the years to align people and build capacity in strategies, leadership, culture, collaboration and change. Our approach is to design with business outcomes, behavioural science, engagement, neuroscience of change and learning and gamification in mind for experiences that are interesting, engaging, interactive, social and fun and deliver real results back into the business.



Leader-board

Change management and capacity building

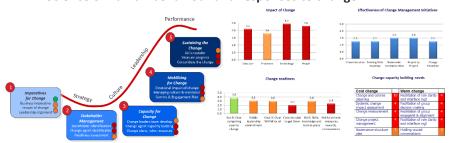


Catalyst has partnered on many change journeys and built capacity in HC, project and leaders to lead change proactively and effectively. We have a comprehensive change toolkit and co-design the journey with the client to ensure fit for purpose, resources and budgets. We design with business outcomes, behavioural science, engagement and neuroscience of change and lasting change and real business and customer results.

Change Management is the process through which an organisation aligns its people, processes and structures with its vision and business strategy, and maximises its ability to achieve success through involved and committed people.



Science of human behaviour and responses to change



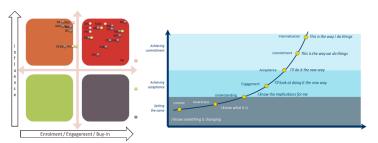


Personal mastery & taking responsibility for change





Neuroscience of change and SCARF factors to address







Change diagnostics and stakeholder needs

Change journeys and plans

Change roles and capacity building

Assessments, coaching, teams and self-leadership



OUR LEADERSHIP ASSESSMENT CAPABILITY

We offer the full suite of fully customizable leadership and talent assessments including progressive generation relevant and gamified assessments through our specialist partners Yellowseed.

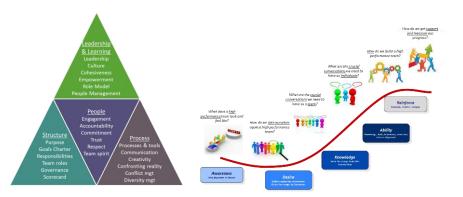
We are distributors of the dynamic Ennea 5 Lens assessment, coaching and skills building ecosystem. The Ennea 5 lens integrates elements of personal mastery, emotional resilience, social drives, energy centres AND the Enneagram for truly understanding the complexity of human behaviour.



OUR LEADERSHIP TEAM ALIGNMENT CAPABILITY

ASSESSFIRST

We have an established track record in partnering many executive, leadership, intact and project teams on their journey to high performance to fulfil their business leadership role. We build a strong foundation of personal insight and mastery, data-driven design, trust building and purpose-driven initiatives to challenge, motivate and inspire change. This is a journey – not an event.



OUR LEADERSHP COACHING CAPABILITY

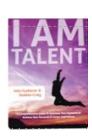
We have a carefully selected and diverse Coaching Community that is committed to continuous learning, quality results and understand both personal and organisational effectiveness. We ensure the integration of coaching with the full HC value chain and systemic business issues and context. Our Coaching Community is powered by BizHQ who have a proven track record in creating measurable personal business results through an integrated consultative approach to coaching.

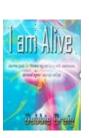


OUR SELF-LEADERSHIP CAPABILITY – FUTURE FITNESS

Much of our work is founded on a deep passion and experience in driving change through personal insight, mastery, mindset shifts and building new habits and behaviours. Through Catalyst and our partners World Alive, we have facilitated many thousands of people through our self-leadership programs: I am Talent, I am Alive, Lead to Succeed, Connect for Women and Licence to Learn. We are continuously reinventing our approach and materials and have now added Future Design Possibilities to our unique offerings









Flagship leadership and learning options



We offer a range of self and leadership development modules, programs, coaching and blended learning journeys for all levels.

Leading Self

I am Talent

I am Alive

Lead to Succeed (EQ in action)

Connect for Women

Licence to Learn

Leading Others

Transformational leadership

3Es of leadership

Coaching for managers

Honest Conversations

Wise decision making

Leading Teams

Team leadership

High performance teams

Collaborate

Strategies for innovation

Talent champion (SimTalent)

Leading Change

Change resilience

Change Champion

Leading change

Leading in a VUCA world

Licence to lead learning

Future Design Possibilities

Ennea 5 lenses – individual, team, leaders

Conflict Feedback Trust Collaboration Problem Solving Resilience Curiosity Sense Making Dealing With Paradox

Accelerated learning journeys

Digital, F2F, coaching, projects, application, impact

Executive Development

Personalised journeys, executive coaching, peer2peer learning







Accreditation partners

























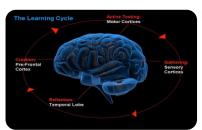


Accelerated learning, engagement and gamification

We are thought leaders in accelerated learning and designing with the neuroscience of learning and behavioural change principles in mind. We are designers and licenced distributors of a number of gamification tools and games to enhance engagement, learning and change.



Licenced distributors of Umu - Gamified engagement, surveys, discussions, games, micro-learning



neuro-learning: gather, reflect, create, test,



Energizers and gamification: fun activities for brain and body





Gamification: Leaderboards, badges, points, rewards:



Licenced distributors of SimTalent - Gamified talent simulation through interactive board games. Other learning simulations include:

banking, retail,



Developers of Licence to Lead learning mind-set shift interactive board game



Developers of Adapt4Change change mind-set shift interactive board game



Collaborative-learning: Share, teach, ask, explore, create, challenge, solve



Developers of Journey to the Stars Quiz Game for workshop or conference engagement - interactive board game



Developers of Future Design Possibilities Immersion inspired by SingualrityU experience



Aiding memory & Learning visual reminders, writing and sharing to engage memory and retrieval



Digital & social learning: Social media posting, sharing, learning, connecting

Our strategic change track record





FAST MOVING FORWARD THINKING

IMPERIALTM

Tongaat Hulett

HEINEKEN (2016 – current) www.heineken.com

Strategic Transformation Journey toward a High Performance Culture. Integration of 3 different groups of people post a restructure. Including strategic alignment, leadership on-boarding and coaching, high performance teams and change management. HR strategy and team alignment



Change enablement, capacity building and team alignment for the RMB Technology Leadership Team and Corporate Banking. Culture transformation design, capacity building and project management in Business Enablement Division.



Strategic Change journey for organisation wide Talent and Succession Management and development. Building talent and change capability across project teams, HR and leaders. HR and leadership team alignment sessions and high engagement conferences (x 200 people).

TONGAAT HULETT STARCH (2011-current) www.tongaathulettstarch.co.za

Strategic Transformation "Journey to Excellence"

Strategic and culture review and journey including quarterly review sessions, scorecard cascading, strategic project management, capacity

Leadership Development and Alignment of exec and senior managers

HR Transformation Journey including HR strategy, value proposition, scorecards, HR processes, role clarity, structural realignment, HR & line toolkits and training, HR and Executive role profiling, HR competency profiling, shared service feasibility and transition plan

Talent and Competency Management – Strategy, Process and Tools.

BUCKMAN (2007-2015) www.buckman.com

(Africa, SE Asia, China, USA, Mexico, Canada, S America, Europe)

Strategic Transformation Journey from "Good to Great" including needs analysis, strategy, culture, talent, leadership, strategic project initiation and management, innovation, coaching, strategic reviews and change management.

JAGUAR/LANDROVER (2017 – current) www.jaguarlandrover.com

Strategic leadership alignment, high performance teams and leadership development of top leaders including assessments, coaching, digital microlearning, master classes.

BANKSERVAFRICA (2015 - current) www.bankservafrica.com

Multi-year Human Capital Transformation Journey including: strategy, structure, HC architecture, people journey, process streamlining, performance management, system implementation support, DNA development, leadership & self-development, change management & capacity building across the business

Company X GROUP (2016 - current) www.Company X.co.za

Co-design and implementation of both talent management and talent development strategies for 4500 leaders. Complete reinvention of the Company X Corporate University Leadership School. Building capacity in managing talent. Readiness for change through Licence to Learn and Lead Learning.

AVENG GROUP: Duraset (2012-2013) www.avengman.com

Strategic Transformation Journey High Performance Culture

High performance teams for Duraset leadership and capacity building on project and team tools.

Innovation Strategy and Capacity Building Session.

Talent Management Strategy, Toolkit and Capacity Building.

BRANDHOUSE (2013 - 2015) www.brandhouse.co.za

Self-Leadership – I am Talent for personal and career empowerment as part of an employee engagement strategy. Engagement conferences - 5 themed conferences across the business for over 800 people to build engagement mind-sets with self, team, change and Brandhouse.

LIBERTY GROUP (2016 -current) www.liberty.co.za

Performance Management - revamp, package and HC capacity building for performance management in Liberty. Self-Leadership - I am Talent for personal and career empowerment as part of an employee engagement strategy x 150 staff.

FIRST RAND GROUP (2017 - current) www.firstrand.co.za

Strategic alignment of HC strategic themes, technology and collaboration across franchises. HC Transformation Journey for the FR Corporate Centre

ETHOS (2013-current) www.ethos.co.za

Talent Management Strategy, Process, Toolkits and Capacity Building including the Leadership Pipeline. Succession Management for Partners and new CEO. High performance teams for Partnership Team

Leadership Brand and Competency Development, Culture Transformation and Staff Engagement sessions.





















Our strategic change track record





De Beers

TRANSNET

ARYSTA LIFE SCIENCES GROUP (2013-14) www.arystalifescience.com

Transformational Leadership including assessments, development workshops, coaching for top 40 leaders in SA. Self-Leadership – I am Talent career empowerment. Facilitation of strategic review and team alignment session with top 40 leaders across Europe, Africa and Middle East.

DE BEERS GROUP (1999-2004) www.debeersgroup.com

Strategic Transformation Journey over 5 years including strategic planning, restructuring and various strategic projects.

Global Transformational Leadership Development Program (2500 leaders across 16 countries). Global HR Transformation Journey over 5 years.

Talent Management Strategy, Process, Toolkits and Capacity Building including the Leadership Pipeline. HR Capacity Building Programs. High Performance Teams – a variety of functional and HR teams. (with MAC Consulting)

TRANSNET AND TRANSNET CAPITAL PROJECTS (2005-2012) www.transnet.net

Group HR Strategy and alignment across 6 operating divisions. Organisation design and restructure of Head Office. Leadership Pipeline, performance and competency standards across all leadership levels. Talent Management strategy, tools and capacity building. Rated most effective culture change intervention by external auditors. Group wide change management forum, toolkits and capacity building. High Performance Teams – for a variety of functional and project teams. (with the Resolve Group)



BHP BILLITON (2013 – current) www.bhpbilliton.com

Personal and leadership effectiveness journey with Supply Chain Leadership Team. Personal Transformation Process.

High Performance Teams and Leadership coaching.

ARMSCOR (2016 – current) www.armscor.co.za

Change enablement, capacity building and executive team alignment for top 50 leaders in Armscor in support of the turnaround strategy (in partnership with FeverTree Consulting).



PARAMOUNT GROUP (2017) www.paramountgroup.com

Strategic planning, change capacity building and leadership alignment – facilitation of strategic review sessions with top 40 leaders and for each division including international group executives

ENGEN (2009 – 2013) <u>www.engen.co.za</u>

Talent Management Strategy, Process, Toolkits and Capacity Building Retention Strategy implementation in partnership with the Senior HR Leadership Team and line talent champions. Leadership Competency Profiling, HR Capacity Building Programs. High performance teams, Change Management toolkit and capacity building (TM in association with Accenture).

MMI HOLDINGS (2018 - current) www.mmiholdings.co.za

Group Learning Strategy facilitation and operationalising through project charters and project teams.

ABSA BARCLAYS (2016 - current) www.absa.co.za

Inaugural Learning and Leadership Conference – design and facilitation for 170 people.

NEDBANK (2017 - current) www.nedbank.co.za

Group Learning Strategy session and strategy document with project charters and team.

DEVELOPMENT BANK SA (2000-2005) www.dbsa.org

High Performance Teams journey for DBSA Exco & HR team
Change management and capacity building for Operations team
Strategic Planning, engagement sessions and high performance teams for
Northern Cluster

Leadership development workshop for women in business

BASF (2016 - current) www.basf.co.za

Strategic leadership alignment – facilitation of strategic review and team alignment session with top 30 leaders including international group executives (with Mark Berger Training).

CQS (2014) www.cqs.co.za

Culture transformation design and capacity building. Leadership Brand development and leadership engagement. Staff Engagement sessions.

RANDGOLD RESOURCES (2012) www.randgold.com

Strategic Review and Leadership Alignment Workshop Board Review and Alignment Workshop



















Why partner with Catalyst





Accelerated Learning and Leading Edge Learning Design



Highly engaging, interactive, mind-set shift learning approaches



Deep expertise in Integrated Human Capital and Talent – identify, assess, engage, develop, retain



Extensive experience in partnering with clients to co-create and walk a journey with them for capacity building and real business value



Integration with digital learning and gamification tools to support and expand the learning process



Distinguished track record in many leading organisations locally and globally

Learning is ...

Practical & relevant

Highly interactive

Blended – digital, F2F,

workplace

Shifting mindsets, skills

and behaviours

Individual reflection

Group learning

Real examples and case

study projects

Workplace learning

Contact Us

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