

**SIYB
TRAINING BUZZ**

JANUARY 2009



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NEWS FROM THE INTERNATIONAL LABOUR ORGANISATION (ILO)

Creative industries project successfully completes Phase I

The project on “Strengthening creative industries in 5 African, Caribbean and Pacific (ACP) countries – Fiji, Mozambique, Senegal, Trinidad & Tobago and Zambia – through employment and trade expansion”, an ACP project funded by EC and jointly implemented programme by ILO, UNCTAD and UNESCO, have successfully completed its Phase 1 and is now gearing to start the implementation of the second phase.

The project’s core objective is to provide policy recommendations to enhance the institutional and regulatory policy framework in supporting creative industries and to foster productivity, entrepreneurial skills and market access, increase the scale and quality of jobs, income and trade in creative goods and services.

The targeted sub-sectors are: Performing arts, Audiovisual and new media, Publishing and other elements of the “book chain”.

The first phase of the 4-year project entailed a situational analysis that involved discussions with key stake holders in identifying needs, setting priorities and action plan for implementation.

The second phase begins in January 2009.

For more information contact:

- Mr Julius Mutio, ILO/Business Development Services Coordinator, mutio@ilo.org
- Ms Edna dos Santos, UNCTAD Chief of Creative Industries, edna.dos.santos@unctad.org
- Ms Guiomar Alonso Cano, Programme Specialist, Cultural Goods and Services, g.alonso@unesco.org

Position available: Technical Adviser (Zambia)

The International Labour Organisation (ILO) is leading the above-mentioned programme on behalf of the United Nations System in Zambia to contribute to broad-based wealth and employment creation and the promotion of decent work in Zambia. The programme will integrate and coordinate the respective activities of UN agencies to Deliver as One in the field of MSME development within the broader context of private sector development (PSD). The programme will run for 36 months starting in the first quarter of 2009. The programme is mainly funded by the Government of Finland.

To ensure the efficient and effective start-up of the programme, the ILO is recruiting an international experienced Technical Adviser (TA) for the first 12 months of the programme.

For any questions related to this post, please contact Mr Gerry Finnegan, ILO Director, Lusaka, Zambia (finnegan@ilo.org).

RBSA and women's entrepreneurship development for Africa

The Regional Office in Africa has allocated \$1,957,282 of Regular Budget, Supplementary Account funding to the promotion of women's entrepreneurship in Africa. Based upon tools and approaches that have been tried and tested in Africa and Asia through the Irish Aid partnership, this RBSA funding will significantly strengthen the ILO's capacity to grow its activities in Western Africa in response to requests from member states and as part of the Decent Work Country Programs. The project covers Senegal, Rwanda, Nigeria, Mali and Cameroon and will be based out of Addis Abeba (RO).

WEDGE is coming to South Africa!

The Norwegian Agency for Development Cooperation (NORAD) has partnered with the ILO to fund a Women's Entrepreneurship Development and Gender Equality project based in South Africa. Countries covered by the project are South Africa, Mozambique, Malawi and Lesotho. NORAD has committed 23.2 million NOK (3,323,782 USD) over three years, in support of the creation of decent work, women's empowerment, poverty alleviation and gender equality through women's entrepreneurship development. The project will be managed out of ILO Pretoria (SRO Harare). Based upon the ILO WED strategy (March 2008), this project increases significantly the ILO's delivery of WEDGE in Africa.

Enterprise for Pro-Poor Growth – Sri Lanka

This project has been very successful, well-documented and maintains an informative website (www.entergrowth.com/index.htm).

New publication from WEDGE/DEWD project experience: 'Count Us In!'

A new publication on ensuring the participation of women with disabilities in mainstream entrepreneurship activities: 'Count Us In!'

The guidelines are based on the joint WEDGE/DEWD experience over the past 3 years. They are now available in English, but other language versions are envisaged.

For more information please contact disability@ilo.org.

Release of New Guidance for Donor and Development Agencies

After two years of consultations, the Donor Committee for Enterprise Development has published its guidance for donor and development agencies on how to support business environment reforms in developing and transition countries.

For the ILO, this is a very pleasing and important development. Pleasing because the ILO (Martin Clemensson) was Chair of the Donor Committee Working Group responsible for developing the guidance and important because it contains powerful messages that underscore the Conclusions of the ILC general discussion on the promotion of sustainable enterprises, particularly with respect to the 17 conditions for an environment conducive to sustainable enterprises.

The Guidance explicitly highlights the importance of addressing the needs of small enterprises and clearly positions business environment reform in a broader context of sustainable development and good governance.

The Guidance will be used to help update and revise the ITC Turin based course on Creating an enabling environment for sustainable small enterprise development which will next take place in February and will be actively encouraging field based colleagues to use the Guidance in their work.

If there are any issues which you would like clarified or have any ideas about promoting the use of the Guidance, please do get in touch with Martin Clemensson or Graeme Buckley. To download the Guidance and for information about the Donor Committee, see www.enterprise-development.org.

Summer Academy on Sustainable Enterprise Development: A big success

The first edition of the ILO Summer Academy on Sustainable Enterprise Development in Turin in September was a big success, and will be repeated next year in June.

There were 67 participants from 33 different countries making the event a wonderful international knowledge-sharing experience. Several employers and workers organisations were represented along with participants from many government agencies. There were also several ILO staff and project partners amongst the group.

The format of the Sustainable Enterprise Academy was innovative. Each day commenced with a plenary session followed by four or five elective courses in the morning and a similar number of different electives in the afternoon. This was repeated in the second week with new topics so that participants were exposed to an overview of the ILO's work on sustainable enterprise plus had the opportunity to take four different elective courses.

Attendance was high and the atmosphere was dynamic. The course evaluations were excellent with a particularly high evaluation score on the quality of the training.

Many ILO officials from headquarters and the field were resource persons for the Sustainable Enterprise Academy, and the ILO has received many follow-up requests for ILO technical assistance from the participating countries.

The dates for the next Sustainable Enterprise Academy will be 22 June to 3 July 2009.

Download the course reader [Here](#).

Implementing SIYB in (post) conflict situations, The IDEA experience

In 2006 IDEA, a Dutch organisation of military reservists, contacted the ILO with the wish to start using the SIYB training materials in their activities. IDEA (see www.idea-project.nl) is a collaborative organisation between the Dutch employers organisation VNO-NCW and the Dutch Army.

The IDEA-lists operate in regions where normal NGO or commercial training activities cannot take place because of safety issues. With the notion of where people work they do not fight they have assisted small entrepreneurs in Bosnia and Northern Afghanistan.

In close collaboration with the ILO, two former ILO colleagues have developed a training of trainers course specifically aimed at SIYB trainers in (post) conflict situations with a target group of SMEs who are illiterate.

To date, the programme has trained 22 trainers allowing them to use the IYB materials at both level 1 and 2. Thirty six (36) entrepreneurs have been trained while another 98 entrepreneurs have enlisted to be trained.

For more information about this initiative please contact:

- Margot Lobbezoo – m.lobbezoo@360responsibility.com
- Oscar van der Ende – owavdende@wanadoo.nl

VISION, STRATEGY AND TACTICS

By F John Reh

Vision: What you want the organisation to be; your dream.

Strategy: What you are going to do to achieve your vision.

Tactics: How you will achieve your strategy and when.

Your vision is your dream of what you want the organisation to be. Your strategy is the large-scale plan you will follow to make the dream happen. Your tactics are the specific actions you will take to follow the plan. Start with the vision and work down to the tactics as you plan for your organization.

Concepts Are The Same

Whether you are planning for the entire company or just for your department the concepts are the same. Only the scale is different. You start with the vision statement (sometimes called a mission statement). When you know what the vision is you can develop a strategy to get you to the vision. When you have decided on a strategy, you can develop tactics to meet the strategy.

Vision

A vision is an over-riding idea of what the organization should be. Often it reflects the dream of the founder or leader. Your company's vision could be, for example, to be "the largest retailer of automobiles in the US", "the maker of the finest chocolate candies in London", or "the management consultant of choice for non-profit organizations in the Southwest." A vision must be sufficiently clear and concise that everyone in the organization understands it and can buy into it with passion.

Strategy

Your strategy is one or more plans that you will use to achieve your vision. To be "the largest retailer of automobiles in the US" you might have to decide whether it is better strategy for you to buy other retailers, try to grow a single retailer, or a combination of both. A strategy looks inward at the organization, but it also looks outward at the competition and at the environment and business climate.

To be "the management consultant of choice for non-profit organizations in the Southwest" your strategy would need to evaluate what other companies offer management consulting services in the Southwest, which of those target non-profits, and which companies could in the future begin to offer competing services. Your strategy also must determine how you will become "the consultant of choice". What will you do so that your targeted customers choose you over everyone else? Are you going to offer the lowest fees? Will you offer a guarantee? Will you hire the very best people and build a reputation for delivering the most innovative solutions?

If you decide to compete on lowest billing rates, what will you do if a competing consulting firm drops their rates below yours? If you decide to hire the best people, how will you attract them? Will you pay the highest salaries in a four-state area, give each employee an ownership position in the company, or pay annual retention bonuses? Your strategy must consider all these issues and find a solution that works AND that is true to your vision.

Tactics

Your tactics are the specific actions, sequences of actions, and schedules you will use to fulfil your strategy. If you have more than one strategy you will have different tactics for each. A strategy to be the most well-known management consultant, as part of your vision to be "the management consultant of choice for non-profit organizations in the Southwest" might involve tactics like advertising in the *Southwest Non-Profits Quarterly Newsletter* for three successive issues, advertising in the three largest-circulation newspapers in the Southwest for the next six months, and buying TV time monthly on every major-market TV station in the southwest to promote your services. Or it might involve sending a letter of introduction and a brochure to the Executive Director of every non-profit organization in the Southwest with an annual budget of over \$500,000.

Firm or Flexible?

Things change. You need to change with them, or ahead of them. However, with respect to vision, strategy and tactics, you need some flexibility and some firmness. Hold to your dream, your vision. Don't let that be buffeted by the winds of change. Your vision should be the anchor that holds all the rest together. Strategy is a long-term plan, so it may need to change in response to internal or external changes, but strategy changes should only happen with considerable thought. Changes to strategy also should not happen until you have a new one to replace the old one. Tactics are the most flexible. If some tactic isn't working, adjust it and try again.

Manage This Issue

Whether for one department or the entire company, for a multi-national corporation or a one-person company, vision, strategy, and tactics are essential. Develop the vision first and hold to it. Develop a strategy to achieve your vision and change it as you have to to meet internal or external changes. Develop flexible tactics that can move you toward fulfilling your strategy.

Source: www.about.com

A NEW COMPANIES BILL FOR SOUTH AFRICA

The Bill is in the first phase of a larger South African corporate law reform process to modernise the existing Companies Act 61 of 1973.

The new Bill will recognise the changes that have taken place in the economy since 1973 and bring existing company laws in line with international standards.

A few distinctions between the old Companies Bill and the new Bill will now be made:

- The new Bill will simplify the incorporation of companies. Instead of the memorandum and articles of association, a company's constitutional documents have been consolidated into one document, the Memorandum of Incorporation, which sets out the rights, duties and responsibilities of shareholders, directors, and others in relation to the company.
(<http://www.bowman.co.za/LawArticles/Law-Article.asp?id=2132417>)
- The old Companies Act restricted the ability of a Company to finance the acquisition of its own shares.
- The new Act does away with this and now requires the company to be solvent and able to settle its debts in the ordinary course of business after such financing.
- The old Companies Act has allowed Companies to dispose of a major portion of their business by passing a resolution in general meeting (50% approval). This has been changed to a special resolution, being 75% approval.

The Bill has a five-point statement of economic growth objectives, namely:

- Encouraging entrepreneurship and enterprise development by simplifying the procedures for forming companies and reducing costs associated with the formalities of forming and maintaining a company.
- Promoting innovation and investment in South African markets and companies by providing for flexibility in the design and organization of companies and a predictable and effective regulatory environment.
- Promoting the efficiency of companies and their management.
- Encouraging transparency and high standards of corporate governance.
- Making company law compatible and harmonious with best practice jurisdictions internationally.
(<http://www.xpconsult.co.za/documents/company%20amendament%20bill.pdf>)

A broad overview of some of the most important aspects of the Bill and its impact on SME's will now be discussed:

The Bill creates three company categories:

- **For profit companies that can either be:**
 - **Widely held companies:** This will replace public companies. "Ltd" will still appear after their names. Provides for the unrestricted transferability of any of its shares; offers any of its shares to the public.
 - **Closely held companies:** This is the second type of company and will be of specific interest to SME's. These will replace current closed corporations and private companies (Pty) Ltd. The new suffix will be "CHC Ltd". Shareholders and management are often the same people;
- **Not for Profit companies: Non-profit companies** will now include "NPC" after their names.

- **CHC's** (currently known as (Pty) Ltd and Closed Corporations) will not have to comply with the International Financial Reporting Standards (IFRS) even if they were Pty Ltd's in their previous form and reporting requirements will, therefore, be much simpler. It will take a simple memorandum of incorporation to register a closely held company and, if they do not meet the criteria for public interest companies, they will not need to be audited.
- The trigger for a **company to be audited** will no longer be the type of company or its form, but will instead rely on thresholds set by the Minister of Trade and Industry. The current suggestion is that the trigger is whether the company complies with at least two of the following requirements within a three-year rolling period: Turnover of R50-million; More than R25-million worth of assets; More than 200 employees.
- The Bill provides a 12-year period from date of promulgation, for the phasing out of the Closed Corporation Act. As the document stands now, **Closed Corporations (CC)** will be retained for a period of at least 10 years as a parallel form of corporation. After eight years the minister must complete a study to determine whether to retain this entity. If it goes ahead, more than a million registered CCs will have to convert to either closely held or widely held companies. (Heinrich Schwella, *"The Companies Bill – what happens to CCs?"*; Your Business, April/May 2007: p.14)
- The Bill proposed new a **business rescue regime** which will replace the judicial management process. It recognizes the interests of shareholders, creditors and employees, and provides for their participation in the development and approval of a business rescue plan. The Bill proposes to protect the interests of workers by recognizing them as creditors of the company, with a voting interest to the extent of any unpaid remuneration. It requires consultation with them in the development of the rescue plan and gives workers the right to but out any dissenting creditor opposing a rescue plan. (<http://www.busrep.co.za/index.php?fSectionId=561&fArticleId=3692>)
- The Bill aims to simplify the regulatory burden on SME's as well as reduce compliance costs and provide much needed relief to small business owners.
- The Bill states that personal liability companies (companies where owners are responsible for debt) and private companies will not be required to have annual financial statements or require an audit to be performed.
- The Bill also states that public companies need to conduct full audits, while other companies that need financial statements only require a financial review. (http://www.fedhasa.co.za/Pages/News_Section_Details.asp?NewsSectionID=3&NewsID=1694)

The Companies Bill has been approved by parliament and the National Council of Provinces (NCOP) and is awaiting President Kgalema Motlanthe's signature.

The department of trade and industry still intends the Companies Act of 2008 to be effective as of January 1 2010, but this may be deferred until June/July 2010. (http://www.fin24.com/articles/default/display_article.aspx?Article)

The implications of the new legislation are as yet unknown and untested.

Therefore, it is recommended that full and proper consultation with all relevant stakeholders should take place to avoid unintended consequences. (<http://www.bizassist.co.za./news.asp?Cat=Gov&Ref=>)

Source: The Skills Portal

MINISTER REASSURES YOUTH COMMISSION, UMSOBOMVU EMPLOYEES

By Nthambeleni Gabara

Minister in the Presidency Manto Tshabalala Msimang has reassured the employees of the National Youth Commission (NYC) and Umsobomvu Youth Fund (UYF) that their jobs will be safe when the two institutions merge. The two will merge to form the National Youth Development Agency (NYDA).

“We wish to reassure the employees of the two organisations that their jobs are safe in terms of the Labour Relations Act. Their contracts of employment will continue in the NYDA as if they were still part of the NYC and UYF,” the minister said.

She added that the merger will help ensure seamless integration, sustainability and responsiveness to the demands and aspirations of the country’s youth.

According to Ms Tshabalala-Msimang, the NYDA will be formally launched by the new administration in June later this year. Parliament will soon be facilitating the appointment of board members and government is currently profiling the Chief Executive Officer position.

The agency is being created with the view to consolidate the work of the National Youth Commission and Umsobomvu Youth Fund and maximise and accelerate high-impact new and existing youth development programmes.

It will also strengthen implementation capacity especially at provincial and local levels, sustain youth development as a national priority led at the nerve centre of government and sustain public confidence in government’s commitment to delivering young people from unemployment.

Briefing reporters about the process to merge the NYC and the UYF in Pretoria, the minister said there would be continuity of employment as employees are transferred into the NYDA.

She further said that all contracts entered into by the NYC and UYF will remain valid when the merger takes place.

“The latter arrangement is necessary to the extent that service delivery is not interrupted and for the protection of public assets in the form of monies loaned by the UYF to various business entities,” she said.

As far as the Provincial Youth Commissions are concerned, government is liaising with the provinces where the responsibility of repealing Provincial Youth Commission Acts resides. The minister, however, indicated that these structures will be integrated into the NYDA gradually.

According to the minister, the NYDA does not seek to displace existing initiatives nor to marginalise and outsource youth development to poorly capacitated and resourced agencies.

“I would like to emphasise that no disruptions in the operations of the NYC and UYF are expected since the two will continue to operate until the date of the integration,” she said.

Umsobomvu Youth Fund was established by government in 2001. It was the largest investment that the government had made to address the country’s youth unemployment challenge.

Source: BuaNews, 20 January 2009

**WHAT'S WRONG WITH A MESSY DESK?
CLEAN OR MESSY DOESN'T MATTER. EFFECTIVE DOES.**

By F John Reh

The war on your desk

Every day more and more information is thrown at you. New mail, reports from various committees, invoices, proposals, and more all hit your desk several times a day. You are too busy to deal with it right away so it just begins to pile up. Your desktop begins to look like a war zone.

The problem here is not that your desk is messy. The problem is that important stuff gets lost. It either gets buried by new material coming in, or it is in the new material, but is not noticed. As a result, you spend too much time on things that are simply urgent rather than those that are important.

When your boss wants to know how soon she can have that report for the Vice President, you don't want to tell her you didn't notice the memo she sent you requesting the report. Nor will your boss be thrilled to hear that the layout for the new product line is late because you set it aside and it got covered up and you forgot about it.

Some people will tell you the best way to solve this problem is a clean desk. Others say messy is okay. Who's right? Neither. And both.

Cluttered desk, cluttered mind

Not too long ago, there was a popular expression 'a cluttered desk is a sign of a cluttered mind.' That expression gave rise to an entire industry designed to help business executives clean their desktops as a sign of their mental acuity.

No doubt you have seen movies where the boss sits in his office atop a downtown skyscraper. He sits behind a glass-top desk with no drawers. The only adornments are the impressive pen set for signing important documents and a telephone or intercom so he can give orders.

On the other hand

Many people see nothing wrong with piles of paper covering the desktop, even spilling on to the chair seats and office floor. They quote adages like 'a cluttered desk is a sign of genius' and 'a messy desk is only a sign of a messy desk.'

We all know someone whose desk is that way. You don't see how they can even tell if the desktop is metal or wood. Yet, when you ask them for something, they go right to a pile, leaf through 2 or 3 sheets, and pull out what you asked for.

What works for you

Both sides are correct. The issue is not which is correct. The issue is which will make you more effective. There are a few fundamental guidelines that apply to both approaches, but the key is to work in a manner that allows you to be most effective. Almost everyone needs to get rid of some of the clutter atop their desk, but having no more than a single item on your desk at any one time won't work for many of us.

Many people are working on several projects at the same time (or almost the same time). Creative types feel the need to have inspiration surrounding them. Detail-oriented individuals need volumes of reference material close at hand. Some people feel the piles of work make them look busy and, thus, keep them safer in times of layoffs. Others feel a clean desk shows how efficient they are at getting the work done. What is important is to do what works for you.

How to tame the monster

Whether you are going for the sterile glass desktop, or simply want to bring a little more order to the chaos of your desktop, there are a few fundamental guidelines:

- **Really want to improve.** I don't recommend the really severe approach that some do. Unfortunately that leaves excuses to be too easy on yourself. This attempt to make your desk less cluttered and more efficient depends on you making a serious effort.
- **Keep, toss, or move.** Find three containers. Label the smallest "keep". Label the largest "toss". Have another container labelled "move". The really vital stuff will go into your keep container to be sorted later. Anything that you want to take home or give away goes into the move container. Everything else goes into the toss container. (Ideally your toss container will be two parts. One part will be trash to be disposed of. The other will be paper products, which can be recycled.)
- **Start with the oldest.** You can tell by looking at them which pile is the oldest. Usually it is farthest from your chair. It will be the easiest to throw away items from this pile.
- **Evaluate each piece only once.** Look at each item in the pile. Decide which container it will go into. You can't set it back on your desk for later, you have to decide now. Put everything into one of the three containers. There is no other option.
- **Ask yourself this...** The first question is "do I have this somewhere else, or can I get it from someone?" If you have a copy in email, or in a report, or on the desk of the person who prepared the market analysis, etc., you don't need to keep a copy. Toss it. Then ask "why do I need this?" If the answer is a) to take action on it, b) to do something with it when I get more information from someone, or c) to refer to as I do other work, put it into the keep pile. (After you get rid of the clutter you will re-sort your keep pile by those three categories, so feel free to separate them now. It will save time later.) If your answer was anything else, toss that item.
- **Be ruthless. Be brave.** As you progress through each pile, getting closer and close to the things that just arrived, be ruthless in your decisions. Take no prisoners. If you really don't need it, toss it. And be brave. Don't hang on to something just because someone might ask you something about it someday. Don't build a fortress of paper to protect yourself.

Manage This Issue

Your desktop doesn't have to be sterile and completely devoid of paper, although it can be if that helps. Your goal is to organize your desktop so that it maximizes your efficiency. If that means a few more piles on your desk than the person next door, that is okay - provided everything you kept helps you meet your goal of increased efficiency.

Source: www.about.com

MANAGER'S ANNUAL PLAN By F John Reh

Part I: What are we doing?

We start the year with a multi-part series of feature articles on how to analyze and improve your organization. (The full list of topics can be found [here](#).)

It's Easier If You Know Where You Are Going.

Your job as a manager is to lead your organization. In order to lead effectively, the first thing you have to know is the objective (or goal or mission or target).

Imagine yourself in command of a platoon of soldiers when you receive a message from the general. The message says "go capture the hill". Your first reaction would be to ask "Which hill?" Your chances of succeeding in your mission to "capture the hill" are much greater if you know your goal. That is true in business as well.

The Mission Statement

Many companies have created mission statements for their companies. These are, by design, high level, strategic visions of what the company is or should be. You need to find out if your company has one and, if so, what it is. You need to find out what it means. You need to find out how your part of the organization is supposed to help accomplish that mission.

Any organization can have a mission statement. The examples below are indicative of the variety. These links to their Mission Statements may help you in crafting yours.

- [The World Bank](#) and [The Ford Foundation](#) are large well known organizations.
- [Clemson University](#) is a famous educational institution.
- [The Association of Certified Fraud Examiners](#) is a professional association.
- [The Occupational Safety & Health Administration\(OSHA\)](#) is an agency of the US federal government.

What About Us?

Now that you know and understand your company's Mission Statement you may want to craft one for your organization. I recommend this be an iterative, inclusive process. Here is a quick ["how to" Write a Mission Statement](#).

Does your company have a mission statement? What did you have to do to find it? Is it appropriate? Is it do-able? Most importantly, do you believe in it? Share your thoughts with your peers. Post your thoughts on what makes a mission statement valuable on our [Management Forum](#) or respond to what others post.

Tying It All Together.

Mission Statements are a valuable part of your company's planning. However, they are strategic level thinking and, to be fully effective, need to be broken down to specific actions for components of the organization. From your strategic plan develop your mission statement and your goals. Specify the desired outcomes from these goals and how these outcomes will be measured.

Part II: Reaching your Goals

The Big Picture

In the previous article, we reviewed company mission statements. They are a high level strategic view of the company's goals. We also discussed the need to apply that mission statement to your group within the company in order to generate appropriate goals for your group. This article looks at how to do that.

What Is Our Part?

Let's say your company's mission statement includes a corporate goal of expanding from North America into Asian markets. You are responsible for customer service (or help desk, call center, etc.). What does your group have to do to implement that overall goal? Are you going to set up a call center in Asia? Will you train customer service reps in the North American office to handle the Asian service calls? Would it be better to contract with an Asian company to handle your customer calls for you? You are the expert. Your company depends on you to analyze all the options and make (or recommend) the correct decisions.

First, throw out all your preconceived ideas. Forget about company culture, previous failed attempts at expansion, what your last company did in Asia, etc. Instead, look at what is best for your company. Look at all the options. Then, when all the options are on the table, you can consider issues such as culture, finances, competition, etc. What best helps the company achieve its mission?

Here's What We're Going To Do

You decide the best solution is to handle the Asian calls through the North American center until traffic reaches the point that another center in Asia is cost effective. You set as your goal "to have a native speaker answer all Asian calls within 30 seconds". You discuss this with your boss and reach agreement. Now you have to make it happen.

How The Heck Do We Do This?

You know what you have to do. You know when it has to be done. Now you just have to figure out how best to make it happen.

As a starting point, I always recommend talking to the people involved. Since you already shared the company mission statement with them, they probably have already been thinking about it. Brainstorming solutions with them helps get their support for the final plan.

Next, discuss your options with the other organizations from which you will need support. Can HR find bilingual customer service reps with appropriate skills? Who will train the new hires in your company's product? Will your telephone switch handle the increased volume, or will you need the phone company to upgrade? Does your call management software support multiple languages, or do you need IT to find a new one?

When you have all the suggestions and options, and their associated costs, you can compare your plan to the budget and schedule. If it fits both, go ahead and implement. If it's too expensive, or will take too long to implement, you need to look at other options instead.

Consider The Trade-Offs

Maybe the "30 seconds to answer Asian calls" goal simply cannot be met within your budget. Acknowledge that and then move on to what can be accomplished. Can you hire a media company to produce an audio tape in several Asian languages that thanks them for calling and directs them through a calling tree? What about only taking overseas calls during off peak hour, for instance, taking the Asian calls late night US time allows you to add another shift rather than increasing floorspace. Can you meet a 90 second goal instead?

When the reachable goal has been set, share it with everyone involved. Then provide feedback as they reach toward the goal. Something as simple as a chart, posted in your break room, showing the percentage of calls handled in the time frame agreed upon can be a great motivator. (Remember, you get the performance you critique for, so post only the metrics that you want your people to focus on.)

Part III: Do I Have the Right Team?

Do you have the right people to get it done?

The one thing that keeps managers awake nights most often is trying to figure out how to cover the group's responsibilities with the resources available. Some people are broadly skilled; some are more specialized. Some work really hard; some produce less. You have to figure how to fit all the pieces together to cover the total job.

To determine whether you have the right people on your team to get the job done you have to determine the aptitudes, attitudes and skills of each individual and then evaluate the combined total.

- [American Evaluation Association's](#) suggests these Personnel Evaluation Standards.
- [Personnel Evaluation, Inc.](#) is a personnel and security consulting firm.
- [MAPP \(Motivational Appraisal of Personal Potential\)](#) is a a career assessment offered by International Assessment Network.

Skills

Everyone is skilled at doing something. What skills do each of your people have that are related to the job? Who can read the blueprints? Who knows how to run the machinery? Does someone know how to write advertising copy? Is there a programmer on the team?

How good is each individual at this task? Do they know it well enough to teach others? How much will it decrease your production if you have your best laminator train someone else? Would it be better to have someone else who is less skilled do the training or would that reduce the quality of the output?

Aptitudes

In addition to the things that they do, people have things they can do. Someone who is good with their hands, for instance, can more easily be trained for a manual task than someone who is not as manually adept, but is a good problem solver. It's probably easier to train your accountant to calculate task times than to design a new logo. People enjoy doing things that interest them and those are the things they do best.

Attitudes

Some people are team players. Some prefer to work alone. Where one person might be very good at explaining complex issues, another might excel at inspiring the group. In addition to making sure your group has the necessary skills, you have to make sure the "chemistry" works. A group that works well together will produce more and better quality output than will another group whose members are in conflict.

Workload

After you evaluate your team, and organize them for the best results you have to determine whether it's enough. If the best team you can form can only produce eighty percent of your goal, you need more people. Your boss probably won't add headcount to your department just because you ask for it. You need to assess the workload in measurable terms to support your request for additional people.

Source: www.about.com

KEY TO EVENTS		
Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

FEBRUARY 2009 – WEEK 1

<i>Monday (02/02)</i>	<i>Tuesday (03/02)</i>	<i>Wednesday (04/02)</i>	<i>Thursday (05/02)</i>	<i>Friday (06/02)</i>
	Presenting with Confidence, Johannesburg, (011) 431-1533		Basic Principles of Government Tenders, Cape Town, (016) 986-3888	Assertiveness, Cape Town, (011) 678-2443
Negotiating for Results, Cape Town, (011) 704-0720/4		Minute Taking for Meetings, Cape Town, (011) 704-0720/4		
Practical Skills for Office Managers / Team Leaders, Johannesburg, 0861 BIZTECH		Build a Winning Sales Team, Johannesburg, (011) 787-6781	Company Tax for Small to Medium Size Businesses, Cape Town, (016) 986-3888	
Business Presentation Skills, Port Elizabeth, (016) 986-3888		Advanced Supervisory Effectiveness (Leading Teams), Johannesburg, (016) 420-2306		
Finance for Non-Financial Managers, Midrand, (016) 986-3888				
Team Building, Johannesburg, (011) 678-2443	Company Tax for Small to Medium Size Businesses, Johannesburg, (016) 986-3888		Project Management for Non Project Managers, Durban, (011) 704-0720/4	
	Presenting with Confidence, Johannesburg, (011) 431-1533		Perfect Presentation Skills, Pretoria, (011) 704-0720/4	
	Quality Customer Service, Johannesburg, (011) 704-0720/4		Performance Relation Mapping, Nelspruit, (021) 685-0451	
Design and Develop Assessment Guides, Mossel Bay, George, Oudtshoorn, (044) 695-0003		The Essence of the new workplace skills plan (OFO), Nelspruit, (021) 685-0451	Effective Use of the Telephone, Johannesburg, (011) 485-2150	
	Submitting Winning Tenders, Pretoria, (011) 454-5505	The Performance Management Challenge, Johannesburg, (011) 726-3040		
	Key Skills for Effective Managers, Cape Town, (011) 454-5505	Sell - Don't Tell, Johannesburg, (011) 485-2150	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Cape Town, (021) 979-5172	
		Corporate Budgeting for Managers, Johannesburg, 0861 ASTROT (0861 278768)		
		Mastering Leadership and Management Skills, Johannesburg, 0861 ASTROT (0861 278768)		
		Communication & Presentation Skills, Johannesburg, (011) 678-2443		
	Diversity Management, Johannesburg, (011) 678-2443			
	Effective Business Writing Skills, Cape Town, (011) 678-2443			
Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443				
	Project Management, Durban, (011) 678-2443			
		Sales Training, Johannesburg, (011) 787-6781	Practical Confidence and Assertiveness Skills, Johannesburg, (011) 454-5505	
	Competency-based Recruitment & Interviewing Skills with new module on Workforce Planning, Cape Town, (021) 979-5172		Customer Based Telephone Debt Collection, Johannesburg, (011) 454-5505	
		Sell, Don't Tell, Bedfordview, Johannesburg, (011) 485-2150		

FEBRUARY 2009 – WEEK 1 (continued)

<i>Monday (02/02)</i>	<i>Tuesday (03/02)</i>	<i>Wednesday (04/02)</i>	<i>Thursday (05/02)</i>	<i>Friday (06/02)</i>
		Mentoring the Learner in the Workplace, Mossel Bay, George, Oudtshoorn, (044) 695-0003		
	Professional Purchasing & Procurement Skills and Practices, Johannesburg, (011) 454-5505			

FEBRUARY 2009 – WEEK 2

<i>Monday (09/02)</i>	<i>Tuesday (10/02)</i>	<i>Wednesday (11/02)</i>	<i>Thursday (12/02)</i>	<i>Friday (13/02)</i>
Understanding SAQA, SETA's, Unit Standards & Assessment Criteria, Johannesburg, (016) 986-3888	Basic Principles of Government Tenders, Durban, (016) 986-3888	Making a Positive Difference @ Work, Pretoria, (011) 704-0720/4	Effective Sales, Johannesburg, (011) 312-3147	
			Company Tax for Small to Medium Size Businesses, Durban, (016) 986-3888	
Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4	Managing Time for Results, Johannesburg, (011) 704-0720/4	Competency-based Interviewing, Recruitment & Selection Techniques, Johannesburg, (011) 447-7470		13 – 14 February: Effective Project Management, Johannesburg, (011) 726-3040
		Business Writing Skills, Johannesburg, (016) 986-3888		
Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533	Project Management: Preparation for Success, Cape Town, (016) 986-3888			
	The Total Team Leader, Johannesburg, 0861 BIZTECH	The Essence of the new workplace skills plan (OFO), Bloemfontein, (021) 685-0451	Finance for Non-Financial Managers, Pretoria, (011) 704-0720/4	
Performance Relation Mapping, Bloemfontein, (021) 685-0451				
Assertive Communication Skills, Midrand, (016) 986-3888	Conflict Management, Johannesburg, (011) 485-2150			
Moderator Training, Johannesburg, (016) 420-2306				
Coach the Learner NQF3, Johannesburg, (016) 420-2306				
Skills Development Facilitator, Midrand, (016) 986-3888				
National Diploma HR Management and Practices Support NQF5, Johannesburg, (016) 420-2306				
Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306				
Reception, Cape Town, 086 111 VETTA (83882)	Understanding SAQA, SETA's, Unit Standards & Assessment Criteria, Cape Town, (016) 986-3888	More Hours in Your Day, Johannesburg, (011) 485-2150	Diversity Management, Johannesburg, (011) 726-3040	
		New Manager's Programme, Johannesburg, (011) 865-0523		
	The PA MBA, Johannesburg, 0861 BIZTECH			
	Bridging the Gap: From Technical Person to Successful Salesperson, Johannesburg, 0861 ASTROT (0861 278768)			
	Emotional Intelligence: The Key to Personal Effectiveness and Effective Leadership, Johannesburg, , 0861 ASTROT (0861 278768)			
	Introduction to Supervisory Effectiveness, Cape Town, (016) 986-3888	Meeting Customer Expectations, Cape Town, 086 111 VETTA (83882)	Effective Sales, Johannesburg, (011) 678-2443	
Professional Switchboard, Reception & Frontline Skills, Johannesburg, 0861 BIZTEC	Business Writing, Cape Town, 086 111 VETTA (83882)		Stress Management, Johannesburg, (011) 678-2443	
	Brilliant Customer Service, Johannesburg, (011) 726-3040	Frontline Skills Training, Cape Town, (011) 787-6781	Office Support, Cape Town, 086 111 VETTA (83882)	
	Effective Project Management, Johannesburg, (011) 726-3040			
Effective Business Writing Skills, Johannesburg, (011) 678-2443			Practical Project Management, Johannesburg, (011) 454-5505	
Finance for Non-Financial Managers, Johannesburg, (011) 678-2443				

FEBRUARY 2009 – WEEK 2 (continued)

<i>Monday (09/02)</i>	<i>Tuesday (10/02)</i>	<i>Wednesday (11/02)</i>	<i>Thursday (12/02)</i>	<i>Friday (13/02)</i>
	Personal Assistant, Johannesburg, (011) 678-2443			
	Supervisory Management, Cape Town, (011) 678-2443			
	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443	Build a Winning Sales Team, Cape Town, (011) 787-6781	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Randburg, (021) 979-5172	
		Sales Training, Cape Town, (011) 787-6781		
The Total Team Leader, Johannesburg, 0861 BIZTECH				
	Training & Presentation, Cape Town, 086 111 VETTA (83882)	Selling with Confidence, Midrand, 0861 116 121		
		Critical Thinking Workshop, Johannesburg, (021) 465-6981/2		
	Innovative Retention Strategies for Generation X and Y, Randburg, (021) 979-5172		Professional Sales Training, Cape Town, (021) 712-4562	
Skills Development Facilitator, Mossel Bay, George, Oudtshoorn, (044) 695-0003				
	Using Excel for Financial Managers, Johannesburg, (011) 454-5505			
		Working with Finance, Accounts and Budgets for Non-Financial Managers, Cape Town, (011) 454-5505		

FEBRUARY 2009 – WEEK 3

<i>Monday (16/02)</i>	<i>Tuesday (17/02)</i>	<i>Wednesday (18/02)</i>	<i>Thursday (19/02)</i>	<i>Friday (20/02)</i>
Professional Minute Writing, Cape Town, (016) 986-3888	Business Writing Skills, Cape Town, (016) 986-3888		The Professional Receptionist, Johannesburg, (011) 431-1533	Professional Minute Writing, Durban, (016) 986-3888
	Supervisory Skills, Johannesburg, (011) 704-0720/4			
Project Management for Non-Project Managers, Cape Town, (016) 986-3888		Credit Risk Management, Cape Town, (016) 986-3888		20 – 21 February: Marketing – The Road to Success, Johannesburg, (011) 726-3040
		Time and Stress Management, Cape Town, (021) 685-7726		
Competency-based Interviewing, Recruitment & Selection Techniques, Cape Town, (011) 447-7470		The 2 nd Occupational Skills Summit, Johannesburg, 0861 113 918		Customer Service, Cape Town, (011) 678-2443
Advanced Excel Skills for Financial Managers Using Microsoft 2003, Johannesburg, (011) 447-7470		Advanced Excel 2007 Skills for Financial Managers, Johannesburg, (011) 447-7470		
		Presentation Skills, Johannesburg, (016) 986-3888		
	Assertive Communication Skills, Johannesburg, (016) 420-2306		Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	
	Assertive Communication Skills, Durban, (016) 986-3888		Supervisory Skills, Cape Town, (011) 704-0720/4	
	The Human Capital Management Summit, Johannesburg, (011) 771-7135			
	Higher Certificate in Management Development NQF5, Johannesburg, (016) 420-2306			
	Skills Development Facilitator, Johannesburg, (016) 420-2306			
	Diploma in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306			
Stock Control, Cape Town, 086 111 VETTA (83882)	Highly Effective Strategies for Collecting Accounts Receivable, Johannesburg, (011) 447-7470		Understanding SAQA, SETA's, Unit Standards & Assessment Criteria, Durban, (016) 986-3888	Time Management, Cape Town, (011) 678-2443
	Project Management for Non Project Managers, Cape Town, (011) 704-0720/4			Assertiveness & Time Management, Cape Town, 086 111 VETTA (83882)
	Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533		Customer Service & Support, Johannesburg, (016) 986-3888	
	Fraud Prevention, Johannesburg, (016) 986-3888		Performance Relation Mapping, Cape Town, (021) 685-0451	

FEBRUARY 2009 – WEEK 3 (continued)

<i>Monday (16/02)</i>	<i>Tuesday (17/02)</i>	<i>Wednesday (18/02)</i>	<i>Thursday (19/02)</i>	<i>Friday (20/02)</i>
	How to win at the CCMA, Johannesburg, (011) 726-3040	An Introductory Course on Monitoring, Evaluation & Reporting, Cape Town, (012) 997-6059		
The National Credit Act, Johannesburg, 0861 BIZTECH	Key Elements of Successful Newsletters, Johannesburg, 0861 BIZTECH	The Essence of the new workplace skills plan (OFO), Cape Town, (021) 685-0451	Business Professionalism and Competency, Johannesburg, (011) 485-2150	
The Secrets of Debt Collection Success, Johannesburg, 0861 BIZTECH		Finance for Non-Financial Managers, Johannesburg, (011) 726-3040		
Assertive Communication Skills, Vereeniging, (016) 420-2306		Stand Up, Speak out and Win, Johannesburg, (011) 485-2150	Corporate Governance, Randburg, (011) 865-0523	
Masterminding the Perfect Business Function or Event, Johannesburg, 0861 BIZTECH		Finance for Non-Financial Managers, Johannesburg, 0861 ASTROT (0861 278768)		
		Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
Effective Business Writing Skills, Durban, (011) 678-2443				
Project Management, Pretoria, (011) 678-2443			Professional Sales Training, Johannesburg, (021) 712-4562	
Project Management, Cape Town, (011) 678-2443				
Supervisory Management, Johannesburg, (011) 678-2443				
Television and Radio Interviewing Skills, Johannesburg, (011) 678-2443		The Ultimate Sales Manager, Johannesburg, 0861 ASTROT (0861 278768)		
		Supervisory & Leadership Skills, Cape Town, 086 111 VETTA (83882)		
Professional Business Behaviour, Cape Town, 086 111 VETTA (83882)		Achieving excellence in office management NQF5, Johannesburg, (021) 910-2827		
Stakeholder Relationship Management Techniques NQF5, Johannesburg, (021) 910-2827		Sales Training, Durban, (011) 787-6781	Innovative Retention Strategies for a new Generation of Employees: Generation X and Y, Cape Town, (021) 979-5172	
HR Strategic Management Programme, Johannesburg, (011) 865-0523		Sales Training, Johannesburg, (011) 787-6781	Financial Report Writing, Johannesburg, (011) 454-5505	
Talent Management & Succession Planning, Cape Town, (021) 979-5172			Key Skills for Effective Managers, Durban, (011) 454-5505	
Moderator, Mossel Bay, George, Oudtshoorn, (044) 695-0003				
Finance for Non-Financial Managers, Johannesburg, (011) 865-0523		Business Etiquette & Personal Branding, Johannesburg, (011) 865-0523		

FEBRUARY 2009 – WEEK 4

<i>Monday (23/02)</i>	<i>Tuesday (24/02)</i>	<i>Wednesday (25/02)</i>	<i>Thursday (26/02)</i>	<i>Friday (27/02)</i>
Minute Taking for Meetings, Durban, (011) 704-0720/4	Personal Brand Building, Johannesburg, (016) 986-3888	Presentation Skills, Cape Town, (016) 986-3888	Supervisory Management Skills, Cape Town, (021) 685-7726	Manager's Mistakes, Johannesburg, (011) 485-2150
Project Management for Non-Project Managers, Durban, (016) 986-3888		Powerful Business Report Writing Made Easy, Johannesburg, (011) 447-7470		Ethics, Johannesburg, (011) 678-2443
	Business Presentation Skills, Johannesburg, (016) 420-2306		EQ in Leadership, Johannesburg, (011) 704-0720/4	
	Training Coordinator Programme NQF3, Johannesburg, (016) 420-2306		Telephone Excellence, Johannesburg, (011) 704-0720/4	
	Emotional Intelligence, Johannesburg, (016) 420-2306			
	Introduction to Supervisory Effectiveness (Management Fundamentals), Johannesburg, (016) 420-2306			
Effective Time Management, Johannesburg, (011) 865-0523	Negotiating for Results, Pretoria, (011) 704-0720/4		Artisan Training, Development & Retention Programmes, Johannesburg, (011) 447-7470	
	Perfect Presentation Skills, Durban, (011) 704-0720/4			
Quality and Customer Services, Johannesburg, (011) 678-2443		The Essence of the new workplace skills plan (OFO), Johannesburg, (021) 685-0451	Performance Relation Mapping, Johannesburg, (021) 685-0451	Time Management, Durban, (011) 678-2443
Managers, Cape Town, 086 111 VETTA (83882)			Performance Management, Johannesburg, (011) 678-2443	
Becoming the Best Team Secretary/Administrator, Johannesburg, 0861 BIZTECH		Recruitment and Selection, Johannesburg, (011) 726-3040		Positive Selling, Cape Town, 086 111 VETTA (83882)
	HIV/AIDS Workplace Management, Johannesburg, (011) 678-2443		The Psychology of Customer Service, Johannesburg, (011) 485-2150	Managing Complaints & Business Telephone Skills, Cape Town, 086 111 VETTA (83882)
	Project Management, Johannesburg, (011) 678-2443	Telephone Debt Collecting, Cape Town, 086 111 VETTA (83882)	Minute Taking, Cape Town, 086 111 VETTA (83882)	
	Effective People Management Skills, Johannesburg, (011) 454-5505			
Attitude in the Workplace, Johannesburg, (011) 865-0523		People Management for New Managers, Johannesburg, 0861 ASTROT (0861 278768)		
Achieving excellence in office management NQF5, Cape Town, (021) 910-2827		Stakeholder Relationship Management Techniques NQF5, Cape Town, (021) 910-2827		
	Talent Management & Succession Planning, Randburg, (021) 979-5172	Retrenchment Resource Tools for Organisations in Economically Uncertain Times, Randburg, (021) 979-5172		
	Advanced Excel Skills for Financial Managers – Using Excel 2003, Johannesburg, (011) 447-7470			
Community Facilitation Programme, Cape Town, (011) 886-2647				
Assessor, Mossel Bay, George, Oudtshoorn, (044) 695-0003				
	Debt Collection – The Legal Process, Cape Town, (011) 454-5505	Working with Finance, Accounts and Budgets for Non-Financial Managers, Johannesburg, (011) 454-5505		
Graphs, Statistics and Numerical Reporting for PA's and Administrators, Johannesburg, 0861 BIZTECH				
Cost Reduction and Making More Money, Johannesburg, (011) 726-3040				

MARCH 2009 – WEEK 1

<i>Monday (02/03)</i>	<i>Tuesday (03/03)</i>	<i>Wednesday (04/03)</i>	<i>Thursday (05/03)</i>	<i>Friday (06/03)</i>
Business Writing for Office Professionals, Johannesburg, (011) 431-1533		Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4	Assertiveness, Durban, (011) 678-2443
Finance for Non-Financial Managers, Cape Town, (011) 704-0720/4		Managing Diversity, Johannesburg, (016) 986-3888	Frontline Skills Training, Johannesburg, (011) 787-6781	
Assessor Training – 2 Unit Standards, Johannesburg, (016) 420-2306				
Coach the Learner, Cape Town, (016) 986-3888				
Team Building, Cape Town, (011) 678-2443	Media Skills for Effective Radio & Television Interviews, Johannesburg, (016) 986-3888	Presentation Skills, Durban, (016) 986-3888	The 3-Day MBA, Johannesburg, 0861 ASTROT (0861 278768)	
Corporate Governance and Ethics, Johannesburg, (011) 726-3040	EQ – Street Smarts, Johannesburg, (011) 485-2150	The Essence of the new workplace skills plan (OFO), Durban, (021) 685-0451	Performance Relation Mapping, Durban, (021) 685-0451	The National Credit Act, Johannesburg, (011) 454-5505
	Dealing with Difficult People, Johannesburg, (011) 454-5505	Sell - Don't Tell, Johannesburg, (011) 485-2150	Innovative Coaching and Mentoring Practices for Managers, Cape Town, (021) 979-5172	
		Communication & Presentation Skills, Cape Town, (011) 678-2443		
Effective Business Writing Skills, Johannesburg, (011) 678-2443				
	Finance for Non-Financial Managers, Cape Town, (011) 678-2443			
Project Management, Durban, (011) 678-2443			Customer Based Telephone Debt Collection, Durban, (011) 454-5505	
Mastering Confidence, Influence and Assertiveness Skills, Johannesburg, 0861 BIZTECH		Sales Training, Johannesburg, (011) 787-6781		
Developmental Planning, Monitoring, Evaluation and Reporting: Enabling clarity, direction and support, Cape Town, (021) 462-3902				
		Project Management for Non-Project Managers, Johannesburg, 0861 ASTROT (0861 278768)		
Train the Trainer, Mossel Bay, George, Oudtshoorn, (044) 695-0003				
	Managing Projects with MS Project, Johannesburg, (011) 454-5505			
		Finance for Non-Financial Managers, Johannesburg, (011) 454-5505		
		Practical Confidence & Assertiveness Skills, Cape Town, (011) 454-5505		
		Mastering the Art of Training, Johannesburg, 0861 ASTROT (0861 278768)		

MARCH 2009 – WEEK 2

<i>Monday (09/03)</i>	<i>Tuesday (10/03)</i>	<i>Wednesday (11/03)</i>	<i>Thursday (12/03)</i>	<i>Friday (13/03)</i>
Brilliant Business Writing Skills, Durban, (011) 704-0720/4		Managing Time for Results, Durban, (011) 704-0720/4	Handling Meetings Effectively, Cape Town, (016) 986-3888	Effective People Skills, Johannesburg, (011) 485-2150
Customer Service Excellence, Midrand, (016) 986-3888			The Professional Office Administrator, Johannesburg, (011) 431-1533	
People Management, Pretoria, (011) 704-0720/4				
Foundations of Leadership, Cape Town, (021) 918-4479				
Higher Certificate in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306				
Learning Material Design and Development, Johannesburg, (016) 420-2306				
Skills Development Facilitator, Johannesburg, (016) 420-2306				

MARCH 2009 – WEEK 2 (continued)

<i>Monday (09/03)</i>	<i>Tuesday (10/03)</i>	<i>Wednesday (11/03)</i>	<i>Thursday (12/03)</i>	<i>Friday (13/03)</i>
	Handling Meetings Effectively, Johannesburg, (016) 986-3888	Managing Diversity, Cape Town, (016) 986-3888		
		Fatigue Management, Johannesburg, (016) 986-3888		
	Customer Service & Support, Cape Town, (016) 986-3888		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
	Business Writing Skills, Cape Town, (021) 685-7726		Return on Training Investment, Port Elizabeth, (021) 685-0451	
	Fraud Prevention, Cape Town, (016) 986-3888			
	Skills Development for BEE, Johannesburg, (011) 726-3040	Fundamentals of Debt Collections Best Practices, Johannesburg, (016) 986-3888		
Diversity Management, Johannesburg, (011) 678-2443		Financial Statement Analysis, Johannesburg, (016) 986-3888		
	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443	The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (0861 278768)		
		The High Performance PA or Administrator: Essential Skills, Cape Town, 0861 ASTROT (0861 278768)		
	Wordclass Customer Service, Johannesburg, (011) 454-5505	SETA grants and funding system, Port Elizabeth, (021) 685-0451	Stress Management, Johannesburg, (011) 485-2150	
	Effective People Management Skills, Durban, (011) 454-5505		Competency-based Recruitment and Interviewing Skills with new module on Workforce Planning, Randburg, (021) 979-5172	
		Enterprise Development, Johannesburg, (011) 726-3040	Design and Develop Assessment Guides, Mossel Bay, George, Oudtshoorn, (044) 695-0003	
		Preferential Procurement, Johannesburg, (011) 726-3040	Professional Business Writing Skills, Johannesburg, (011) 454-5505	
		Supervisory Management, Durban, (011) 678-2443		
		Conflict Management & Negotiation Skills, Durban, (011) 678-2443		
		Effective Business Writing Skills, Cape Town, (011) 678-2443		
		Supervisory Management, Durban, (011) 678-2443		
	Innovative Coaching & Mentoring Practices for Managers, Randburg, (021) 979-5172		Finance for Non-Financial Managers, Durban, (011) 454-5505	
	Assessor, Mossel Bay, George, Oudtshoorn, (044) 695-0003			
		Advanced Debt Collection, Johannesburg, (011) 454-5505		
		Using Excel for Financial Managers, Cape Town, (011) 454-5505		

MARCH 2009 – WEEK 3

<i>Monday (16/03)</i>	<i>Tuesday (17/03)</i>	<i>Wednesday (18/03)</i>	<i>Thursday (19/03)</i>	<i>Friday (20/03)</i>
	Grow your Venture, Cape Town, (021) 462-7902		Effective Recruitment and Selection, Johannesburg, (011) 312-3147	
	Assertive Communication Skills, Johannesburg, (016) 420-2306		Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
	Advanced Supervisory Effectiveness (Leading Teams), Johannesburg, (016) 420-2306			
	Introduction to Supervisory Effectiveness, Midrand, (016) 986-3888			
	Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306			
	Coach the Learner NQF3, Johannesburg, (016) 420-2306			

MARCH 2009 – WEEK 3 (continued)

<i>Monday (16/03)</i>	<i>Tuesday (17/03)</i>	<i>Wednesday (18/03)</i>	<i>Thursday (19/03)</i>	<i>Friday (20/03)</i>
	Project Management for Non Project Managers, Johannesburg, (011) 704-0720/4		Return on Training Investment, East London, (021) 685-0451	Customer Service, Durban, (011) 678-2443
	Quality Customer Service, Pretoria, (011) 704-0720/4		Frontline Skills Training, Cape Town, (011) 787-6781	Stress Management, Cape Town, (011) 678-2443
	Goal Setting – Get What You Set, Johannesburg, (011) 485-2150	Making a Positive Difference @ Work, Cape Town, (011) 704-0720/4		
Mentoring the Learner in the Workplace, Mossel Bay, George, Oudtshoorn, (044) 695-0003		Financial Statement Analysis, Cape Town, (016) 986-3888		
	Practical Credit Assessment and Credit Management, Johannesburg, (011) 454-5505	The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (0861 278768)		
	Finance for Non-Financial Managers, Cape Town, (011) 454-5505	SETA grants and funding system, East London, (021) 685-0451		
		Communicate for Success, Johannesburg, (011) 485-2150		
Assertive Communication Skills, Vereeniging, (016) 420-2306				
Advanced Project Management, Johannesburg, (011) 678-2443				
Effective Business Writing Skills, Durban, (011) 678-2443				
Project Management, Cape Town, (011) 678-2443				
Supervisory Management, Johannesburg, (011) 678-2443				
	Dealing with Difficult People, Durban, (011) 454-5505	Using Excel for Financial Managers, Durban, (011) 454-5505		

MARCH 2009 – WEEK 4

<i>Monday (23/03)</i>	<i>Tuesday (24/03)</i>	<i>Wednesday (25/03)</i>	<i>Thursday (26/03)</i>	<i>Friday (27/03)</i>
Product Strategy & Brand Management, Cape Town, (021) 462-7902		Finance for Non-Financial Managers, Johannesburg, (011) 704-0720/4		
Performance Leadership, Cape Town, (021) 462-7902				
Project Management, Johannesburg, (016) 420-2306				
Assessor, Port Elizabeth, (016) 986-3888				
Introduction to Supervisory Effectiveness, Durban, (016) 986-3888				
Assessor, Johannesburg, (016) 986-3888				
National Certificate HR Management and Practices Support NQF4, Johannesburg, (016) 420-2306				
Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306				
Introduction to Supervisory Effectiveness (Management Fundamentals), Johannesburg, (016) 420-2306				
	Understanding and Using Financial Statements, Cape Town, (021) 685-7726	Making a Positive Difference @ Work, Johannesburg, (011) 704-0720/4	Telephone Excellence, Durban, (011) 704-0720/4	The Psychology of Customer Service, Johannesburg, (011) 485-2150
	EQ in Leadership, Cape Town, (011) 704-0720/4		Effective Sales, Cape Town, (011) 678-2443	
Creativity & Innovation at Work, Cape Town, (021) 462-7902				

MARCH 2009 – WEEK 4 (continued)

<i>Monday (23/03)</i>	<i>Tuesday (24/03)</i>	<i>Wednesday (25/03)</i>	<i>Thursday (26/03)</i>	<i>Friday (27/03)</i>
	Effective People Management Skills, Cape Town, (011) 454-5505	Planning & Managing a Budget, Cape Town, (021) 685-7726	Mentoring & Coaching, Johannesburg, (011) 678-2443	
		Managing Time for Results, Pretoria, (011) 704-0720/4	Lifestyle Planning Workshop for Employees Struggling with Debt, Randburg, (021) 979-5172	
	Practical Credit Assessment and Credit Management, Durban, (011) 454-5505	An Introductory Course on Monitoring, Evaluation & Reporting, Johannesburg, (012) 997-6059		
		More Hours in Your Day, Johannesburg, (011) 485-2150	Customer Based Telephone Debt Collection, Cape Town, (011) 454-5505	
Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4	Diversity Management, Cape Town, (011) 678-2443			
	Management and Leadership Development, Cape Town, (011) 678-2443			
	Project Management, Johannesburg, (011) 678-2443			
	Supervisory Management, Cape Town, (011) 678-2443			
	On-Boarding Practices for New Managers: The first 100 days, Randburg, (021) 979-5172			
	Moderator, Mossel Bay, George, Oudtshoorn, (044) 695-0003			
	Business Etiquette & Personal Branding, Cape Town, (011) 865-0523			
		The National Credit Act, Cape Town, (011) 454-5505		
		Practical Confidence & Assertiveness Skills, Durban, (011) 454-5505		

MARCH 2009 – WEEK 5

<i>Monday (30/03)</i>	<i>Tuesday (31/03)</i>	<i>Wednesday (01/04)</i>	<i>Thursday (02/04)</i>	<i>Friday (03/04)</i>
Certificate in Management Development NQF4, Johannesburg, (016) 420-2306	Managing Time for Results, Cape Town, (011) 704-0720/4	World-Class Reception Skills, Cape Town, (021) 685-7726	Professional Telephone Skills, Cape Town, (021) 685-7726	Certificate in Management Development NQF4, Johannesburg, (016) 420-2306
	Manager's Mistakes, Johannesburg, (011) 485-2150	Supervisory Skills, Pretoria, (011) 704-0720/4		
Diploma in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306		People Management, Cape Town, (011) 704-0720/4		
		SETA grants and funding system, Nelspruit, (021) 685-0451	Return on Training Investment, Nelspruit, (021) 685-0451	Diploma in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306
Higher Certificate in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306		Effective Use of the Telephone, Johannesburg, (011) 485-2150	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443	Higher Certificate in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306
		HIV/AIDS Workplace Management, Durban, (011) 678-2443		
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533			Communication & Presentation Skills, Durban, (011) 678-2443	
Professional Report Writing Skills, Pretoria, (011) 704-0720/4	Effective Business Writing Skills, Cape Town, (011) 678-2443			
HIV/AIDS Workplace Management, Cape Town, (011) 678-2443		Team Building, Johannesburg, (011) 678-2443		
Community Facilitation Programme, Bloemfontein, (011) 886-2647				

APRIL 2009 – WEEK 1

<i>Monday (06/04)</i>	<i>Tuesday (07/04)</i>	<i>Wednesday (08/04)</i>	<i>Thursday (09/04)</i>	<i>Friday (10/04)</i>
Succeeding as a first time Supervisor, Johannesburg, (011) 485-2150	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150	EQ in Leadership, Pretoria, (011) 704-0720/4		
		Telephone Excellence, Cape Town, (011) 704-0720/4		
Negotiating for Results, Johannesburg, (011) 704-0720/4		SETA grants and funding system, Bloemfontein, (021) 685-0451	Return on Training Investment, Bloemfontein, (021) 685-0451	
Supervisory Skills, Durban, (011) 704-0720/4			Stress Management, Durban, (011) 678-2443	
Advanced Problem Solving, Johannesburg, 0861 ASTROT (0861 278 768)				
An Introductory Course on Monitoring, Evaluation and Reporting, Durban, (012) 997-6059				
Writing for Business Results, Port Elizabeth, (016) 986-3888				
Assertive Communication Skills, Johannesburg, (016) 420-2306				
Assertiveness, Johannesburg, (011) 678-2443	Being Assertive, Cape Town (021) 685-7726			
	Project Management, Durban, (011) 678-2443			
Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443				
Effective Business Writing Skills, Johannesburg, (011) 678-2443				

APRIL 2009 – WEEK 2

<i>Monday (13/04)</i>	<i>Tuesday (14/04)</i>	<i>Wednesday (15/04)</i>	<i>Thursday (16/04)</i>	<i>Friday (17/04)</i>
	Emotional Intelligence, Johannesburg, (016) 420-2306			
	Moderator Training, Johannesburg, (016) 420-2306			
		SETA grants and funding system, Cape Town, (021) 685-0451	Writing Effective Reports, Johannesburg, (011) 431-1533	Minute Taking for Meetings, Pretoria, (011) 704-0720/4
			Effective Sales, Durban, (011) 678-2443	Sell – Don't Tell, Johannesburg, (011) 485-2150
		Finance 101 for PA's and Administrators, Johannesburg, 0861 BIZTECH		
		Quality Customer Service, Cape Town, (011) 704-0720/4		
		People Management, Johannesburg, (011) 704-0720/4		
		Business Presentation Skills, Midrand, (016) 986-3888		
			Return on Training Investment, Cape Town, (021) 685-0451	
	Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443			
			Mentoring & Coaching, Cape Town, (011) 678-2443	
	Project Management, Cape Town, (011) 678-2443			
		Supervisory Management, Johannesburg, (011) 678-2443		

APRIL 2009 – WEEK 3

<i>Monday (20/04)</i>	<i>Tuesday (21/04)</i>	<i>Wednesday (22/04)</i>	<i>Thursday (23/04)</i>	<i>Friday (24/04)</i>
English Communication Skills, Johannesburg, (011) 431-1533	BIZTECH	Negotiating Skills, Johannesburg, (011) 485-2150	Return on Training Investment, Johannesburg, (021) 685-0451	Customer Service, Johannesburg, (011) 678-2443
Trouble-free Travel Planning for PA's, Johannesburg, 0861		SETA grants and funding systems, Johannesburg, (021) 685-0451	Creative Problem Solving, Johannesburg, (011) 485-2150	
The Total Team Leader, Johannesburg, 0861			Brilliant Business Writing, Johannesburg, (011) 704-0720/4	
Professional Excellence for Secretaries, Midrand, (016) 986-3888				
Mastering Minutes and Meeting Protocol, Johannesburg, 0861			Emotional Intelligence, Johannesburg, (011) 312-3147	
		Introduction to Negotiation and Persuasion, Johannesburg, (011) 431-1533		
Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306				
Coach the Learner, Midrand, (016) 986-3888				
Finance for Non-Financial Managers, Durban, (016) 986-3888				
Assessor, Cape Town, (016) 986-3888				
Skills Development Facilitator, Johannesburg, (016) 420-2306				
Time Management, Johannesburg, (011) 678-2443	Negotiating for Results, Cape Town, (011) 704-0720/4		Perfect Presentation Skills, Cape Town, (011) 704-0720/4	
Finance for Non-Financial Managers, Pretoria, (011) 454-5505	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4		Telephone Excellence, Pretoria, (011) 704-0720/4	
	Effective Business Writing Skills, Durban, (011) 678-2443			
	Project Management, Johannesburg, (011) 678-2443			
	Supervisory Management, Cape Town, (011) 678-2443			
	Television & Radio Interviewing Skills, Johannesburg, (011) 678-2443			
The Total Team Leader, Johannesburg, 0861 BIZTECH				

APRIL 2009 – WEEK 4

<i>Monday (27/04)</i>	<i>Tuesday (28/04)</i>	<i>Wednesday (29/04)</i>	<i>Thursday (30/04)</i>	<i>Friday (01/05)</i>
	Training Coordinator Programme NQF3, Johannesburg, (016) 420-2306			
		Developing Effective and Committed Teams, Johannesburg, (011) 485-2150	Leadership – Influencing people under your Direction, Johannesburg, (011) 485-2150	
		Ethics, Johannesburg, (011) 678-2443		
	Finance for Non-Financial Managers, Durban, (011) 678-2443			
	Supervisory Management, Durban, (011) 678-2443			