

South African

Management Challenges

**Coaching to improve and
develop human capital of
the organization**

Mark Peters

Thoughts on Learning

*Arie De Geus,
Head, Strategic Planning,
Royal Dutch Shell*

“Over the long run, the ability to learn faster than your competition may be the only sustainable competitive advantage.”

Thoughts

Andrew Carnegie

The only irreplaceable capital an organization possesses is the knowledge and ability of its people.





The productivity of that capital depends on how effectively people share their competence with those who can use it.

SHIFTS IN THE BASIS OF COMPETITION

FROM

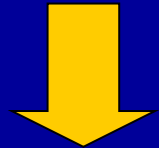


TO

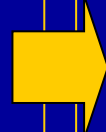
- Format  Future Functionality
- Customer Satisfaction  Customer Lock-In
- Foresight + Vision  Control of Migration Paths
- Brands  Industry Standards

COMPETING FOR VALUE

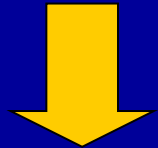
- Cost
- Productivity
- Quality
- Cycle Time



More efficiency in the existing business model



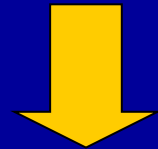
- Globalization
- Deregulation
- Privatization
- New technologies



New business models, changing competitor / customer profiles



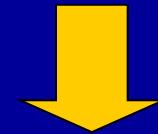
- Multi-technology convergence
- shifting industry boundaries and definitions



New game, new rules



- New industry creation
- New concepts of "core"
- Pivotal competitors and dominant standards

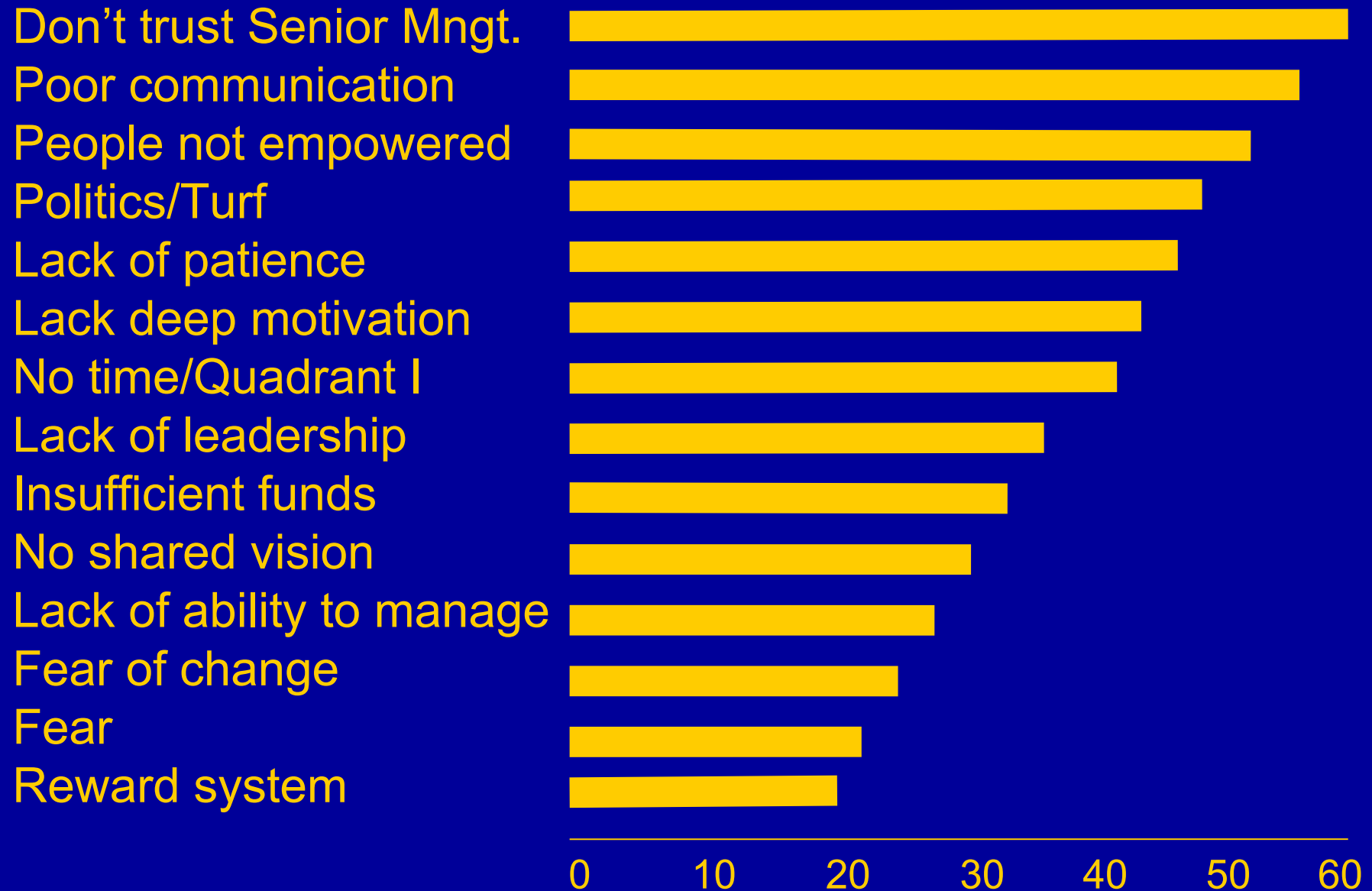


Shaping the evolving game

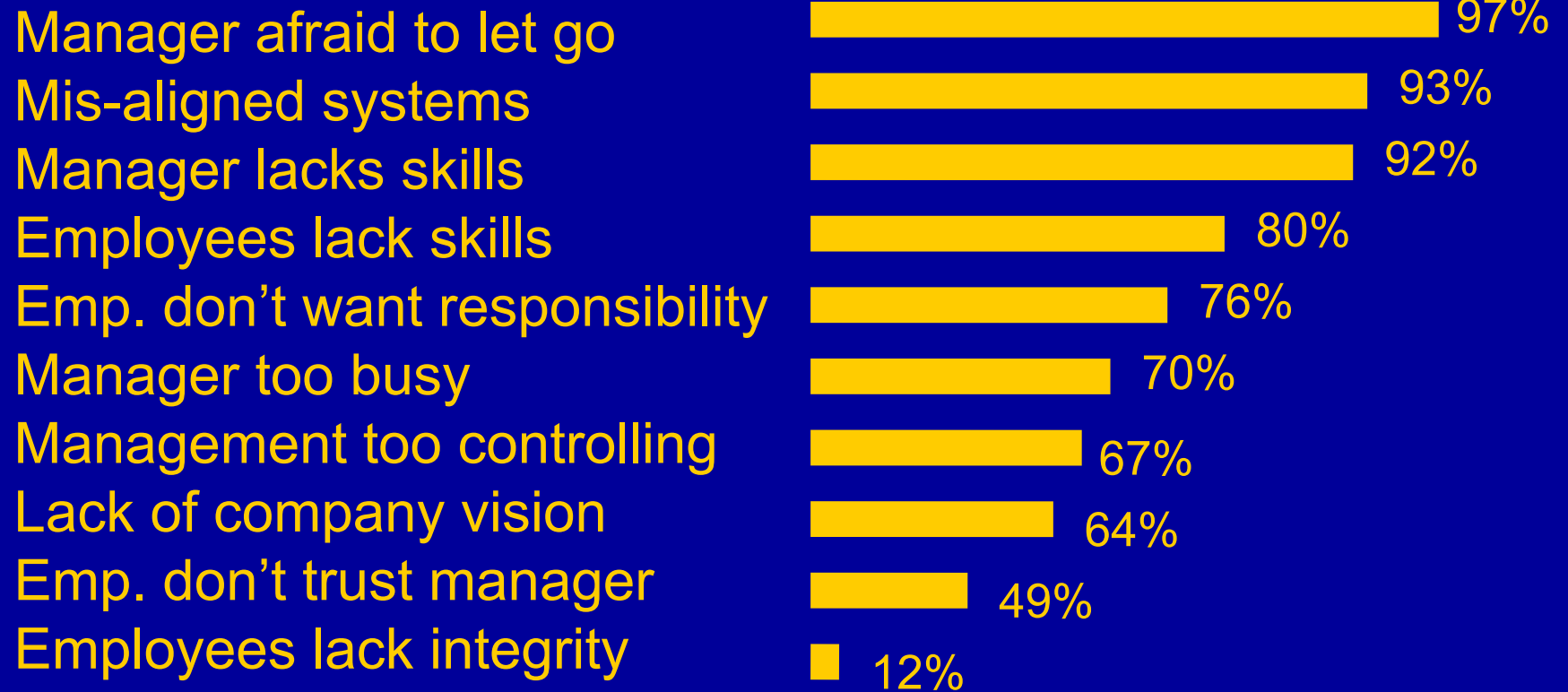


- Value-creation potential?
- Competitive advantage?
- Industry leadership?
- Focus of senior management?

What is Holding Back Quality?



What is Holding Back Empowerment?



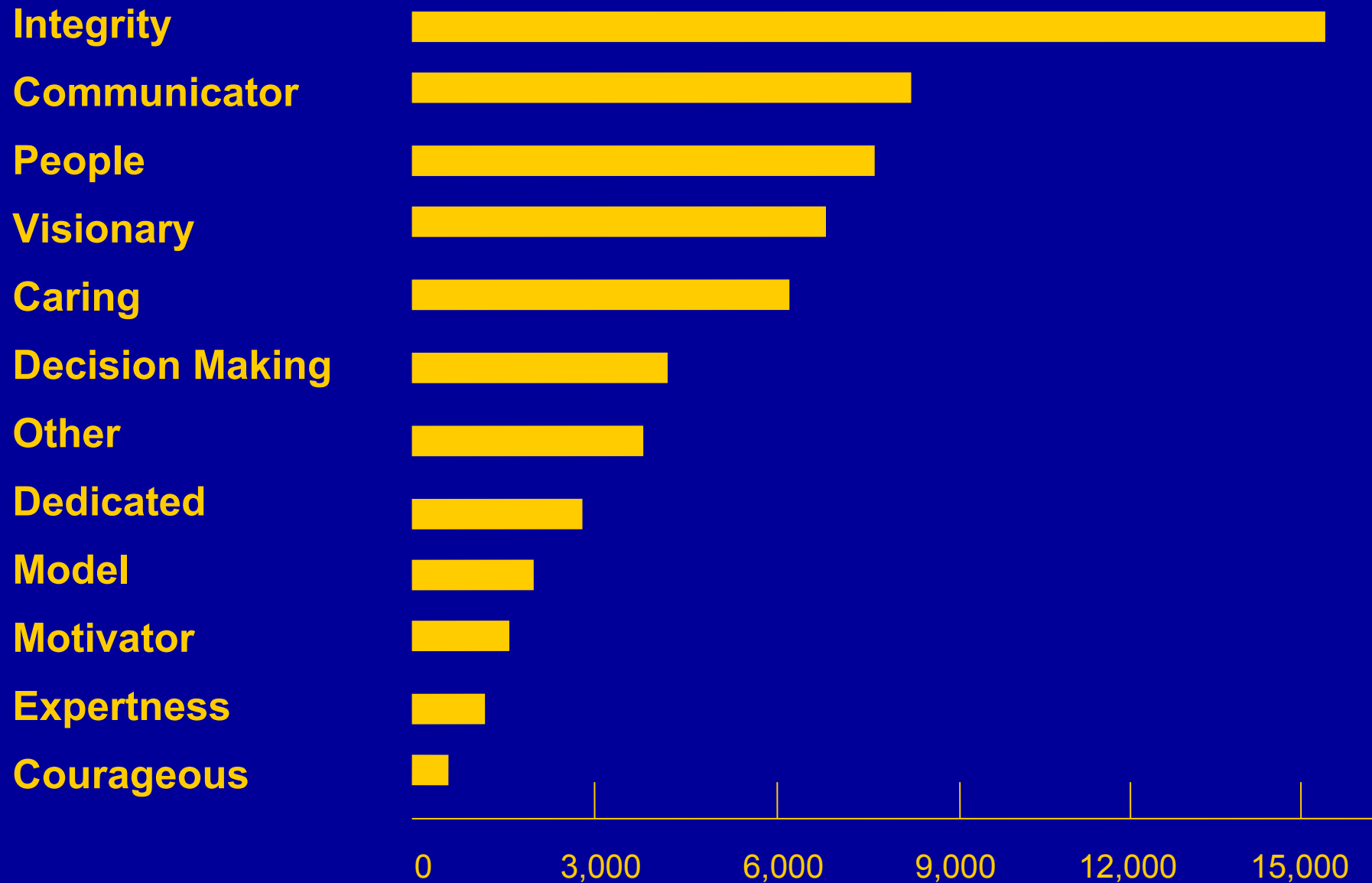
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Let us now suppose that in the mind of each man there is an aviary of all sorts of birds – some flocking together apart from the rest, others in small groups, others solitary, flying anywhere and everywhere . . . we may suppose that the birds are kinds of knowledge, and that when we were children, this receptacle was empty; whenever a man has gotten and detained in the enclosure a kind of knowledge, he may be said to have learned or discovered the thing which is the subject of the knowledge; and this is to know.

- Plato -

An Effective Leader is



A coach's success – or failure is inextricably linked to the receptivity of the protégé.

Conundrum

**How do we
systematically go about
forgetting what we
'know' before it
suffocates us?**

CHALLENGES FOR MANAGEMENT 1

- **Integrity in leadership**
- **The corporation and the community**
- **Maximizing an organizations intellect**
- **People first, strategy second**
- **Informality liberates v bureaucracy**

**Can strategic advantage
lie in the leverage of
knowledge?**

CHALLENGES FOR MANAGEMENT 2

- **Passion – great organization ignite passion**
- **Stretch – reaching for more than what you thought possible**
- **Celebrations – business has to be fun**
- **Differentiation - develops great organizations**
- **Culture counts**

CHALLENGES FOR MANAGEMENT 3

- **Appraisals all the time – everyone must know where they stand**
- **Managing loose – managing tight**
- **Investor relations**
- **Speed**

BENEFITS OF COACHING

To the Organization

- ✓ Improved motivation and productivity
- ✓ A stable yet innovative corporate culture
- ✓ Improved communications
- ✓ Rapid development of high flyers
- ✓ Staff retention
- ✓ Organizational improvements and goal achievements
- ✓ Savings in training and development costs

BENEFITS OF COACHING

To the Individual

- ✓ Improved self confidence
- ✓ Learning to cope with formal and informal structure of the organization
- ✓ Career advice and advancement
- ✓ Development of managerial skills
- ✓ Learning through the off the job experiences

BENEFITS OF COACHING

To the Coach

- ✓ Improved job and personal satisfaction
- ✓ Increased peer recognition
- ✓ New insights and perspectives
- ✓ The opportunity to influence and nurture growth and development
- ✓ An increase in own managerial and interpersonal ability

Its simple we either get used to thinking about the subtle processes of learning and sharing knowledge in dispersed, transient networks – or we perish.

- Tom Peters 1994 -

KEY STRATEGIC CHALLENGE

“What is our capacity to capture a disproportionate share of the future value which will be created in the next stage of the evolution of our industry?”

On the road to the future, who will
be the windshield, and who will
be the bug?

Gary Hamel, Fortune, June 23 1997

