



TDCI Training and Development

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Employment Equity, Diversity, Inclusion & Transformation TDCI's 2020 EEDIT Portfolio

Portfolio provided by Collins Mathebula on 20 February 2020

TDCI hereby submit our Employment Equity, Diversity, Inclusion & Transformation (EEDIT) portfolio for your perusal. TDCI is a level two BBBEE Service Provider accredited with the Services SETA, Provider Number 2304. TDCI has an extensive list of EEDIT related programmes, events and services. We customise all our interventions to take the specific needs and context of our clients into consideration.

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Yours faithfully

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Section A:

Orientation to Diversity, Equity, Inclusion & Belonging

In an age of connectedness, DIVERSITY and INCLUSION has become an integral facet of corporate success. Legislatively, morally and economically the case for diversity management is irrefutable. The reality is that **diversity's double-edged sword** will impact organisational functionality. Organisations place, not only their brand, but also the sustainability of the entire company at risk if they do not embrace the challenges and opportunities that diversity heralds. Penalties, the loss of business opportunities and toxic connectivity are but a few of the adverse consequences of '*diversity gone wrong*'. Mismanaged diversity fosters exclusion, alienation, demotivation, conflict, misunderstanding and disengagement. Well managed diversity on the contrary facilitates inclusion, creativity, synergy, meaningfulness and engagement – creating an environment in which people bring their heart and soul (discretionary effort) to the workplace.



The challenge is thus not only about **acknowledging** the organisation's diversity mix, but in **making it work**. Creating inclusion is however hard to attain, with most change initiatives failing dismally to effect real or deeper change on an individual, team and/or organisational level. Research indicates that huge budgets have often been wasted on initiatives that produce little more than mechanistic changes to structures and superficial awareness.



Some of the reasons why diversity initiatives have gone pear-shaped are as follows:

- A narrow and outdated view of diversity.
- One-sided case and motive for engaging in diversity work – e.g. predominant focus on compliance.
- Mechanistic interventions that exclusively focus on policies, structures and numbers.
- Leaderless or Leadership supported initiatives rather than Leadership led initiatives. For change to be sustainable it needs to be Top-down, Bottom-up as well as Inside-out.
- Transformation driven from an ego-systemic (self-centred) rather than an eco-systemic (taking the bigger whole into consideration – e.g. ubuntu) grounding.
- Sustainability has not been built into the process.
- Not acknowledging change on individual, team and organisational level.
- The inability to facilitate shift in the hearts and minds of people.

Organisations are often thus stuck 'toiling away' on a hamster wheel. Their outdated perspectives and approaches ensure that their transformation efforts reap little reward.



Diversity interventions need to consider the context, needs and specific EEDIT developmental phase of the client. TDCI's model for EEDIT related change can be used for this purpose. It indicates that organisations, as part of their transformation journey adopt various strategies to move from being **monocultural** (exclusionary organisation in which the values of one group or culture is dominant) to **multicultural** (inclusive organisations in which the perspectives of diverse people are valued and contribute to organisational goals and excellence).

The Transformation Journey: From monocultural to

Employment Equity, Diversity and Transformation

Integrated approach aimed at transforming the workplace/force to effectively manage the challenges of a dynamic and diverse external environment



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Generation 1: Mono-cultural

- ❑ Organisations explicitly and actively base themselves on the norms and values of one culture
- ❑ Actively excludes & exploits members of non-dominant group.
- ❑ Driven by Human Nature : Focus on similarity, survival instinct, looking out for your own group
- ❑ Rigid boundaries belief and reference systems because of one-dimensional worldview
- ❑ Naivety & Ignorance in dealing with diverse groups
- ❑ Rejection of difference and attitude of supremacy
- ❑ Stereotypes, prejudice and overt discrimination
- ❑ Ignorance, denial & resistance
- ❑ Ostrich mentality

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Generation 2: Compliance

- ❑ Still based on dominant group's culture, beliefs & norms
- ❑ Due to legislation - forced to transform (Reluctant compliance)
- ❑ Only hand-level compliance
- ❑ Frustration, resistance and hostility on a covert level
- ❑ Political correctness/ Window-dressing & Tokenism
- ❑ Passively committed to including others without making major changes. Includes only a few members of other groups if they closely "fit" (assimilate) - conditional acceptance
- ❑ Hijack/sabotage initiatives
- ❑ Diversity training often done just for the sake of doing it

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Generation 3: Business focus

- ❑ Realise that diversity is inevitable & will increasingly become NB
- ❑ Head level – rational (mindset)
- ❑ Valuing and Managing Diversity - Realistically engagement - Testing, exploring & trying out new ways of dealing with diversity
- ❑ Strategies focused on (1) negating the negative impact of diversity (Conflict / IR / Revolving door / Absenteeism), and (2) stimulating the positive impact of diversity (Retaining / Creativity / Intercultural competence / Branding – attracting the best from various groups / Synergy / Opening new markets)
- ❑ Strong HRM component – recruitment, selection, development, talent management
- ❑ Global perspective and multiple worldviews
- ❑ Critical mass reached – questioning existing practices

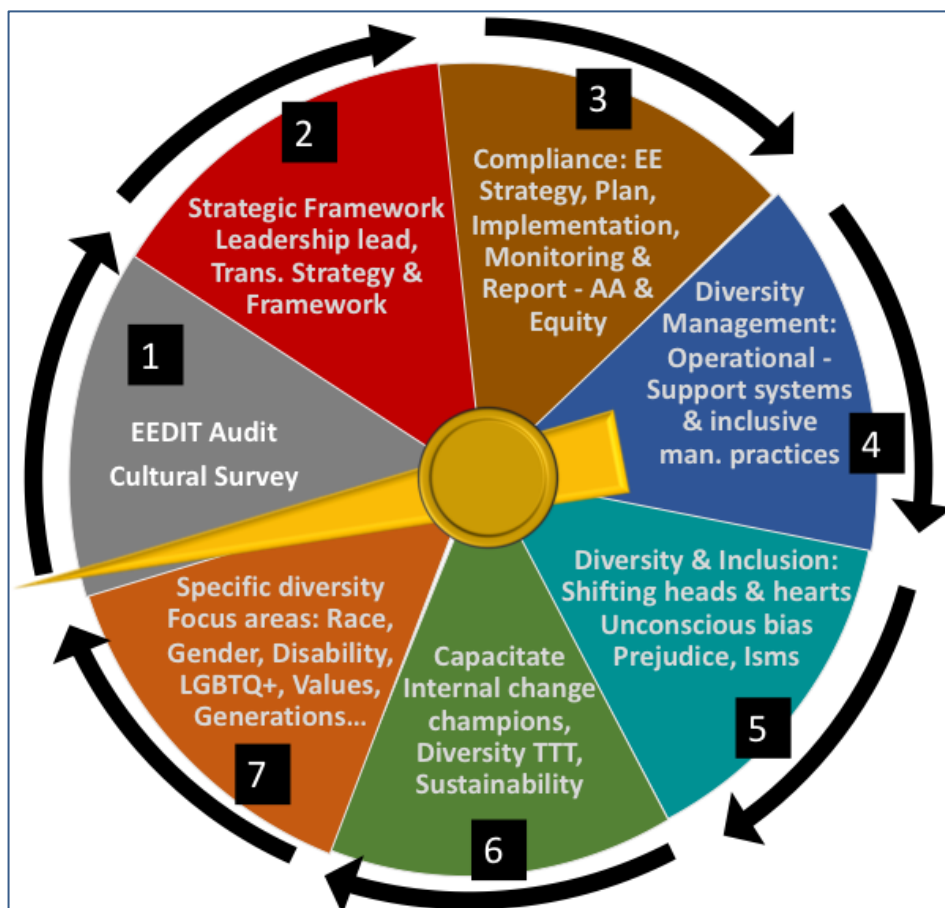
Generation 4: Relational

- ❑ Re-humanising diversity and organisations – moves beyond compliance and the business case. From the hand & head to the heart (attitude and value based)
- ❑ People are placed at the centre and the relations are seen as the essence of organisation – truly embracing the concept of Ubuntu
- ❑ Key concepts are inclusion, meaningfulness and engagement
- ❑ It implies a cultural evolution and a new way of being. Creating an inclusive and meaningful environment / culture for all (not only race & gender)
- ❑ Embrace difference & the gifts that it brings to the workplace (appreciative)
- ❑ Actively includes diverse styles, groups, and perspectives. Continuously learns and develops systems and work practices that support members of every group to succeed and fully participate.
- ❑ From having values to living values



Section B: TDCI's EEDIT Services

TDCI offers a wide range of Employment Equity, Diversity, Inclusion & Transformation related services. Below please find an overview of the services and a brief description of each. For more information visit our website or contact one of our coordinators. Please note that we custom design all interventions to suit the context and specific outcomes of our clients.



TDCI's Employment Equity, Diversity, Inclusion & Transformation (EEDIT) related Services

1. EEDIT Audit and Culture Surveys

Organisations are unique in terms of their history, context, industry and the mixture of people they employ – EEDIT interventions hence need to take these variables into consideration when customising a change or transformation journey. It is essential to first attain a depth understanding of how diversity presents itself within the organisation, why it manifest in that particular way, and what forces or dynamics keep the current structures, processes, beliefs and cultural patterns intact. TDCI utilises EEDIT Audits or Organisational Culture Assessments as a starting point for uncovering the organisation's "diversity state of affairs". The audit/cultural survey sheds light on what an organisation is doing well (best practice), the existing biases and barriers to diversity and inclusion; and the challenges or developmental areas.

TDCI's EEDT Audits involve integrated processes that examine the organisation's strategic direction; operational functioning; state of compliance to legal requirements; diversity related climate and culture; risk factors; and diversity's link to organisational performance (ROI). Such audits provide a comprehensive analysis of various areas of organisational functioning in order to identify the state of diversity, equity and inclusion in the organisation. It involves the systematic review of demographic data on representation; an analysis of HR strategies, policies and systems related to practices such as recruitment, hiring, development, promotion and turnover; and in-depth explorations of the organisational culture and employees' experience thereof. [Read more ...](#)



2. Strategic Consultation: Structuring of Diversity-related Transformation & Culture Change Initiatives

South African companies are faced with the dual challenge of transforming while being competitive in our VUCA (Volatile, Uncertain, Complex and Ambiguous) world. These two challenges can however be regarded as flip sides of the same coin. As already mentioned, creating sustainable shifts in diversity and inclusion has proven difficult, with most companies failing to effect real and/or deeper change on an individual, team and/or organisational level.



Strategic and sustainable transformation requires an irreversibly shift in the values, strategies, systems, processes, mindsets and culture of the organisation. Such shifts requires (1) an intentional decision/act of the executive staff to transform (different criteria can be used to determine what the transformation looks like), followed by (2) an integrated strategy and operational plan, (3) supportive systems and frameworks, and (4) a resolute commitment to implement, monitor and measure the change initiative. TDCI offers organisations a scientifically proven **change methodology**, a **structured and integrated transformation process**, and **expert consultants** (highly experienced business psychologists) to enable sustainable, deep-level diversity and inclusion related transformation. Please read more about TDCI's core change principles, methodology and change process in Section D of this portfolio or visit our [website \(diversity.co.za\)](http://diversity.co.za).

3. Strategic Employment Equity (EE) Consultation: Compliance through creating representative and equitable organisations

All designated Employers need to be compliant with the Employment Equity Act to avoid being fined by the Department of Labour. The main purpose of the Employment Equity Act is to achieve equality in the work place by (1) promoting equal opportunity and fair treatment through the elimination of unfair discrimination, and (2) implementing positive measures (affirmative action) to ensure the equitable representation of black people, women and the disabled at all levels in the work place. TDCI offers an integrated spectrum of services to assist Designated Employers in becoming compliant with the Employment Equity Act. [Read more about our EE related services and training ...](#)

Our EE-related services include the following:

- Analysing the employer's workplace profile
- Conducting Employment Equity analysis - Gathering relevant information
- Formulation and design the required Employment Equity Policies
- Instituting relevant procedures
- Assist with developing an Employment Equity plan,
- Compiling and maintenance of the Employment Equity file
- Representing the Employer in a consultative capacity during the Department of Labour's audits
- Reporting on submitted plans - Completing and submitting Employment Equity (EEA2 and EEA4) reports to the Department of Labour.
- Nomination and appointment of the Employment Equity Committee,
- Training of the Employment Equity committee to raise EE awareness,
- Attend Employment Equity committee meetings and provide guidance,



4. Diversity Management Interventions: Operational Diversity Support Systems and Processes + Capacitating managers in crafting inclusive workplaces

We live and work in a multicultural world, comprised of people with divergent backgrounds, assumptions, needs and interests. Increased heterogeneity presents a double-edged sword that offers (1) a competitive advantage through innovation, creativity and productivity, as well as (2) challenges through conflict, misunderstandings, disruption and increased complexity. Diversity if 'done right' can thus yield a number of benefits for the organisation, while poor management thereof can be extremely costly.



Diversity management is therefore generally regarded as a crucial element in determining which side of diversity's sword will apply. Managing diversity is regarded as the process of planning and implementing organisational systems and practices in such a way that the potential advantages of diversity are maximised while its potential disadvantages are minimised. Diversity management not only acknowledges people's diversity and the value that these differences offer; but is also set on cultivating environments that works towards inclusion and away from discrimination, prejudice, stereotypes and unconscious bias.

TDCI's EEDIT management interventions will assist the organisation (1) to establish crucial organisational systems, processes and structures in creating an enabling and supportive environment for all employees; and (2) capacitate managers with the necessary knowledge, understanding and skill to build inclusive environments.

Diversity Management workshop provides a framework for understanding the concepts, practicalities and strategies of managing a diverse workforce. It analyses the risks, benefits, and critical factors that will influence the creation of an inclusive and motivated workforce. Effective strategies and tools in managing diversity is presented while specific diversity issues (such as gender, race, religion, ethnicity, culture, disability, age, sexual orientation, education and economic diversity) can be addressed.

The programme explores ways of maximizing organisational performance and developing a culture of mutual respect and trust. TDCI's diversity management programme capacitate leaders and managers with the necessary knowledge and skills to creating inclusive work environments (Architecture of Inclusive and Excellence). [Read more...](#)



5. Diversity & Inclusion training interventions

Within our integral age, embracing organisational diversity has become an crucial element of corporate success. Diversity's double-edged sword will impact organisational functionality – either **adversely** (conflict, exclusion, alienation, demotivation, misunderstanding, and disengagement, toxic connectivity or reputational risk) or **favourably** (added creativity, increased problem solving ability, motivated and engaged employees, the ability to attract and retain the best candidates).

Organisations have realised that while diversity is a given, inclusion reflect a strategic decision and an intention act to create an environment where all employees feel included and valued, where they can freely participate and actualise their potential. Most organisations have also aligned with the maxim that “diversity reflects the mix, while inclusion makes the mix work”.

The importance of workplace inclusion have ensured that diversity and inclusion programmes have become the flavour of our age. Inclusion training endeavours to enable employees to better understand and work with colleagues of differing races, backgrounds, nationalities, genders, etc. Diversity and inclusion training focusses on creating a deeper understanding of the diversity concept and its socially constructed meaning. It explores our narratives (mental models) that inform our stereotypes, prejudice and unintentional biases. Such training programmes aim to create deep awareness of our mental models, a compassionate dislodgement of narratives that no longer serve us, and a reconstruction of generative conceptions than can foster inclusive organisational cultures.



TDCI offers our clients a range of interventions (themed experiences, facilitated sessions or structured programmes) that create conversation, deep-awareness, insights and adaptive diversity intelligence. These sessions provide the knowledge, skills and tools in attaining a deep understanding of the field and the ability to fosters more creative, inclusive, respectful and productive work environments. Our Inclusion programmes are always customised to (1) consider the client's context and (2) align with the client's outcomes or needs.

Here are some of the themes that may be part of an inclusion training program:

- An orientation and contextualising of the diversity concept
- Equality, Equity and Inclusion
- Diversity and Employment Equity Compliance
- The social construction of culture and our view of the world
- Cultural sensitivities and Intercultural competence
- Our reference systems and ladder of inference
- Unconscious or implicit bias: What it is and how to combat it
- Stereotypes, Prejudice, Privilege, Discrimination
- Value systems and how they affect our diversity relations
- Thematic Sessions: Generative race conversations, Gender equity and inclusion, Invisible disabilities, LGBTQ+, Generations in the workplace ...
- Tools and strategies in creating inclusive work cultures



6. Diversity Train the Trainer Programme: Capacitating internal trainer and change agents

TDCI's Diversity Train the Trainer Programme provides a complete solution equipping and empowering trainers/human resource practitioners to facilitate diversity related interventions within their respective organisations. On completion of this programme the trainees will have the necessary knowledge, skills and attitude to present diversity related interventions.

The Train the Trainer programme can be customised to enable Diversity facilitators, Inclusion Ambassadors or Transformation champions for the role and function that they will play in their organisation's change or transformation initiative. The knowledge and facilitation skills of the attendees, as well as the context and outcomes of the organisational initiative will be considered in the final structure, process and content of the programme. An outline of our basic Diversity Train the Trainer Process is however provided below.

The aims of the train the trainers programme are firstly to introduce and orientate the learners to the field of Diversity and related dynamics, and secondly to provide them with the basic knowledge, skills and attitude required for conducting diversity related interventions. The methodology used is customised to the specialised field of diversity training, and participants who have done other train the trainer's programmes will not be able to be exempted from this part of the programme.



The train the trainer programme consist of 3 separate workshops, each with its own process, content and outcomes. In total the above mentioned train the trainer workshops thus runs over a period of 6-days. Due to the intensity of the session, the workshops are normally scheduled in such a way that there are gaps between the different workshops. This affords the trainers the opportunity to reflect on and integrate their learning.

The trainers will also have to do theoretical and practical work/assignments between the sessions. The assignments will be aimed at (1) integrating and applying the knowledge and skills gained during the previous workshop and (2) preparing for the next workshop.

More detail about the 3 Diversity Train the Trainer workshops:

Workshop 1: A two-day Practical Diversity & Inclusion Workshop: A two-day EXPERIENTIAL Diversity & Inclusion Workshop for the prospective Diversity Trainers /Champions. The workshop has a dual purpose of firstly being a personal diversity awareness experience and secondly also introducing the participants to the field of diversity training and development. It will require the participants to move between 1st and 3rd person perspectives: being in the experience but also reflecting on the experience and the process.

Workshop 2: A two-day Technical Diversity Train the Trainer workshop: The TECHNICAL two-day workshop will address the science of shifting heads, hands and hearts. It covers various theories, models, techniques and approaches to diversity and diversity training. The workshop will provide the delegates with a thorough understanding of the philosophy, methodology and methods in structuring and facilitating , methods and dynamics relevant in diversity training interventions. It is essential that diversity facilitators have a clear grasp of the content, process and dynamics appropriate in enabling deep and sustainable shifts on individual and organisational levels.

Workshop 3: A Diversity Training Skills Development Workshop (two-day). The workshop will focus on the practical skills (art of diversity facilitation) necessary to successfully facilitate diversity programmes. The practical skills include programme, process and content design, facilitation as well as processing skills. Participants will practically facilitate session and receive feedback on the mentioned skills. A personal development plan will be drafted for each participant.

7. Focussed / Specialised Sessions

(Unconscious bias, Race, Gender, Disability, LGBTQ+, Generations, Values ...)

TDCI have developed focussed diversity inclusion session on specific diversity areas such as Unconscious bias, Race, Gender, Disability, LGBTQ+, Generations and Value orientations/thinking patterns. These sessions are structured as generative conversations that create awareness, understanding and explore pro-active ways of dealing with the theme at hand. These



sessions are practical in tackling the “elephant” in the room through structured courageous conversations. The sessions are designed to enable delegates to contextualise the focus area, understand its social construction, and the impact that it has had on individual and organisational level. Please see our webpage for more detail about these sessions. Also note that we can customise any of these sessions / or even combine some of these themes to address the context and needs of our clients.

Section C: Upcoming Equity, Diversity, Inclusion & Transformation (EEDIT) Events for 2020

Welcome to TDCI's hub for Employment Equity, Diversity, Inclusion & Transformation (EEDIT) related services. Below please find a selection of our upcoming EEDIT-related programmes, experiences and events. Click on the links below for more information or contact our programme coordinators for more information.



Creating Cross-generational Collaboration: Lead, Engage & Motivate Multi-generational Teams - How do you survive (and manage) a multi-generational workforce? For the untrained eye Millennials (or Generation Y, born 1981-1994) and Generation Z (or iGen, born 1995 – 2011) might seem very similar, however, there are notable differences. TDCI presents a high impact half-day workshop where business psychologists will explore Generational traits, strengths & workplace preferences, debunk Generational stereotypes, myths and unconscious bias, and share practical tools and guidelines on how to optimize workplace performance of GEN X, Y & Z, and enable cross- generational synergy. [Read more...](#)



Disability Equity 360°: An integrated approach towards compliance and inclusion. - TDCI presents a nationwide series on Disability and the Employment Equity Legislation. Delegates will explore the finer nuances of the Employment Equity Act, what the disability scorecard is, how to achieve points under the Disability Employment Equity Plan and strategies to create an inclusive working environment for people with disabilities. The programme also explores the many organisational benefits that Disability Equity presents. Most companies, however, do not know how to tap into these benefits and utilise it to their advantage.



The 9th Employment Equity, Diversity & Transformation Summit

TDCI, EES-SIYAKHA and SABPP are proud to host the 9th Annual Employment Equity, Diversity and Transformation (EEDIT) Summit from 6 to 7 May 2020 in Johannesburg. The theme of the 2020 EEDIT Summit is: Achieving Excellence in Transformation and Inclusion. The purpose of the EEDIT Summits is to showcase EEDIT best practice, create an opportunity for companies to benchmark against industry leaders and to stimulate creative collaboration and networking opportunity within the EEDIT fraternity.

At this 2020 two-day conference, the winners and runners-up of the 2019 SABPP EEDIT Awards will showcase EEDIT Best Practices by sharing the different initiatives and programmes developed and implemented by them in their respective Award Categories with Conference delegates. This will be followed by an interactive Q & A session with the Category winners, judges and moderators. Delegates' conference packs will include summaries of the Best Practice Initiatives of the Award winners, runners-up and recipients of Recognition Certificates. [Read more...](#)



Generative **Race** Conversations across difference

Race Relations has been an ongoing problem for centuries – trapping us in racialised beliefs systems, prejudicial mindsets and discriminatory dynamics that have weaved our experiences of privilege, oppression, dominance, superiority, inferiority, prejudice and discrimination into the very fabric of life as experienced by us. On a structural, socio-economic, political and psychological level these dynamics have scarred individuals and split society into “us” and “them”.

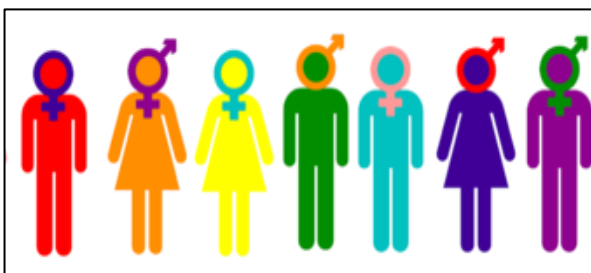


Though we might state that huge shifts have taken place in redressing these issues since our democracy, we still have a long journey ahead in tackling race-related inequality, bias and discrimination. The need for generative conversations on race relations is desperately needed as a way of fostering more equitable and inclusive race-relations. TDCI in collaboration with Transforming Moments have designed a structured process and methodology to create an enabling space where these generative and courageous conversations about race relations can take place.



LGBTQ+ Equity and Inclusion Conversations

To be truly inclusive, every diversity dimension must be taken into consideration. The reality is that diversity dimensions are often not treated equally with markers such as race, gender and disability receiving much more attention. As a result, diversity focus areas such as LGBTQ+ often do not receive the attention it should.

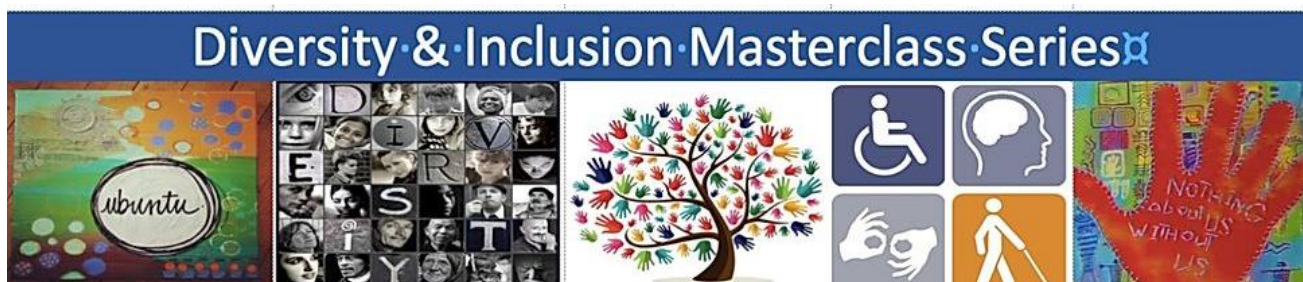


While progress has been made in acknowledging LGBTQ+ within organisational settings, most corporates are still struggling with (1) a clear understanding of what LGBTQ+ entails, (2) the business benefit (case) for including LGBTQ+, and (3) the practical knowhow in which businesses can support and create an accepting and inclusive environment for LGBTQ+ inclusion. A series of workshops will be hosted to sensitise, educate and provide practical tools in dealing with LGBTQ+ related issues.



The SABPP EEDT Awards creates a platform through which public recognition can be given to South African organisations that have excelled in the EEDIT space. The purpose of the awards is to stimulate, grow and recognize excellence within the field by acknowledging achievements, showcasing best practice and advocating innovation approaches to the creation of EEDIT. The 2020 SABPP EEDT Awards will once again be presented in

seven categories: (1) Employment Equity, Diversity and Transformation Overall Award; (2) HR Best Enabling Environment Award; (3) Diversity and Inclusion Award; (4) Barriers Analysis and Affirmative Action Measures Award; (5) Change Agent Award; (6) Disability Equity Employer Award; and (7) Gender Equity Employer Award. More detail about the Awards are available on the [SABPP EEDT Awards website](https://www.sabpp.co.za/eedit-awards).



The D&I Masterclass is a two-day workshop that is designed to enable EE, Diversity and/or Transformation managers to navigate the complexities and challenges of today's increasingly diverse environment. The programme (1) contextualises key EEDIT themes, (2) explores change and transformation strategies, (3) identifies operational strategies to affect shifts on individual, team and organisational level, and closely explores specific diversity focus areas. The Masterclass is endorsed by SABPP and delegates will receive an SABPP CPD certificate.

The purpose of the Masterclass:

- To create reflective practitioners
- To grapple with the tricky and controversial issues entangled in the field of diversity and transformation
- To come to grips with diversity dynamics that enable and/or prohibit change and transformation from taking place
- To better understanding individual and organisational change initiatives
- To reflect on the complexities of race, gender, disability and generational diversity as well as formulate adaptive strategies in dealing with the diversity challenges of our age
- To benchmark and formulate best practice

The first day's programme starts off by contextualising EEDIT practice. The current state of EEDIT best practice is deconstructed within the context of emergent (South African) organisational diversity dynamic. Delegates are then taken on a deep-dive in exploring the architecture needed to effect individual, team and organisational (systemic) change. The day includes conversations in regards to:

- Diversity, Equity, Equality & Inclusion as key constructs in transforming organisations
- Key reflections on diversity dynamics (what is currently happening in the diversity space ... the legislative context, areas of growth & stuckness, contextual variables influencing the transformation agenda...)
- Deconstructing current EEDIT Practice frameworks (Models currently being used to management diversity ... and their ability to effect change)
- Conversation 5: The architecture of Individual change (How do i effect head, hand and heart change in a person)
- Conversation 6: The architecture of Organisational change (how we create systemic change ... in the strategy, structures, practices and culture of an organisation)

The second day's programme explores specific critical diversity focus areas. Each of these focus areas are presented, the complexities of it are deconstructed, and generative ideas are presented as a means of navigating the challenges it presents.

- Conversation 1 explores Race relations in South Africa from a post conflict pedagogy. It presents the challenges that our context presents to Race dynamics, but then works towards enabling generative conversations that can lead to alternative ends.
- Conversation 2 explores the gender workplace diversity conundrum. It unpacks the state of affairs and then explores ways to re-author our socially constructed gender narratives that we hold in order to create more inclusive workplaces.
- Conversation 4: (Dis)ability accommodation & inclusion
- Conversation 5: Generations in the Workplace: Entry Gen Z
- Conversation 6: Integration & reflection of what 'shifted'

For dates and venues see the [EEDIT calendar](#) or contact [Mmasephoma Moagi \(mmoagi@tdci.co.za\)](mailto:mmasephoma.moagi@tdci.co.za)

Executive Employment Equity, Diversity, Inclusion & Transformation Certification Programme



This Executive level Employment Equity, Diversity, Inclusion & Transformation programme is the **flagship** of our EEDIT portfolio and is intended for **senior transformation managers** who are already well versed with the diversity related challenges (changing individual heads and hearts + transforming organisational structures and culture). The Executive EEDIT programmes provides an integrated curriculum that covers the philosophy (deep drivers), methodology (strategies), processes and methods (organisational practices) required to become a diversity transformation champion. The certification programme entails a six month journey in attaining expertise knowledge, skills and strategies in strategically managing organisational transformation. The programme is endorsed by the SABPP and accredited by the Southern Business School.

The programme uses blended learning that includes formal executive-level EEDIT learning material, three experiential engagement session, practical organisational-based assignments (structured in such a way that it guides the formulation of your company's transformation philosophy, strategy and operational plan), executive diversity management coaching sessions, action learning sessions and a national benchmarking tour of corporates who are setting the pace in terms of transformation, equity, diversity and inclusion. The programme is concluded with a graduation ceremony where attendees will present a case study about the impact that they have made with their newly acquired transformational competencies.



Diversity Train the Trainer Programme

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The trainers will also have to do theoretical and practical work/assignments between the sessions. The assignments will be aimed at (1) integrating and applying the knowledge and skills gained during the previous workshop and (2) preparing for the next workshop.

For more information about any of the these programmes or our services, contact me of any of the EEDIT coordinators below.

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Section D:

Our Diversity & Inclusion Methodology

The difference that
makes a
DIFFERENCE



TDCI's Methodology / Guiding Principles



The difference that makes a difference

- ❑ **Redefining Diversity** (Outdated perspectives; Narrow vs Broad; Deficit vs Appreciative; Separate Diversity & Inclusion, Case for Diversity vs Case for Inclusion (DM))
- ❑ **Pragmatic & Outcomes Based Approach** (Why, Case, End in mind)
- ❑ **Disruptive Change** (Homeostasis, Training vs Change intervention, U-curve, Compassionate dislodgement - Individual, Team & Organisation / Societal Level)
- ❑ **Intentional Strategic Journey**
- ❑ **Change Principles:** Top-Down, Bottom-up; Inside-Out principles
- ❑ **Partnership & Collaboration**
- ❑ **Making it Stick** (Sustainable process, Workplace / real life implementation Internal champions, Communication and celebration of successes, Valuation)
- ❑ **Customise Content & Process** (Client Specific, Fit-for-purpose)



Why, Why, Why --- Clear Intention --- End in Mind



Motive / Drivers for Diversity Initiatives

Legal imperative

Compliance: Constitution, Bill of Rights, LRA, EEA, SDL, BCEA, BBBEE, Various Charters
Policy frameworks: Focussed on ensuring no discrimination & representivity at all levels
Penalty and Reward motivated

Business Case

Economic imperatives
In order to survive and flourish we need to enable our diverse workforce to effectively serve a diverse market
Away from conflict and negative dynamics, Towards synergy & tapping into the gifts that diversity offers

Ethical/ Moral Obligation

The right thing to do
Spirit of transformation
Respect and Human Dignity as foundation for all behaviour
Social Justice (Fairness)
Organisations should considering the hopes, fears, needs and aspirations of all employees

Meaningfulness / Spiritual

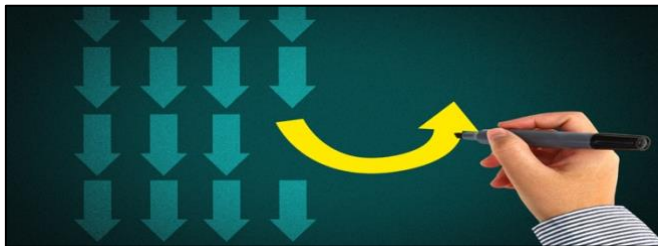
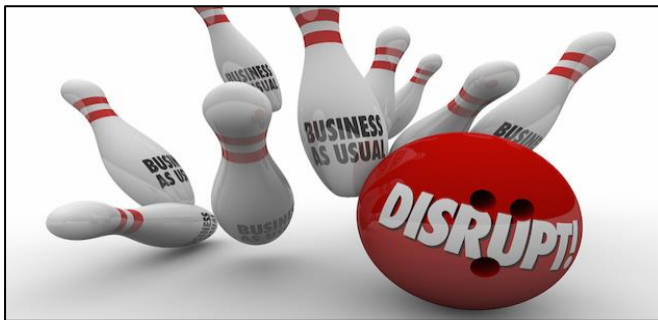
Humanising diversity & the workplace
Creating meaningful & inclusive environments
Ubuntu (the understanding that we can only succeed through one another)
Organisations are there to create a better life for people
Generation X & Y



© TDCI



Disruptive change is the KEY



Disruptive Change

Disrupt What?

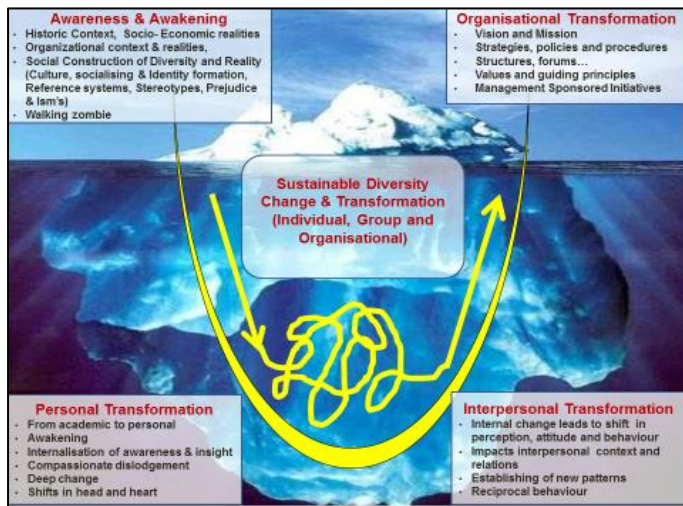
Why Disrupt?

Individual Level: H3 (Head, Heart, Hand)

Team Level: Dynamics, Patterns, Interaction

Organisational Dimensions: Structures, Strategies, Policies, Practices, culture

Societal Level: Paradigms, Beliefs, Values, Mental Models



DIVERSITY TRAINING METHODOLOGY

Deep Awareness

- Context & history
- Societal & org. realities
- Culture, Identity
- Reference systems
- Stereotypes, Prejudice & Ism's
- Walking zombie - reflective practitioner

Awakening

- Realisation
- Internalisation
- Coming alive
- From academic to personal
- Seeing beyond / different
- Head - Heart

Intra personal Transformation

- Internal change process because of different awareness
- Shift / change in perceiving, experiencing & being in the world
- Integrated (incorporating emotive - head hand heart)
- Deep change
- Reframing self in relation to others & others in relation to self
- Expanded view of time (linking past, present and future)

• Creating unique experiences
• Experiential learning
• Thematically designed
• Facilitated / guided process

Interpersonal & Organisational transformation

Change in perception, emotion and behaviour

Core to our methodology is the belief that sustainable change occurs when organisations not only change their diversity related behaviour and strategies, but also the 'inner space' from which they operate. Otto Scharmer's Theory-U serves as framework for creating such disruptive change on organisational (strategic, structural and cultural) and individual (head, hand and heart) level.

Embarking on an Intentional Strategic Journey

Intentional and Mindful: Done on purpose; Deliberate, Planned, By choice. **To be intentional** is to act purposefully with a goal in mind and a plan for accomplishing it.

Strategic: Strategic planning sets priorities, focuses energy and resources, strengthen operations, and ensure that employees and other stakeholders are working toward a desired future. It produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it.

Journey: Entails travelling from one place to another; trip or voyage over time or distance. Longer timeframe.

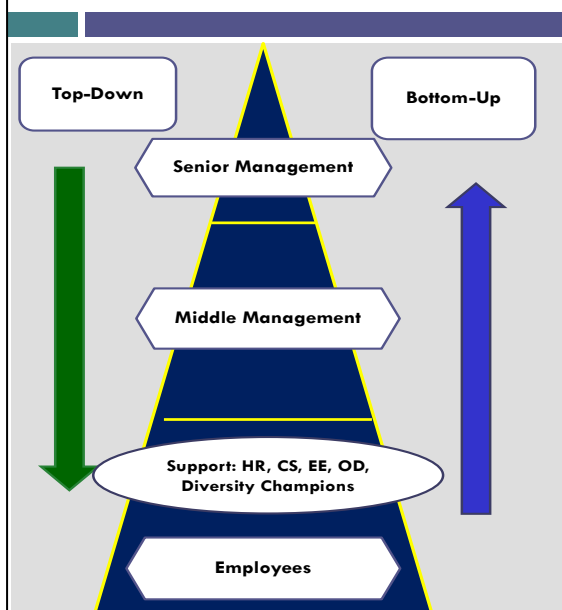
intentional (adj.)

an action performed with awareness; done deliberately, consciously, on purpose



Change Principles

The architects & architecture of context



1. Leaders:

- Architects of context
- Create blueprint
- Political will / Guiding coalition

2. Middle managers:

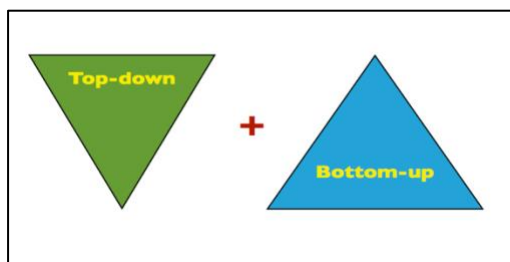
- Builders and shapers of an enabling environment
- Structural, cultural & behavioral

3. Employees

- Hearts, Hands and Minds
- Create buy-in, co-ownership
- Bedrock of talent management

4. Support: (HR/CS/EE/...)

- Cement that binds and facilitates an enabling environment
- Strategic Human Resource & Change Practitioners that guide & coordinate activities and initiatives



Compassionate Dislodgement

Intervention Focus Areas

Organisational Level	Individual Level
<ul style="list-style-type: none"> • Case for Diversity: Motive and clear-cut reason for engaging. E.g. Compliance, moral/ethical, business • Political Will: Management Lead energy, impetus... • Strategic alignment: Strategy, policies, procedures, forums... • Structures: Organisational (EE/Transformation) and support structures (champions, forums...) • Cultural Shift: Entrenched behavioural & interaction pattern. Values, beliefs & way of doing things. General management practices ... 	<ul style="list-style-type: none"> • Hand – behaviour & interaction patterns • Head - exploring individual perception, stereotypes and prejudice (Social construction) • Heart – Feelings, attitudes, values and beliefs



Partnership and Collaboration

Away from **Consultant as messiah**. The whole change process should be a collaboration between the consulting firm and various stakeholders within the company. NB that there are multiple stakeholders inside and outside the organisation.

Architects of context: Consultants, Project Team, Leadership Team, Line Managers, Diversity Champions, Support Staff, Employees, Clients and other external stakeholders.



Making it Stick

Sustainability has become one of the major factors in diversity related interventions. The question inevitably seems to be 'how the training / intervention can be transferred into real personal (individual level), relational (team), and workplace change?'

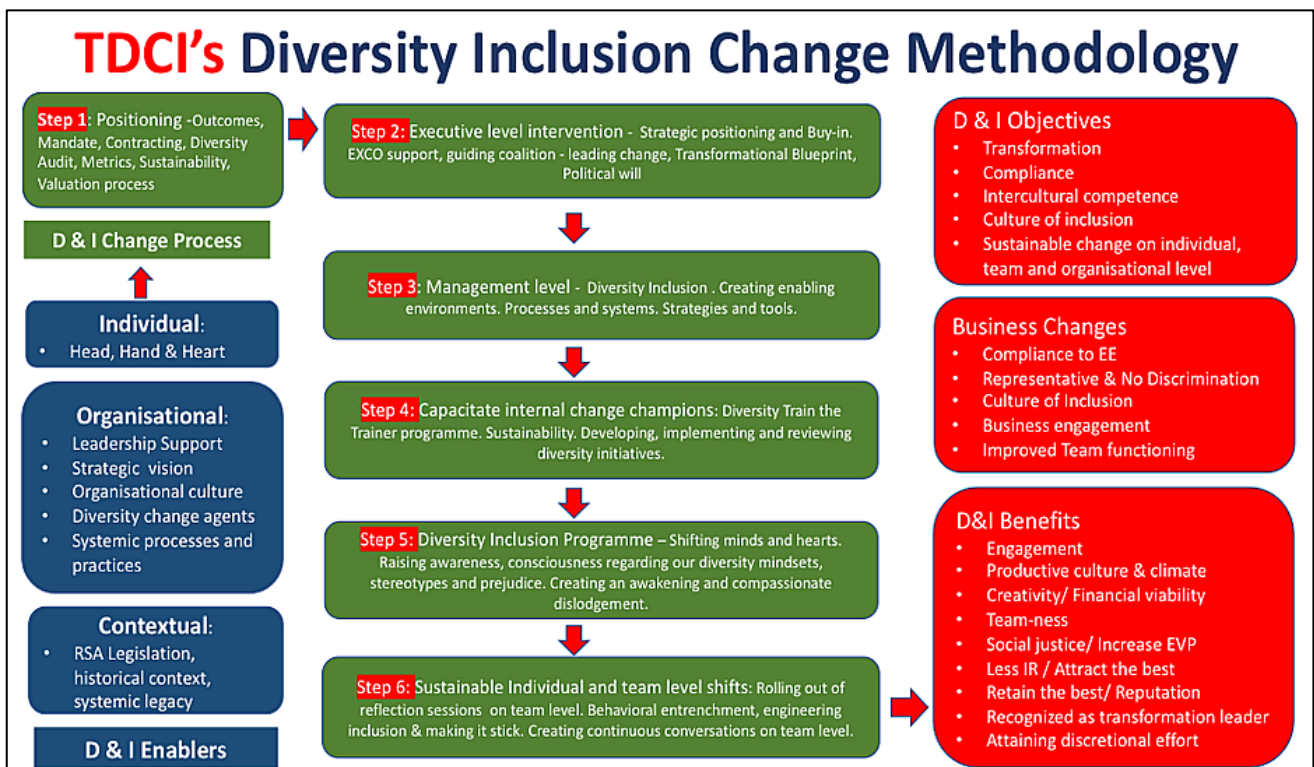
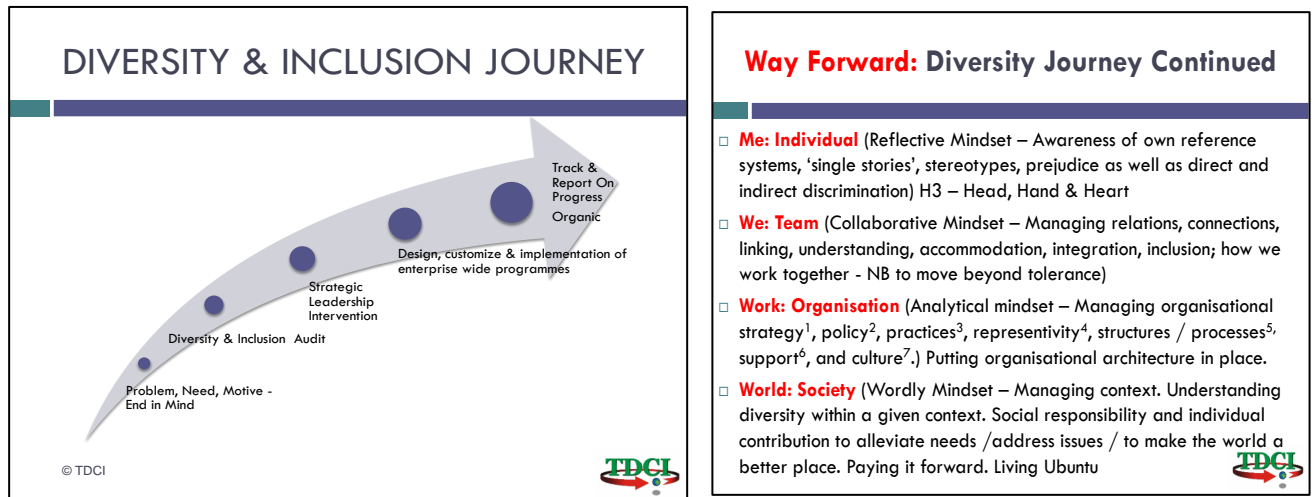
Specific strategies in making this happen are as follows:

- Commitment from all stakeholders & Collaborative Project Team process
- Designing a multi-level Implementing Framework (Me, We, Org)
- Developing Internal Champions (Role and function to be specified)
- Valuation, Reporting and Resulting Themed Waves of Interventions
- Communication and Celebration of Successes.



Diversity Change Process

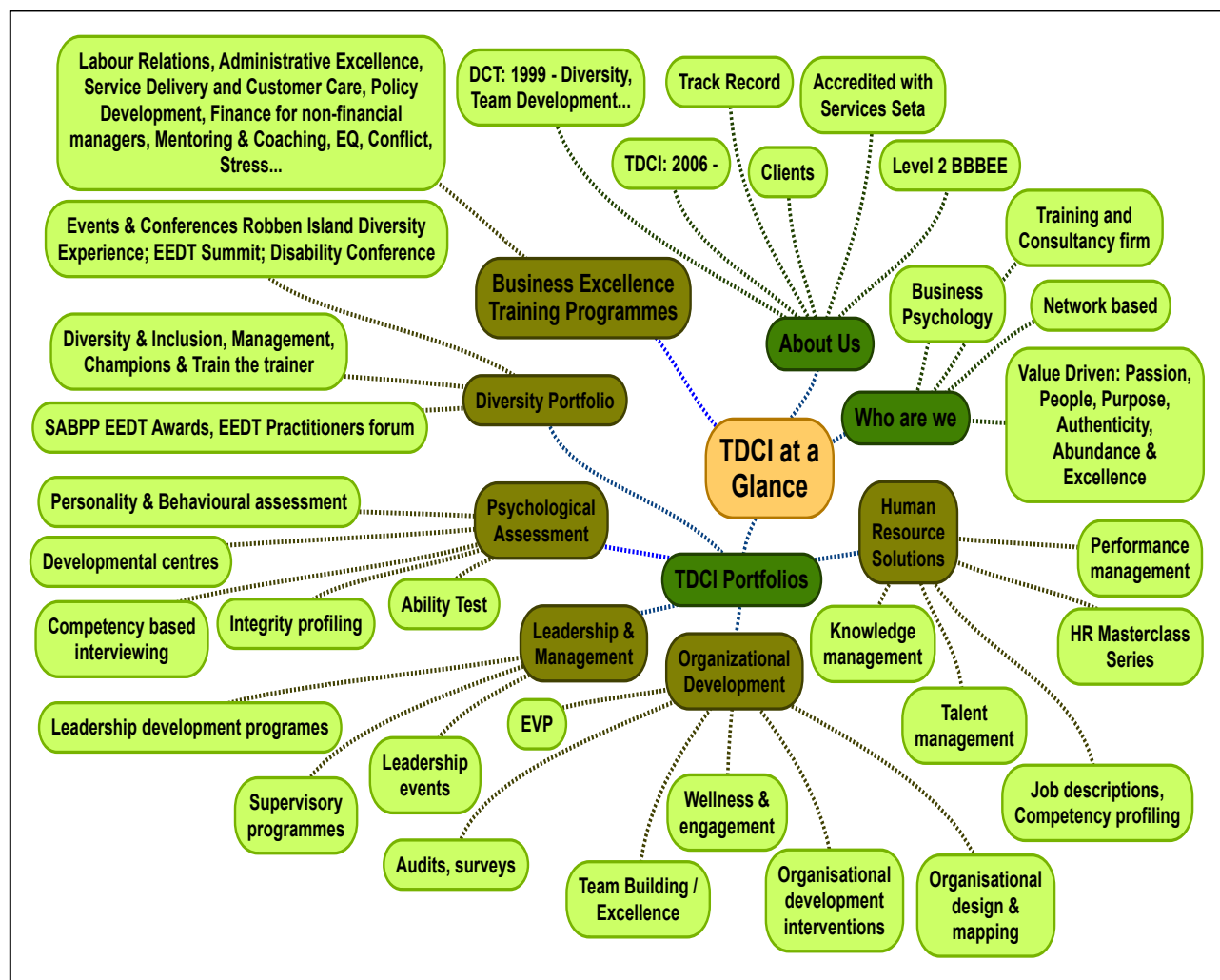
A customised strategic change process will be developed for the client. Below is an example of such a processes.



Section E: TDCI at a Glance

TDCI is a **Business Psychology Training and Consulting Firm** that offers a range of focused products and services in the fields of organisational excellence, leadership development, diversity inclusion, change and transformation, as well as human resource solutions. As part of a mutually beneficial BBBEE transaction, TDCI and Thiko Training has recently joined forces. Subsequent to the partnership agreement, Collins Mathebula now holds 51% equity in TDCI, elevating TDCI to a **level 2 BBBEE company**.

As TDCI, we pride ourselves on being thought leaders, who challenge and redefine best practice by constantly shifting the boundaries of the field. Our philosophy and innovative approach to business transformation focuses on developing and implementing vitalising interventions that make a difference in the lives of people, teams, organisations and society. We commit ourselves to organically growing our capacity and service offerings. TDCI is a network organisation with expert consultants in each portfolio.



TDCI Blueprint



Our Vision is to be a prominent **Business Psychology** Training and Consulting Firm.

Our Mission is to facilitate **enabling shifts** in the lives of our clients.

Our Objectives are:

- To provide specialist and fit-for-purpose training and consultancy in the areas of organisational excellence, leadership development, diversity, change and transformation.
- To organically grow and development our capacity and service offerings as we move towards our vision.
- To create hubs of excellence through (1) innovation and curiosity, (2) focus research, and (3) establishing strategic partnerships with leading institutions and experts.
- To establish an international footprint and grow our business in various countries.

Our principles:

- **Value driven:** It is not about a plaque against the wall – it is about our essence as a company. It is the golden threads that weave our magical tapestry.
- **Business Psychology:** What we do is rooted in a deep understanding of the principles of human behavior. Basically, all organisational initiatives entail change on either an individual, group or organisation level - To effect deep and sustainable change we need to understand how human beings and systems operate. Incorporating these principles is ‘the difference that will make the difference’.
- **Excellence:** We are driven by continuous improvement, curiosity, and eminence in order to meet the challenges of tomorrow. We regard ourselves as being “Mavericks” who challenge the status quo.
- **Network structured:** We have a core group of coordinators and portfolio managers & a host of specialist consultants in each portfolio. Although we are based in Pretoria, we embrace a virtual model of operating.
- **Abundance:** We strive towards breaking the shackles of a scarcity mentality and embracing an attitude of abundance. It signifies a space characterised by benevolent sharing and collaboration. This is difficult and a continuous strive - but it is core to our philosophy of being.

Our Values

- **Passion:** We LOVE what we DO and we DO what we LOVE! Human beings will run through a brick wall if they are passionate. No excuse will ever be good-enough if you are passionate – you will find a way of attaining your goal. Motivation and engagement is impossible without passion.
- **Purpose:** We are driven to make a difference in the lives of our employees, clients, and society.
- **People / Caring:** Love and caring for one another is the essence of what makes life worth living. Life is not about wealth, education or position – it is about the community we create.
- **Integrity and Authenticity:** TDCI's foundation is based upon truthfulness, honour, genuineness, and strong moral principles.

Some of TDCI's Clients:



Diversity Training & Consultation Experience

TDCI boasts one of the widest and most specialised range of diversity related products and services, each of which have been developed and researched by leading practitioners in their respective fields. TDCI is a registered service provider with the Services SETA, decision number 2304. As part of TDCI's vision to be internationally recognised as a Leading Training Service Provider, we constantly research and re-engineer our programmes.

TDCI is one of the foremost service providers for diversity related programmes in South Africa. Some of the reasons for this statement are as follows:

- TDCI hosts a number of Diversity Conferences / Events where leading practitioners, consultants and stakeholders workshop critical issues and share best practice – E.g. The *Robben Island Diversity Experience (RIDE)*, the Employment Equity, Diversity & Transformation (EEDT) Summit & Annual Disability Equity Summit.
- In 2018 TDCI, EES-Siyakha and SABPP launched the first Employment Equity, Diversity and Inclusion Awards during the EEDT Summit.
- TDCI in association with EES-Siyakha also initiated and coordinated the first professional EEDT practitioners' forum.
- TDCI boasts a wide range of Diversity Awareness, Inclusion and Management programmes. Although standard programs have been designed, TDCI as a rule customizes these programs to suit the needs of the client organization.
- Over the last couple of years the *Diversity Train The Trainer Empowerment Programme* has been refined to produce motivated and self-guided diversity related champions.
- Our consultancy services are setting new standards of moving past the 'usual way' of dealing with diversity. To ensure sustainable shifts, organisations have been challenged to move beyond mechanistic and ego-centric interventions (compliance/ numbers game towards and business case) towards creating an inclusive diversity mind-set and enabling organisational culture.
- The ability to approaching diversity from different perspectives (paradigms) sets TDCI apart from other service providers. In this regard TDCI's *Robben Island Diversity Experience (RIDE)* has been instrumental in attaining deeper understanding and insight into diversity dynamics. The impact of this event can only be fully grasped by personally speaking to delegates who attended the six-day experience. *RIDE* not only facilitates a new framework through which diversity can be understood and dealt with, but it is also an intense personal journey through which practitioners are confronted with their own identity, beliefs, reference systems, and power dynamics and the impact that these aspects have on the way we relate to difference and similarity.

Diversity & Inclusion Track Record

Diversity-related Conferences / Public programmes / Events:

- **2020 Disability Equity and Inclusion 360 Series:** (In collaboration with Rustim Arifdien Consultants)
- **2020 Generative Race Conversations:** (In collaboration with Transforming Moments / Althea Banda-Hansmann)
- **Robben Island Diversity Experience** (Group Relations Diversity Experience hosted since 2000-)
- **Employment Equity, Diversity & Transformation Summit** (Since 2009 Partnering with EES Siyakha & SABPP)
- **The SABPP National Employment Equity, Diversity & Transformation Awards.** TDCI launched the first national EEDT Awards in association with SABPP and EES Siyakha in 2018.
- **EEDT Practitioners Forum Sessions** (Free best practice and networking sessions)
- **Disability Equity Conference** (2015 & 2016 with Progression)
- **Organisational and Social Systems Change Dialogue Sessions** (with UNISA & UNISA SBL)

Training and Consultancy:

- Employment Equity Committee Training: **SASSA Nelspruit.**
- Diversity Inclusion Programme: **Human Research Science Council (HSRC)**
- Diversity and Inclusion Programme: **Allan Gray**
- Diversity Inclusion Training Tender & Diversity TTT: South African Airways Technical (**SAAT**)
- Diversity Inclusion Session: **Flash**
- Developing Employment Equity Plan: **Finsch Mine**
- Diversity Management Programme: **Daybreak**
- Employment Equity Committee Training: **Ellies**
- Integrated Diversity and Inclusion Transformation Programme: **African Rainbow Minerals**
- Diversity Workshop: **Goethe Institute**
- National **Petra Diamond** Diversity Initiative: **Cullinan, Finch, Koffiefontein, KEM**
- Diversity Management Programme: **SANPARKS**
- Diversity and Inclusion Tender: **National Prosecuting Authority (NPA)**
- Diversity Management Programme: **Department of Human Settlements**
- Diversity Train the Trainer: **South African Airways**
- Diversity Train the Trainer and Diversity Training Programme: **Assmang Khumani**
- Diversity Training: **Stefanutti Stocks**
- National Diversity Training Tender: **Vodacom**
- Diversity Training: **Element 6**
- Diversity Transformation Project: **South African National Roads Agency (SANRAL)**

- Diversity Management programme: **Mintek**
- EEDT programme: **KZN Legislator**
- Diversity Management Programme: **Buffalo City**
- EEDT programmes: **Vaal University of Technology**
- Diversity Training project: **PricewaterhouseCoopers** (PWC Western Cape)
- Diversity Training: **NRCS**
- EEDT programmes: **Greater Tzaneen Municipality**
- Diversity Training and Train the Trainers: **Central University of Technology**
- Strategic Employment Equity Workshop: **First Rand**
- EEDT programmes: **Standard Chartered**
- Diversity Awareness Training: **SA Mint**
- Executive EEDT Programmes: **Public Programmes**
- National series of Diversity Training Programmes: **Corptrain / TDC**
- National Diversity Initiative: **Capacity Outsourcing**
- Diversity Training and TTT programme: **Department of Water Affairs & Forestry**
- National Diversity Training Programme: **Thuoslots / Openwave**
- Diversity Training and train the trainers programme: **GSSC (City of Johannesburg)**
- Diversity Training and train the trainers programme: **University of Stellenbosch**
- Diversity Training: **Kumba**

Section F: Consultant Profiles

About the facilitators:



Marius Pretorius, MD:
TDCI

Marius is the MD of TDCI Training and Development, and has more than 25 years' experience as people and organisational change agent. He is a registered Industrial and Organisational Psychologist and completed a PHD in Consulting Psychology at UNISA. His Master's dissertation focus on South African Diversity Dynamics, while his doctorate thesis was on The workplace diversity (r)evolution: Adaptive intelligence for an emergent age. Marius has extensive experience in the fields of individual and organisational excellence, leadership, change and transformation, strategic diversity management, and organisation wellness and engagement. He has been a driving force behind the creation of events such as The Power of Difference, several Diversity Indabas, the Annual Employment Equity, Diversity and Transformation Summit, the Robben Island Diversity Experience, the Disability Equity Conference, the Talent Management Blueprint Conference as well as the Organisation and Social Systems Change Dialogue Sessions. Marius has extensive experience in designed and facilitating a broad range of programmes in both the public and private sector for clients such as South African Airways, SAA Technical, Allan Gray, African Rainbow Minerals, Howden, Vodacom, Khumani (Assmang), National Prosecuting Authority (NPA), Stefanutti, Buffalo City Municipality, Rhodes Foods, SASSA, Department of Trade and Industry, South African National Parks (SANPARKS), Goethe Instituut, Ga-Segonyana Local Municipality, Vryburg Municipality, NCP, Botash (Botswana), Walvisbay Salt (Namibi), Element 6, KZN Legislature, Kansanshi Mine (Zambia), South African National Roads Agency (SANRAL), Element 6, Mintek, Petra Diamonds, Rossing Mine (Namibia), NRCS, KZN Legislator, KZN provincial Treasury, FNB Branch Banking, University of Namibia (UNAM), PricewaterhouseCoopers, Openwave, Vaal University of Technology, Thuoslots, University of Stellenbosch, First Rand, South African Mint, Media 24, Finsch Mine, Capacity Outsourcing, Department of Water Affairs and Forestry, Department of Public Service Administration (DPSA), Platinum Africa, Central University of Technology, Corptrain, & Kumba Resources.



Thembi Kgengwenyane

Thembi is has more than 13 years' experience in the fields of Individual and Team related interventions. Her academic background is in Psychology as well as Industrial Psychology. Thembi has extensive experience in the fields of organisational excellence, diversity, change, transformation, and strategic facilitation. She has designed, developed and presented numerous training programmes and has been coordinating various national & international events such as the Talent Management Blueprint Conference, the Organisation and Social Systems Change Dialogue Sessions, the Annual Employment Equity, Diversity and Transformation Summit, the Robben Island Diversity Experience, and the Annual Disability Equity Conference.

Thembi has, for the past six years been one of TDCI's lead facilitators in diversity and transformation related interventions. She has been involved in various strategic projects utilising collaborative methodologies such as open space technology, appreciative inquiry and Café conversations. As Coordinator of TDCI's Employment Equity, Diversity and Transformation Portfolio, Thembi has also conducted various Diversity Audits, Focus Groups and Valuation studies.



Rustim Ariefdien

Rustim Ariefdien serves as TDCI's Disability Equity Portfolio Manager. Rustim was born with a disability. At birth, he was diagnosed with Cerebral Palsy and uses a wheelchair, as an assistive device. Rustim is an entrepreneur and has achieved a Post Graduate Diploma in Disability Studies at UCT. His primary focus is the economic empowerment of persons with disabilities through benefits of BBBEE and in particular using skill development to enable employment of persons with disability leveraged through socio-economic. His working career started as a labour research assistant with SALDRU at UCT where he stayed for three years. He then entered the disability NGO sector with Cape Mental Health Society for three years, followed by a year with the Western Cape Cerebral Palsy Association. The latter two appointments were in managerial capacities within the protective workshop industry.

In 1997 Rustim was responsible for launching Altitude Workforce Solutions, a temporary employment services company, where he stayed 9 years and still has a working relationship with. For the past 10 years in the field of Disability Rustim had been part of numerous initiatives, which included the Job Access Programme of the Department of Public Services and Administration, Extrinsic, Herabai HR Solutions, Disability Workshop Development Enterprise, Status Staffing, Teleresources, Training Force, Siyaya Skills Institute, SESTO, Epilepsy SA Western Cape Branch and Boston City Campus and Business College. In 2003, Rustim had the opportunity to travel to the United States of America on invitation from their State Department on an International Visitor Leadership Program where he visited numerous disability establishments.

Rustim trades as Rustim Ariefdien Consultants whose mission is to "let the Ability of disAbility enAble your profitAbility." RAC assist employers with the development and expansion of their disability strategy. In a distinguished career Rustim had volunteered his services to the Association for People with Disabilities, Camphill Farming Community in Hermanus, Institute for the Promotion of Disabled Manpower where he currently holds the position of Chairperson, Western Cape Network on Disability and the Services Seta, among many others. Rustim currently sits on the Council of the Cape Chamber of Commerce and Industry. Rustim Ariefdien justifiably calls himself a "Disability Expert Extraordinaire" where his unique offering includes: PERSONAL EXPERIENCE in disability, PASSION for Disability Empowerment, KNOWLEDGE of aspects affecting Disability, CONNECTED NETWORK in the world of Disability, REPRESENTING specialist Disability Services.



Althea Banda-Hansmann

Althea Banda-Hansmann has 20 years' experience in areas of leadership development, coaching, diversity, racial and social justice. She is the Founding Director of Transforming Moments Consulting CC. Born in the intensity of the Apartheid years, she has a deep lived experience of racism and a vocational passion for racial healing. She is in an inter-racial and cross-cultural marriage for 21 years and continues to hold space for racial healing, understanding and wisdom in South Africa.

**Cicillia Visser**

Cicil holds a Master's degree in Psychology, specialising in Emotional Intelligence (EQ) training and the best practice criteria for adult learning and development, for which she received a distinction. As part of her studies she developed an EQ training programme specifically designed to enhance soft skills development, creativity and team management processes. Cicil also has an Honours degree in Psychology, Post Graduate Certificate in Education and a Ba.SocSci degree in Psychology and is SACE registered.



Cicil has thirteen years' experience in the teaching and training industry and is the regional manager for TDCI Western Cape branch. She conducts training in Diversity Management at various South African mines and large corporate institutions. The Diversity Management programme entails experiential exploration and conversations about diversity, the role of social construction theory in shaping perceptions, diversity management practices and its impact on both our personal and professional contexts.

In addition to Diversity Management, Cicil presents workshops on Generational Diversity which are based on the premise of Generational Theory. The workshops are aimed at enabling cross-generational synergy by first addressing generational differences, values, characteristics, drivers and incentives before exploring generational similarities and creating collaboration across generations. She also conducts experiential and behavioural assessments with large groups and teams to identify and profile candidates with leadership qualities and training potential to embark on acceleration programmes specifically designed to empower, mentor and train employees to become future leaders. Conversely, she has also done assessment to identify candidates' with developmental areas and skills shortages that needed to be address through skills development training. Cicil heads the HR Master Class Series which hosts bi-monthly HR conferences in the Cape Winelands. The HR Master Class presents a platform for industry experts, pioneers, authors and academia to present the latest trends, tools and technology in the Human Resource industry.

**Lungie Molamu**

Lungie Molamu is a senior consultant with experience spanning over 20 years in the areas of Social Research, Organizational Development and Human Resource Development. She originally hails from Queenstown in the Eastern Cape, but now trains and consults nationally on issues of diversity and transformation. She completed her MSc in Race Relations and Community Studies at Bradford University, Yorkshire. She worked as a lecturer at the Agricultural College in Botswana and was later deployed to the Ministry of Local Government Lands and Housing as a senior researcher to facilitate informed public policy formulation and guide development planning in general. She then joined Women and Law in Southern Africa Research and Educational Trust Botswana as a director. This was a regional research project advocating for women's rights as a developmental issue. Lungie's focus has been on Organizational Development and Human Resource Development providing consulting services, integrated training and facilitation aimed at meeting the challenges of change and transformation. She has been working in the field of employment equity and diversity since 1994 and has trained and consulted to various organisations in both the public and private sector.

Tani is a HR professional with a career spanning 17 years and two continents. Having worked her way up from a Graduate Trainee, she began her career underground in the mining and green fields exploration environments, from there to the glittering halls of a Diamond Trading Company, running and implementing HR frameworks and polices from scratch at Rio Tinto's African operations. She worked in start-ups, mature organisations and on her own as a seasoned consultant. To restructuring Moscow operations and writing polices ad procedures that balance legal requirements, business functionality and company culture in the forefront of

 <p>Tani Amarasinghe Moodley</p>	<p>everything that she does Dealing with both blue collar and white collar workers, with executives and people from different cultures in unionized and non-unionized environments, from South Africa, Zimbabwe, Botswana to London, and assignments in Russia, she has learnt how you do something is just, if not more important than what you do and that the when you do it plays huge part in the success of any intervention.</p> <p>She is a task focused person who knows that people are the true differentiator and that the right person, in the right role at the right time will always be the determining factor. Whether a consultant or a full time HR Executive, the business and the people become her passion and her goal is to make a difference in everything she does. Tani thrives on stress and nothing gives her more satisfaction that seeing a line manager take on his/her role with full confidence and knowing that in some way she was responsible for the learning curve, or to see a young HR administrator flourish under her leadership and come into her own. She is particularly good at not only making the tough decisions but also in having the conversations that lead to mutually beneficial outcomes.</p>
 <p>Shelley Anne Arendse</p>	<p>Shelley is an independent freelance organisation and community development consultant; and Associate for: African Spiral of Changes. She is part of the Community Development Resource Association (CDRA); and the Positive Behaviour and Development Association. She is an experienced diversity facilitator and has been involved in several change and transformation projects. Shelley has been a core facilitator in TDCI's diversity initiatives in the Western cape. She has a thorough and informed understanding of community development practice, social processes and human development and the context in which individuals, organisations and communities develop over time. Shelley is skilled in the use of developmental approaches, action learning and experiential methodology, working with diversity, conflict mediation and creative facilitation. She is experienced in leading organisations through processes of change.</p> <p>Areas of competence:</p> <ul style="list-style-type: none"> • Diversity, Racism, Transformation and Social Justice work – working with groups to appreciate their differences, work through areas of challenge and reconnect to their authentic selves to find coherence. • Organisational Development – strategic processes that help organisations learn, grow and transform and find solutions from within. Reconnecting organisations to their purpose, practice and people through process – so that they remain relevant in the world • Social Process Facilitation –group processes for learning and social change using participatory, collaborative methods to achieve the outcome • Coaching and Mentoring – accompanying leaders and practitioners on their personal and professional journeys to find their purpose and meaningful contribution. • Monitoring and Evaluation – developmental monitoring and evaluation processes for learning and transformation. • Conflict Mediation – Facilitating conflict and finding ways to understand and get through challenging situations. • Djembe Drumming workshops – facilitate creative teambuilding sessions teaching how to use and play the djembe drum • Community Development workshop interventions – facilitating workshops with groups, community based organisations and non-government organisations for

	organisational and strategic development and accompaniment to build organisational effectiveness.
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