



Hear stories from the trenches presented by Ormazabal Group (Germany), Standard Bank, FNB, Sasol, Gijima, & DPSA!

Key Speakers



Colette Clark, Deputy Director General: Service Delivery and Organisational Transformation, Department of Public Service & Administration (DPSA)



William Egbe, President South African Business Unit, The Coca Cola Company



Mikel Gutierrez, GM & Business Process Improvement Director, Ormazabal Group, Germany



Dr. Naomi Stanford, Principal, Naomi Stanford LLC, USA



Prof. Shirley Zinn, Deputy Global Head Human Resources Standard Bank Group, HR Director: Standard Bank SA

Organisation Design (OD) And Development Africa Forum

Designing for performance in the “New Normal”

Change performance of your organisation by changing the way it is designed to perform

30, 31 May & 01 June, 2011
Radisson Blu Gautrain Hotel, Sandton, Johannesburg, RSA

Post-forum full-day workshop — 01 June, 2011

Advanced Organisation Design: Changing performance of an organisation by changing the way it is designed to perform

The only training for leaders in the practical and theoretical underpinning Organisation Design in Europe

Facilitated by: **Iain Slater**, Founder, **Lumen Consulting Ltd, UK**

“Excellent programme, insightful and engaging steps to become a complete OD Practitioner,”

Simon Wells, Head of Human Resources, **Musgrave Retail Partners GB.**



Dear HR & OD Executive,

Secolo Consulting in collaboration with the South African Organisational Development Network (SAODN) and Academy for Organisational Change (AOC) is pleased to present its **2011 Organisation Design & Development Africa Forum**, an integral part of our series of Guru OD and HR events providing innovative best practices, tools and practical lessons learned, which are transforming performance in the public and private sector.

Through case studies, expert presentations, practical sessions and dynamic panel discussions, led by global OD thought leaders, OD and HR Practitioners and CEOs from leading companies, Secolo Consulting, SAODN and AOC will provide the African OD & HR Community with the widest possible exposure to actionable techniques, which will assist the attending delegates to ensure that their business realities and activities of their workforce are well manifested in their Organisation Design and Development processes.

Your key learning outcomes, insights and takeaways include

- Strategy, organisation and competitiveness: Managing this critical Organisation Design challenge
- Demystifying the role of top management in supporting strategy implementation, Organisation Design and Development initiatives to lead the workplace to a greater cohesive ambient
- Beyond Structure – Designing for performance in the “New Normal”
- Changing performance of an organisation by changing the way it is designed to perform
- Re-designing on the move – Organisation Re-design solutions identified and explained through specific and practical case studies
- Re-designing the HR organisation
- Leading change – The story of Hollard
- Exploring Organisation Design (best practice) and people migration strategies during transformational change
- Building an FNB Organisation Design Framework in an Owner Manager Culture
- Establishing and maintaining a shared leadership framework?
- Collaboration in the organisation: The strategic importance of involving the whole system to collaboratively create sustainable change

Don't miss this opportunity to find out how you can build a transformative OD practice by exploring innovative Organisational Strategy Execution Frameworks, Design and Development approaches that enable delivery of your strategy through people.

The **Organisation Design & Development Africa Forum 2011** is acknowledged to be the must-attend event for all those organisations that would like to maximise the efficiency of their OD process in order to enhance their delivery of organisational culture and change needed for continuous improvement and transformation.

I look forward to welcoming you at this premier gathering of HR & OD Practitioners in May.

Yours sincerely



Keith Matanda
Production Manager
Secolo Consulting

Other Designers & Change leaders to demonstrate Design thinking in crafting OD Solutions:

- **Nicky Hurlimann**, Head: Organisation Effectiveness, HR Strategy, **First National Bank**
- **Iain Slater**, Founder, Lumen Consulting Ltd, UK
- **Bill Zybach**, Senior Design Consultant, **Syngineering Unlimited, USA**, Board Member: International Organisation Design Forum
- **Dr. Henry Grimbeek**, Managing Director, **Shared Services Investment**
- **Brent Wyborn**, HR Director, Hollard
- **Lou-Anne Lubbe**, Senior Executive: Talent & Organisational Performance, **Accenture, South Africa**
- **Dr. Leona Craffert**, Executive: Organisational Development, Gijima
- **Lisa Ashton**, Managing Director, **Bioss Africa**
- **Dr. Eriaan Oelofse**, Principal Consultant, **ChangeWright Consulting**, Currently responsible for Change Management on an ERP Implementation Programme, Exxaro
- **Elsje Greyling**, Executive Chairperson, Human **Capital Institute Africa (HCI Africa)**
- **Zogan Opperman**, Group Specialist: Performance & Talent Management: Corporate Office, **Airports Company South Africa**
- **Janet du Preez**, AOC Faculty & Board Member, **SAODN** Convenor (Gauteng)
- **Gerhard Badenhorst**, Manager: HCM Advisory Services, **Kopano** (Division of Britehouse SSD, a Dimension Data company)
- **Goodnews Cadogan**, Director, **Village Leadership Consulting**
- **Fiona Mac Farlane**, Managing Director, **Academy for Organisational Change (AOC)**
- **Vlam van Rooyen**, Sasol Global Talent Manager, HR, **Sasol**

This Forum is a unique high-level networking platform for:

- HR Directors
- HR Managers
- Organisation Design
- Organisational Development
- Organisational Effectiveness
- Heads of Talent & OD
- Human Capital Managers
- Human Resource Development Managers
- Change and Organisational Transformation Managers to engage in valuable and stimulating discussions, together with CEOs from some of the leading companies.

- 08h00 Registration & early-morning refreshments
- 08h30 Chair's opening remarks
Goodnews Cadogan
Director
Village Leadership Consulting
- 08h45 **Keynote Address: Strategy, organisation and competitiveness: How to manage this critical Organisation Design challenge**
Prof. Shirley Zinn
Deputy Global Head, Human Resources:
Standard Bank Group
HR Director: Standard Bank SA
- 09h15 **Keynote Address: Exploring OD challenges faced in the Public Sector and looking at innovative OD approaches that are emerging and being implemented**
Colette Clark
Deputy Director General: Service Delivery and Organisational Transformation Department of Public Service & Administration (DPSA)
- 09h45 **Q & A Session: Debating and discussing Organisation Design and Development strategies presented in the keynote addresses**
Facilitated by: Janet du Preez, AOC Faculty & Board Member, SAODN Convenor (Gauteng)
- 10h00 Mid-morning refreshments & networking

Interactive Discussion: CEO & MD success stories

CEOs & MDs are rapidly repositioning their businesses to capture the growth opportunities they see. In this session, CEOs & MDs will profile their organisational strategies and share their experiences in driving growth and organisational excellence as champions of organisational strategy and design process.

- 10h20 **Session Introduction: Do CEOs & MDs with foresight choose to be champions of Organisation Design and Development or do OD team's initiatives support these executives to have appropriate corporate foresight? Or both?**
Lisa Ashton
Managing Director
Bioss Africa
- 10h30 **Interactive Discussion: Demystifying the role of top management in supporting strategy implementation, Organisation Design and Development initiatives to lead the workplace to a greater cohesive ambient**
Session Chair: Lisa Ashton
Managing Director
Bioss Africa
- Mikel Gutierrez
GM & Business Process Improvement Director
Ormazabal Group, Germany

William Egbe
President
Coca Cola South Africa

Dr. Henry Grimbeek
Managing Director
Shared Services Investment

- 11h15 Mini-Workshop & Case Study by Ormazabal Group, Germany: **Highlighting key concepts of organisational strategy, discussing strategy implementation, Organisation Design and an Organisational Development approach**
Facilitated by: Mikel Gutierrez
GM & Business Process Improvement Director
Ormazabal Group, Germany

About Your Workshop Leader:



Mikel is the GM & Business Processes Improvement Director for Ormazabal Group (Germany), which is an electrical switchgear manufacturer focused in medium voltage distribution systems and devices. Mikel is responsible for ensuring that the company has a clear strategy,

"In the part of Organisational Development, we struggled a little bit with trying to find a methodology that could help us. Actually, this is the best that we found and after doing it, it was a good choice."

- 12h15 Lunch & networking

- 13h15 An Interactive Mini-Workshop: **Beyond Structure – Designing for performance in the "New Normal"**
Radically new types of organising and organisations are beginning to emerge globally. Some have been birthed within the boxes of very traditional organisations. Others have hatched organically, but the common denominator is that they illustrate a radical shift in design that is on the horizon. These fledglingly experiments are being undertaken by the innovators, early adopters, and some folks who are simply ready to disrupt the norm. Vivid examples include the recent organic developments in the Middle East and Northern Africa. What are the implications for you?
Facilitated by: Bill Zybach
Senior Design Consultant, Syngineering Unlimited, USA
Board member: International Organisation

About Your Workshop Leader:



Bill is a Senior Consultant for Syngineering Unlimited, a USA based consulting firm. He has done strategy planning, Organisation Design, Business Process Reengineering, Organisational Development, and technology in the District of Columbia over the past 9 years to create and transform the way government is delivered.

Recent projects include the creation of the State Education Office, the Department of Environment, the Office of African Affairs,

as well as restructuring of the Department of Consumer and Regulatory Affairs, and the Office of Public Records and Archives. Bill helped develop and deploy the AmericaSpeaks methodology (www.americaspeaks.org) which leverages both technology and small group dialogue to get direct citizen involvement on critical local, regional and national issues. He assisted in New York City in 2002 bringing 5000 residents together to determine the future of the World Trade Center site.

- 14h15 Case Study by Hollard: Leading change – The story of Hollard Insurance South Africa**
Brent Wyborn
 HR Director
Hollard
- 14h45 Q&A Session:** Facilitated by **Janet du Preez**, AOC Faculty & Board Member, **SAODN** Convenor (Gauteng)
- 15h00 Mid-afternoon refreshments & networking**
- 15h15 Exploring Organisation Design (best practice) and people migration strategies during transformational change**
Lou-Anne Lubbe
 Senior Executive: Talent & Organisational Performance
Accenture, South Africa
- 15h45 Q&A Session:** Facilitated by **Janet du Preez**, AOC Faculty & Board Member, **SAODN** Convenor (Gauteng)
- 16h00 Chair's closing remarks**
Goodnews Cadogan
 Director
Village Leadership Consulting

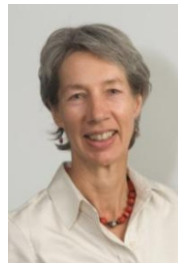
Day 2: 31 May, 2011

- 08h00 Registration & early-morning refreshments**
- 08h30 Chair's opening remarks**
Fiona Mac Farlane
 Managing Director
Academy for Organisational Change (AOC)
- 08h45 Case Study by First National Bank (FNB): Building an FNB Organisation Design Framework in an Owner Manager Culture**
- Implementation of SIPP (Standard Integrated People Practices)
 - My personal journey from a generalist role to a specialist role
 - Implementation of an ERP system and the impact there of
 - Challenges and opportunities experienced along the way
- Nicky Hurlimann**
 Head: Organisation Effectiveness, HR Strategy
First National Bank

- 09h15 Q & A Session:** Facilitated by **Bill Zybach**, Senior Design Consultant, **Syngineering Unlimited, USA**
 Board member: **International Organisation Design Forum**
- 09h30 Case Study by Gijima: Once you have an OD process and leadership development programme in place, how do you establish and maintain a shared leadership framework?**

Dr. Leona Craffert
 Executive: Organisational Development
Gijima
- 10h00 Q & A Session:** Facilitated by **Bill Zybach**, Senior Design Consultant, **Syngineering Unlimited, USA**
 Board member: **International Organisation Design Forum**
- 10h15 Mid-morning refreshments & networking**
- 10h30 Collaboration in the organisation: The strategic importance of involving the whole system to collaboratively create sustainable change**
Dr. Eriaan Oelofse
 Principal Consultant
ChangeWright Consulting
 Currently responsible for Change Management on an ERP Implementation Programme at **Exxaro**
- 11h00 Q & A Session:** Facilitated by **Bill Zybach**, Senior Design Consultant, **Syngineering Unlimited, USA**
 Board member: **International Organisation Design Forum**
- 11h15 An Interactive Mini-Workshop: Re-designing on the move – Organisation Re-design solutions identified and explained through specific and practical case studies**
 Facilitated by:
Dr. Naomi Stanford
 Principal
Naomi Stanford LLC, USA

About Your Workshop Leader:



Dr Naomi Stanford is an expert Organisation Design, Change Management, and Human Capital consultant with 20 years experience working with clients in the private, government, and non-profit sectors in the US and Europe.

Naomi likes to undermine silo thinking, creating an adaptive mindset, and opening organisations to the possibilities of collaboration, change, and innovation that are required to play a significant role in stimulating recovery.

- 12h15 Lunch & networking**

Interactive Discussion: Re-designing the HR organisation

Many HR functions have gone through the process of transformation over the past decade. This redefinition of the work of HR is intended to allow a more strategic focus on Talent Management and organisational capability while systematising and controlling the cost of transactional work. Little formal consideration has been given, however, to how these new complex HR organisations should be configured to best achieve these goals. Panellists in this session will highlight the operational challenges created by the most common Organisation Design used by HR departments (the Business Partner Model) and will explore emerging solutions intended to address these flaws.

13h15 Session Introduction: **Re-designing the HR organisation**
Elsje Greyling
Executive Chairperson
Human Capital Institute Africa (HCI Africa)

13h30 Interactive Discussion: **Debating and discussing challenges and solutions for re-designing the HR Organisation**
Session Chair: **Elsje Greyling**
Executive Chairperson
Human Capital Institute Africa (HCI Africa)

Dr. Naomi Stanford
Principal
Naomi Stanford LLC, USA

Zogan Opperman
Group Specialist: Performance & Talent Management: Corporate Office
Airports Company South Africa

Gerhard Badenhorst
Manager: HCM Advisory Services
Kopano (Division of Britehouse SSD, a Dimension Data Company)

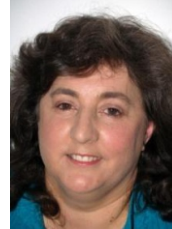
14h30 **Mid-afternoon refreshments & networking**

14h45 **Case Study by Sasol: Engagement and organisational culture in the context of change**
Vlam van Rooyen
Sasol Global Talent Manager
HR, **Sasol**

15h30 An Interactive Mini-Workshop: **The Big “D” in OD**
Facilitated by: **Janet du Preez, AOC** Faculty & Board Member, **SAODN** Convenor (Gauteng)
Many books and discussions in OD focus either on the structure (design) of the organisation or on specific interventions. However, practitioners are often overwhelmed by the expectations of their role because the processes of organisational development are not well defined.

This interactive mini-workshop will explore the application of the principles of change theory to the process of organisational development. It will also enable delegates to integrate the learning from the two days of the OD Forum through relating the content to the material presented by other speakers. Delegates will all create a personal action plan in which they identify specific steps they can take, to apply the concepts explored at the forum, within their organisations.

About Your Workshop Leader:



Janet du Preez is a passionate, provocative and creative thinker in the fields of organisational development and engagement who specialises in the development of innovative products and interventions which promote the effectiveness of individuals, teams, organisations and communities and enable the delivery of strategic imperatives.

Janet is uniquely qualified with masters level studies in health sciences, psychology and business, to understand the psychological and practical systems which underlie behaviour and outcomes. Her broad-based work experience includes time spent in governmental, non-profit and volunteer organisations, small, medium and corporate businesses, service and trade enterprises, retail, financial and medical industries.

16h15 **Chair's closing remarks**
Fiona Mac Farlane
Managing Director
Academy for Organisational Change (AOC)

16h30 **Close of Day 2**

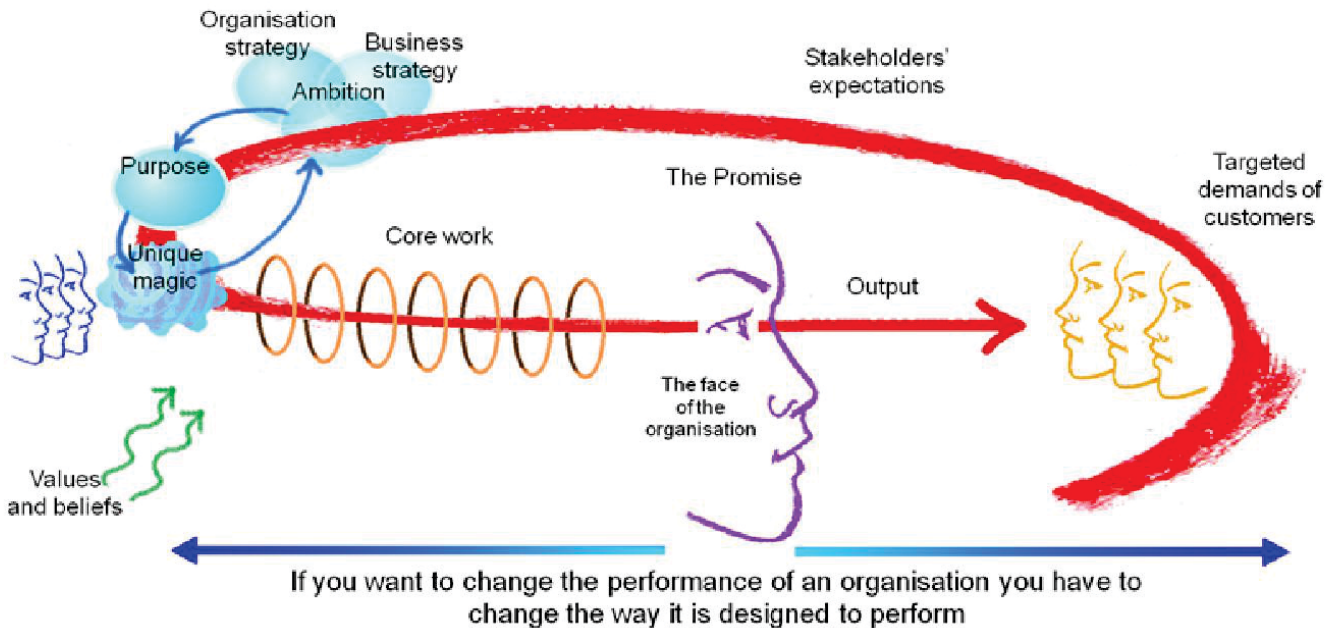
Post-Forum Full Day Workshop Focussing On:

Advanced Organisation Design: Changing performance of an organisation by changing the way it is designed to perform

Facilitated by: **Iain Slater**, Founder, **Lumen Consulting Ltd, UK**

Aimed at business leaders and HR professionals this interactive one day workshop has been designed to provide delegates with an introduction to a set of organisation design tests and practices that will help ensure that your organisation is structured to maximise its competitive advantage.

The design of an organisation



The workshop has been designed to be interactive, providing those attending with the opportunity to practice and become familiar with the key concepts and approaches of 'good organisation design' in a safe and supportive environment before you take the thinking and methods back into your own organisations.

The workshop will focus on:

- The link between Strategy and Structure and why the idea of defining what success looks like for your organisation is a critical first step
- The triggers for re-structuring and the non-structural alternative available to organisations
- The 9 tests of good design and how to apply them to your current and proposed organisations
- An introduction to some of the foundational Organisation Design theories and their relevance in today's world
- The language of roles and how helping the organisation to become clear about the role of a box on the organisation chart can avoid conflict and help leaders design better solutions
- The design process and your role in supporting it

08h00	Registration and early-morning refreshments
08h45	Facilitator's opening remarks
09h00	Session 1
10h15	Mid-morning refreshments
10h45	Session 2
12h00	Lunch & networking
13h00	Session 3
14h45	Mid-afternoon refreshments
15h00	Session 4
15h45	Facilitator's closing remarks
16h00	Close of Post-forum Workshop & Forum



About Your Workshop Leader:

Iain Slater is the founder of Lumen Consulting Ltd, a United Kingdom based consultancy specialising in working with leadership teams facing the challenge of managing the intersection of strategic ambition, organisation form and leadership capability. In particular he works with Boards and senior management teams to ensure the organisation is allocating sufficient management attention to critical areas and to ensuring accountability and authority are clear and well understood.

Iain is an associate of the Ashridge Strategic Management Centre and is co-designer and leader of the Ashridge 'Advanced Organisation Design Programme', the only training for leaders in the practical and theoretical underpinning Organisation Design in Europe.

Iain has consulted, both within the UK and internationally to a number of sectors including financial services, pharmaceuticals, professional services, manufacturing, R&D and oil & gas, as well as to both central government departments and publically funded independent regulators.

Feedback From Past Sold Out Workshops:

"Very well designed, good pace, a lot of variety, hard work but this kept us engaged," **Samantha Jones**, Global Talent Management Director, **FZ Cussons**

"This was a highly relevant programme and balanced the academic and pragmatic application brilliantly. The other course participants were also superb experienced professionals who made the debate even more relevant," **Jackie Lanham**, Director of Group Resourcing & Development, **The Co-Operative Group**

"Attending this programme is for me like a rebirth. The exposure and learning points acquired have raised my confidence level to enable me to address organisation issues in my company," **Mary Uraih**, Human Resources Director, **Flour Mills, Nigeria plc**

"Excellent programme, insightful and engaging steps to become a complete OD practitioner," **Simon Wells**, Head of Human Resources, **Musgrave Retail Partners GB**

SECOLO CONSULTING & TRAINING SERVICES

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www.secolo.co.za

BOOKING FORM

Organisation Design (OD) & Development

Africa Forum 2011

DATE: 30, 31 May & 01 June, 2011

VENUE: RADISSON BLU GAUTRAIN HOTEL, SANDTON, JOHANNESBURG – SOUTH AFRICA

	Register by 31 March 2011	Register after 31 March 2011
One Conference Day Only (Either 30 May or 31 May)	R 4,999.00 (Excl. VAT 14%) SAVE R 1,000.00	R 5,999.00 (Excl. VAT 14%)
2-Day Conference (30 May & 31 May)	R 7,999.00 (Excl. VAT 14%) SAVE R 1,000.00	R 8,999.00 (Excl. VAT 14%)
Post-Forum Workshop only (01 June Only)	R 6,999.00 (Excl. VAT 14%) SAVE R 1,000.00	R 7,999.00 (Excl. VAT 14%)
Full 3-Day Conference (30 & 31 May, & 01 June)	R 10,999.00 (Excl. VAT 14%) SAVE R 1,000.00	R 11,999.00 (Excl. VAT 14%)

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Name	Surname	Job Title	Email Address	Contact Number

Approving Manager Name:		Tel:	
Email:			
Dietary Requirements:	Vegetarian: <input type="checkbox"/>	Halaal: <input type="checkbox"/>	Kosher: <input type="checkbox"/>
	None: <input type="checkbox"/>		

Banking Details For Payment
Secolo Consulting & Training Services, First National Bank, Branch Code-254005; Account Number-62219783041
Reference: Invoice Number

Terms & Conditions:
<p>Seats are allocated on a first-come-first-serve basis.</p> <p>Course rescheduling must be faxed to 011-7913766 or emailed to training@secolo.co.za at least 5 working days prior to the course commencement date or full course fees will be payable.</p> <p>Cancellations are only accepted upon written notification at least 10 working days prior to the course commencement date failing which a 20% cancellation fee will be levied.</p> <p>Failure to cancel within 5 working days of the course commencement date will incur full course fees. Substitutions can, however, be made at any time.</p> <p>Secolo Consulting & Training Services reserves the right to cancel any workshop should there be an insufficient number of delegates booked for that course.</p> <p>Secolo Consulting & Training Services reserves the right to change the venue, change dates or change the contents of a program due to unforeseen circumstances.</p>

Fax: (011) 791 3766	Tel: (011) 791 2490	Email: info@secolo.co.za
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I hereby agree to the above terms and conditions.

Approving Manager Signature: _____ Date: _____