

**The Bureau for Staff Development presents:**  
**LEADERSHIP & MANAGEMENT EDUCATION**  
**SHORT COURSES FOR 2005**

These courses are aimed at senior managers and heads of departments, who need to accelerate their capacity to compete effectively in the new higher education environment, where practical application of the latest thinking and relevant theory is demanded.

**Bookings: E-mail your details (name, dept, tel.) to [dutoitB@tut.ac.za](mailto:dutoitB@tut.ac.za).**

**COST:** Free for staff, but if you booked for a course and fail to attend, you will be bill R400.

**VENUE: Pretoria campus, Building 4:151 (Thupellong)**

PROGRAMME	DATE
<b>Finance for non-financial managers</b> <i>Marie Jansen van Rensburg (Department of Accounting TUT)</i>	<b>Course duration: 4 days</b> from 13:00-16:00 Second semester: <b>30/8, 6/9, 13/9, 20/9</b>
<b>Targeted Selection</b> (Method used during interviews) – Contact person: Rientjie v Heerden x5434	Duration 2 days from 8:30-16:00
<b>The Five Practices of Effective Leaders – Follow up workshops for each practice</b> <i>Dr Tessie Herbst &amp; Mariana Pretorius (TUT Staff Development)</i> These workshops have been developed to address your leadership development needs as identified with the Leadership Practices Inventory (LPI) assessment. <ul style="list-style-type: none"> <li>➤ <b>Challenge the process</b> (This workshop will focus on ways in which you identify opportunities to change the status quo by means of innovating, experimenting and risk-taking.)</li> <li>➤ <b>Inspiring a shared vision</b> (This workshop will assist you in creating an ideal and unique image of the future and how to enlist and inspire others)</li> <li>➤ <b>Enabling others to Act &amp; Modelling the way</b> (Leadership is a team effort. This workshop will assist you in building a spirited team, foster collaboration and empowerment, and to create an atmosphere of trust.)</li> <li>➤ <b>Encouraging the heart</b> (Caring is at the heart of leadership and leaders encourage the hearts of their staff to carry on. This workshop will assist you in finding ways to visibly and behaviourally link rewards with performance and make sure that people benefit when behaviour is aligned with values)</li> </ul>	<b>TIME 9:00-13:00</b> <ul style="list-style-type: none"> <li>➤ <i>Challenge the process</i> - <b>16 May</b></li> <li>➤ <i>Inspiring a shared vision</i> - <b>25 May</b></li> <li>➤ <i>Enabling others to Act &amp; Modelling the way</i> - <b>14 June</b></li> <li>➤ <i>Encouraging the heart</i> - <b>29 July</b></li> </ul>
<b>Emotionally intelligent Conflict Resolution</b> <i>Dr Tessie Herbst (TUT Staff Development)</i> Effectively dealing with conflict is one of the toughest challenges facing most managers and supervisors. It might be easy to say that conflict can be productive, but on too many occasions, people have unfortunately encountered the destructive side of it. The good news is through this program, people can learn how to work with conflict in an emotionally intelligent way that leads directly to more productive outcomes and stronger relationships. Literally everyone would benefit from this workshop, although managers and supervisors are a priority.	<b>6 June</b> 9:00 – 16:00
<b>Operations Management &amp; Operations Strategy</b> - <i>Dr P J Pretorius (UP)</i>  <b>Course objective:</b> To supply the learner with knowledge and skills that are required with respect to selecting, designing and implementing operational strategies that will impact positively on the day-to-day functioning of operations. This will allow the learner to apply the acquired knowledge in his/her own work environment to partake in the operational and organisational strategy debate and allow effective day-to-day decision making within operations, which will ensure achievement of the goals and objectives of the organisation as an integrated entity.	<b>2 &amp; 3 June</b> 8:30-16:00

<p><b>Leading with emotional intelligence</b>  <i>Dr Tessie Herbst (TUT Staff Development)</i>  Upon completion of this workshop, you will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the role of emotions in leadership</li> <li>• Describe the relationship between emotional intelligence and leadership</li> <li>• Understand the term “emotional high jacking” and the role it plays in your ability to lead in an emotionally intelligent way</li> <li>• Understand the four emotional intelligence abilities and how it related to leadership</li> <li>• Apply the emotional blueprint to improve your ability to lead with emotional intelligence</li> <li>• Apply the four emotional intelligence skills to: <ul style="list-style-type: none"> <li>• build trusting relationships with your team members</li> <li>• to influence your team members towards achieving your department’s vision</li> <li>• create an enabling environment</li> <li>• promote change within your department</li> </ul> </li> </ul>	<p>Choose one of the following dates:</p> <p><i>TIME: 8:30 -16:00</i></p> <p><b>4 August</b> <b>5 October</b></p>
<p><b>Labour relations - Dr Jaques Liebenberg (TUT)</b></p>	<p><b>10-11 August</b> 8:30-16:00</p>
<p><b>Leadership Practices Inventory (LPI) Feedback Workshop</b>  <i>Dr Tessie Herbst (TUT Staff Development)</i>  How do you make it possible for ordinary people to accomplish the extra-ordinary? How do you get people to follow you to places they’ve never been before? How do you get other people to move forward on a common purpose? Thoroughly researched and documented by Kouzes &amp; Posner, learn how to <b>Challenge The Process, Inspire A Shared Vision, Enable Others to Act, Model The Way, and Encourage The Heart.</b> This morning workshop is based on the results of the Leadership Practices Inventory (LPI) - a 360-degree assessment of your leadership behaviour based on the 5 practices.</p>	<p><b>17 August</b> 9:00 – 13:00</p>
<p><b>The Expert Negotiator - Prof M Rajah (Unisa SBL)</b></p>	<p><b>24 August</b></p>
<p><b>Brain-based leadership</b>  <i>Dr Tessie Herbst (TUT Staff Development)</i>  How can you use the growing body of research on how the brain functions to become a more effective leader? Leaders who become aware of recent research about brain functioning will gain practical guidelines about how to apply this information to effective leadership and team management.</p>	<p><b>25 August</b> 9:00 – 13:00</p>
<p><b>Strategic Change Leadership - Prof Stella Nkomo</b></p> <p>Professor Stella M. Nkomo teaches courses in leadership and change management. Her particular fields of interest include diversity management, change leadership, and leadership in human resource management. She is former chair of the Department of Management in the Belk College of Business Administration at the University of North Carolina, Charlotte. She is currently a member of the Board of Governors of the Academy of Management and the Center for Creative Leadership. Her internationally recognized work on race and gender in organisations and managing diversity appears in top management journals. Professor Nkomo is the co-author of two books, Applications in Human Resource Management (Thompson Publishing) and Our Separate Ways: Black and White Women and the Struggle for Professional Identity (Harvard Business School Press).</p>	<p><b>14 September</b> 8:30-16:00</p>
<p><b>Designing and executing your business strategy</b>  <i>Philip Lochner (TUT Business school)</i></p>	<p><b>17 &amp; 18 October</b> 8:30-16:00</p>

The following assessments are available on request:

- LPI (Leadership Practices Inventory)
- Emotional Intelligence (MSCEIT)
- NBI – Neethling Brain Profile assessment
- PPA (Personal Profile Analysis)
- 360° degree Management & Leadership Assessment
- Management Assessment Centre (Min. 10 people)

Contact person: Dr Tessie Herbst - Tel. (012) 318-5901, e-mail: [herbstt@tut.ac.za](mailto:herbstt@tut.ac.za)

# LEADERSHIP LUNCHEONS 2005

## **MBEKI'S ROADMAP: WHERE IS HE HEADING AND WILL HE GET THERE? COME AND JUDGE FOR YOURSELF**



**PRESENTER: JP LANDMAN**

**DATE: 18 MAY 2005**

**TIME: 10:00 – 12:00** (A finger lunch will be served afterwards)

**VENUE: Pretoria Campus, Building 21 - Prestige Auditorium**

*Cost: Free for TUT Staff*

Did you know that in his recent State of the nation speech pres Mbeki committed his government to some 85 specific actions – 75 of them relate to domestic issues and 10 to foreign affairs. 28 of these actions relate directly to the economy.

What were those 75 promised actions; what are the chances that these 75 promises will actually be achieved? And if achieved, how will they change the business and investment environment in SA; how will it affect your business and personal careers?

We have tracked pres Mbeki policy statements and actual delivery since Nov 2000, and have built a database of how many promises have been kept. Our 2001 scorecard on him was quoted widely in the media. Since then we quietly monitored his progress and can share with you a detailed fact-based analysis of the Mbeki administration's progress with its promises. We thus bring you not only his 2004 speech, but also the track record on actual performance from previous years.

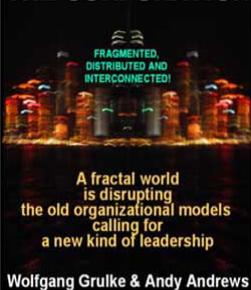
If half of the 75 promises made in 2004 actually implemented, SA will change quite dramatically over the next five years. Countries do not change overnight. It requires time and consistent application. As during the last one and half decades, there will be winners, and there will be losers. Which will you be? Position yourself and your company for the change that is coming and the future that is unfolding

JP's specialization is the influence of global and national trends on the South African economy and on government policies. Following a top-down approach, he is also a consultant to leading stock-broking houses analyzing and interpreting the influence of macro-trends on the financial markets.

A former editor of the financial publications, Finance Week and Finansies & Tegniek, he remains a regular columnist for two daily newspapers and a monthly news magazine. As an analyst on the Johannesburg Stock Exchange, JP Landman was twice voted into the number one position for his analysis of politics and industrial relations. He topped the Financial Mail survey in 1998 and again in 1999.

JP is a popular speaker with business and financial audiences and gives presentations on political-economic trends and how they affect our environment. "Political and economic trend analyses: the facts you will not read in the media!"

**THE FUTURE OF  
THE CORPORATION**



## **THE FUTURE OF THE CORPORATION- FRAGMENTED, DISTRIBUTED AND INTERCONNECTED**

**PRESENTER: WIKUS MARIAS**

**DATE: 7 SEPTEMBER 2005**

**TIME: 10:00 – 12:00** (A finger lunch will be served afterwards)

**VENUE: Pretoria Campus, Building 21 - Prestige Auditorium**

*Cost: Free for TUT Staff*

For more than a hundred years, the corporation has been the primary structure for wealth-creation and wealth-distribution. The corporation was born of the Industrial Economy and modeled on the efficiencies of the machine. It's hierarchical structure has been shaped and changed by the demands of shareholders and stakeholders to be more responsive to the environment in which it exists.

Today we live in unprecedented volatility and chaos. Most centrally-controlled structures are threatened by fast and nimble networked alternatives. Power is moving from governments and corporations to individuals in their roles as investors, employees and partners. Markets, consumers and individuals are interconnected like never before. Information and knowledge has become a commodity. What creates value in a fractal and interconnected world? What is the future shape of the corporation? What are the business imperatives today? This presentation and workshop is based on the book of the same title by Wolfgang Grulke and Andy Andrews, published during 2004

Wikus graduated as an economist from the University of Pretoria and Cambridge University. He was one of the

founder members of Citadel Investment Services where he has been responsible for economic research, investment strategy and asset allocation for billions of Rands of clients' investment funds.

## BALANCING TODAY AND TOMORROW

**PRESENTER: BUHLE DLAMINI**

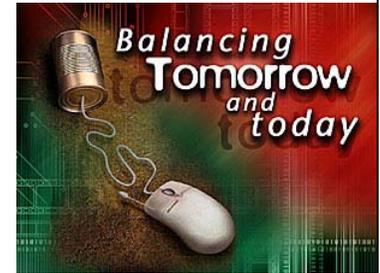
**DATE: 14 OCTOBER 2005**

**TIME: 10:00 – 12:00** (A finger lunch will be served afterwards)

**VENUE: Pretoria Campus, Building 21 - Prestige Auditorium**

**Cost: Free for TUT Staff**

The world is currently experiencing a massive economic shift, from the information economy, to a relationship economy. No sooner had we managed to get our heads around the shift from the Industrial era to the Information age - now we are asked to do it all over again! And with even more devastating results. The previous shift saw the world move from 80% of people employed in agriculture and mining (in the mid 1800s) to about 50% (in the early 1900s) and to 2% today. Manufacturing peaked in the mid 1900s, employing about 40% - today it is around 10%. Today, nearly 80% of the world's population are employed in services and professions. This is due to change. It is estimated that 75% of all current white collar services jobs will disappear within the next 15 years. Some will be exported to cheaper economies (especially in the East), but most will just disappear forever - to be replaced by...



Well, that's the big question. Replaced by what? Futurists and scenario planners spend many hours explaining (or guesstimating) what is about to happen, and economists might tell us how. But not many people are able to take us behind the scenes and explain WHY. That's what Balancing Today and Tomorrow does. The challenge has never been greater. Converging technologies impact not only our lives but also the way we do business. Leading self and leading within organizations are not what they used to be and trying to make sense of it all can be like negotiating the rush-hour traffic blindfolded. This dynamic presentation provides a comprehensive overview of past, present and future models of leadership and management - for self and organisations. Going right back to the first hunter-gatherer economies, we track the changes and change drivers that have driven history through the agricultural era, the industrial, the information age - and now, the emotion economy.

By tracing the history of economic transitions through five major economic epochs, this offering highlights the nature of moments of transition in history. It gives an easy-to-understand, yet profound framework for understanding how we arrived where we are, and shows what the road ahead might look like. This framework forms the basis of much of our thinking at TomorrowToday, as it explains why the Emotion Economy is unfolding, and gives some guidance as to how we should respond.

Buhle is the latest addition to the dynamic team from TomorrowToday.biz. His expertise is in helping people to understand the "bright young things" and holistically developing young entrepreneurs. Buhle has worked in a number of companies, mainly in the NGO environment, and most recently as the National Director for Youth Ministries in the Salvation Army. He currently runs his own business, Young and Able, which provides a comprehensive range of services to young entrepreneurs. As part of TomorrowToday's network of associates, Buhle brings an excellent perspective on today's new generation of employees and customers. His natural energy and dynamic presentation style combine with the full multi-media presentations to offer an unforgettably edu-taining experience of what it will take to attract, recruit, retain, nurture and lead the next generation.

**F12**

<b>Aan/To:</b> <i>Snr Financial Accountant          Financial Control          Building 21</i>	<b>Van/From:</b> _____ _____ _____
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**ORPLASING / REGSTELLING VAN FONDSE  
TRANSFER / CORRECTION OF FUNDS**

**The following transfer/correction of funds/expenditure of the cost centers and accounts given below are herewith requested:**

Debit (from)		Amount	Credit (to)	
Entity	Account		Entity	Account
				0455

**This F12 serves as a registration form for a course:**

**Name/(s)** : \_\_\_\_\_  
**Job Title** : \_\_\_\_\_  
**Department** : \_\_\_\_\_ **Tel.** \_\_\_\_\_  
**Course name** : \_\_\_\_\_  
**Date of course** : \_\_\_\_\_

**Please take note:** A deposit of R50.00 is required to reserve your space.  
 Should the cost indicate an amount other than free (R50 deposit) then you should pay the amount indicated.  
 When you arrive at the training, your F12 will be handed back to you and the training will be free.

**WHAT HAPPENS IF YOU FAIL TO ARRIVE WITHOUT 2 DAYS' PRIOR CANCELLATION**

As planning is done around the no. of people booked on a course, it negatively impacts on planning, cost, materials, refreshments, etc. when people fail to arrive for courses without prior cancellation. Thus the R50 deposit will be kept to cover costs. **A replacement may be sent in your place.**

\* **As soon as we have received your F12 booking form, your booking will be confirmed.**

**GOEDKEURING VIR DEBIET**  
**APPROVAL FOR DEBIT**

**GOEDKEURING VIR KREDIET**  
**APPROVAL FOR CREDIT**

\_\_\_\_\_  
AUTHORISED SIGNATURE

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AUTHORISED SIGNATURE

\_\_\_\_\_  
AUTHORISED NAME

**MJ LE GRANGE**  
AUTHORISED NAME

\_\_\_\_\_  
DESIGNATION

**Director: CCPD**  
DESIGNATION

DATE: \_\_\_\_\_

DATE: \_\_\_\_\_