

**SIYB
TRAINING BUZZ**

JANUARY 2010



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DID YOU KNOW?

New director of ILO EMP/ENTERPRISE: The Director-General of the ILO has appointed Peter Poschen as the new Director of the Job Creation and Enterprise Development Department (EMP/ENTERPRISE). Peter joins the EMP/ENTERPRISE team after working as a Senior Technical Adviser in the Policy Integration Department heading the Green Jobs programme. He has a long-standing interest and 25 years of professional experience on the link between decent work and sustainable development, particularly the social and labour impacts of climate change. The previous director (David Lamotte) will now take on responsibilities in the follow-up of the Global Jobs Pact.

Source: www.ilo.org

UN proclaims 2012 International Year of Co-operatives: On 18 December 2009 the United Nations adopted a resolution (A/RES/64/136) proclaiming 2012 International Year of Co-operatives. It recognizes that the co-operative business model is a major factor in realizing economic and social development and calls on governments, international institutions, co-operatives and other stakeholders to support the development and growth of co-operatives worldwide.

Further Education and Training (FET) Certificate in New Venture Creation (NVC): Epilepsy South Africa submitted an application for accreditation as a training provider for the FET Certificate in NVC during January 2010. This is a joint venture between Epilepsy SA, Comsec (based in Port Elizabeth) and selected SA SIYB Master Trainers (Ricardo Dames, Marina Clarke, Rose Mkhunjulwa and Bonga Mhlongo). The training material is based on the SIYB material and was adapted to suit the requirements of the qualification. An application has also been made to the ILO in Geneva for the recognition and approval of this adaptation.

Julius Mutio is on the move! With effect from the beginning of 2010 Julius Mutio has moved to the Sustaining Competitive and Responsible Enterprises (SCORE) Project. This is a training and workplace support programme designed to increase the productivity of small to medium sized enterprises while promoting respect for workers' rights. The project is now being implemented in six countries: China, India, South Africa, Indonesia, Colombia and Ghana.

Mr Merten Sievers (sievers@ilo.org) will be handling all the SIYB global coordination matters and all enquiries should be referred to him.

We wish Julius well in his new role and welcome Merten as our new global coordinator.

HWSETA NEW VENTURE CREATION PROJECT YOUTH DEVELOPMENT IN A SOCIAL CARE ENVIROMENT

The HWSETA CEO, Corrie Smit, will deliver a paper at the Skills for Care Conference in London, UK on 21 and 22 January 2010. He will be speaking at the second international conference to be held of “New types of working Health and Social Care”. His presentation will outline the HWSETA’s New Venture Creation Project. A précis of the project appears here and the full presentation will be placed on the website (www.hwseta.org.za) after the conference.

In support of the South African Government’s National Skills Development Strategy and specifically to improve small business development amongst young people in poverty stricken environments, the HWSETA Board approved funding to support the New Venture Creation Project in October 2008.

Previous attempts to implement this type of project were not all that successful. A new methodology was developed and significant reliance was placed on the support of participating Further Education and Training Colleges (also known as FET Colleges) and the SHINTSHA new venture methodology.

Memorandums of Agreement were signed with 19 public FET Colleges to deliver practical business skills training to 439 young entrepreneurs from poverty stricken environments in both urban and rural settings.

These young entrepreneurs had already demonstrated their entrepreneurial flair by initiating their own micro enterprises in their local communities. The intention of the HWSETA New Venture Project was to support them to improve their business skills and income generation capabilities to a point where it would relieve the pressure on government social support for them and their dependents.

The practical business skills training was provided by the public FET Colleges over a six month period. It was based on the nationally registered New Venture Creation NQF Level 2 Learnership. FET Colleges also presented a variety of carefully chosen life skills programmes to further develop the aspirant young business persons.

A partnership agreement with the South African Government’s Small Enterprise Development Agency (**seda**) was the other cornerstone of the revised implementation plan.

seda, through its SHINTSHA new venture methodology provided coaching and mentoring to the FET Colleges, course facilitators and young entrepreneurs during the FET College training phase, as well as for the next 12 months after the completion of the training.

Project results indicate that 439 persons started the programme in October 2008. The classroom training ended in March 2009 with 394 young entrepreneurs still attending. Of those who completed the training 95% had operational businesses as at December 2009.

An informal early impact assessment indicates that the learners increased the customer base and turnovers of their businesses. Both the FET Colleges and **seda** made changes to their learning, coaching and mentoring approaches.

Using our “rule of thumb” that each of the successful learners could now be supporting up to 15 direct or indirect family members, we extrapolated that over 4 000 people are now less reliant on family and government grants and support to survive on a day-to-day basis.

Should only half of the successful businesses employ one additional person, the ripple effect of this endeavour would be even greater.

Source: HWSETA newsletter, January 2010

TOP 5 SMALL BUSINESS TRENDS OF THE DECADE: SMALL BUSINESS TRENDS THAT WE CAN PROFIT FROM TODAY

By Susan Ward

If I were to pick one word to encapsulate the last decade, that word would be change. Just like everyone else, small businesses have gone through a lot of it in the last ten years. Looking back, these are what I think are the five most important small business trends of the last decade, the most important because they are trends that small businesses today can continue to profit from.

Small Business Trend # 1: Having (and managing) an online presence.

At the beginning of the decade, there were online businesses and offline businesses. The number of online businesses has grown steadily since 2000 as more consumers got Internet services and became more comfortable with purchasing things online – and quite a few of these online businesses weren't new businesses but retail brick-and-mortar types that figured it would be profitable to be where the eyeballs were.

Small businesses were not as quick to get online but did (and are) following the business trend, to the point that it seems strange to find a small business that doesn't at least have a website of its own. The latest small business trend is to have a social media presence, using social media such as Twitter and Facebook to find out what customers are saying about their small businesses and promote their products and services.

Your Action Plan to Profit From the Trend

- If you don't have one, create a website and/or a blog for your small business.
- If you haven't, start exploring social media, finding out about the different channels available and doing a bit of dabbling to see which social media might be the best fit for you in terms of time and usefulness. If you're just starting, I recommend Twitter, because I find it one of the most accessible and easiest to use.
- If you're already using social media, review your goals for being there and evaluate your social media efforts to date.

If you're not satisfied with your results so far, create a plan to refocus your social media efforts.

Small Business Trend #2: The greening of products and services.

This past decade there has been a notable interest shift in environmental interest. Environmental issues are no longer only the concern of the fringe few but of the bulk of the population. Enough people are concerned enough about issues such as climate change, global warming, flora and fauna preservation (such as preventing polar bears from becoming extinct or saving forests) and pollution prevention, for instance, to demand action – and be willing to spend money on actions that they see as making a difference.

In response, businesses have invested in greening their products and services in the hopes of capitalizing on consumers' environmental concerns. This involves both greening existing products, such as cutting down on packaging or changing a process to make a product or service more environmentally friendly, and creating new products that claim to do little or no environmental damage.

Your Action Plan to Profit From the Trend

- Review your products and services from an environmentally friendly point of view. Do your products or services have green benefits that you could be playing up? If so, create a marketing campaign that will target the "green dollar".

If your products don't have any discernable environmental benefits, review your product or service offerings and see what green products or services you might add, or if there is a process change you might make that will give your product or service some green weight. For instance, you might find a closer supplier that will cut down on the environmental impact of producing your product, or be able to change the packaging to make it recyclable.

Small Business Trend #3: Focusing on customer service as differentiation.

The big box and the chain have been dominant business forces this past decade and small businesses have been forced to sidestep into niches or get run over. For many small businesses, good customer service has been the competitive shield that's allowed them to survive.

Small businesses generally can't compete with big box or chain stores on price as they just can't match the buying power or supply chains of the bigger players. But they can compete by offering something that big box stores don't or can't and good customer service is an obvious target.

Your Action Plan to Profit From the Trend

Research your competition's customer service and consider how you can offer better customer service than they do. Prepare and implement a plan to use good customer service to differentiate your small business from all the other players in your market. This plan may include training staff and creating a new marketing campaign, for example.

Small Business Trend #4: Kiosks and Mini-Stores

Once again the large corporations led the way with this business trend. Somewhere, somebody at some point looked at an ATM machine and thought, "Gee, you really don't need a whole lot of space to make a transaction". Voila! The kiosk-within-a-store was born!

I'm guessing at how it originated, but definitely there's been a growing increase in businesses having smaller businesses conducting business in their stores. The bank with the branch in the grocery store, the ink cartridge refiller in the office supply store; businesses have found it profitable to either lease space in their commercial premises to others or to set up shop in someone else's store. You can use this small business trend to save money or to make some additional income if you have space you could rent out.

Your Action Plan to Profit From the Trend

- If you have commercial retail space, examine your space and see how things could be rearranged to provide you with space you could rent out. Then look for complementary small businesses that might be interested in using that space.

If you're thinking of expanding your small business, consider the idea of opening kiosks or mini-stores in other stores rather than opening new full-size traditional storefronts.

Small Business Trend #5: Storefront? What Storefront?

Big and small businesses have become even more divergent over the last ten years. While big businesses have tended to strive to get bigger, merging with this or acquiring that, small businesses have tended to get... well, smaller - to the point that many small businesses now have no storefront at all. Thanks to the decreasing cost and increasing availability of technology, many small businesses find that all they really need is a phone and a vehicle, so they can communicate with their customers and deliver their products and/or services to them.

Earlier in the decade it was a cell phone and a laptop that made small businesses truly mobile. Now it's just as likely to be a Smartphone of some kind, so even the laptop is unnecessary. Depending on what they do, these small business people might have to store product or tools somewhere, but a storefront is definitely not a requirement.

Your Action Plan to Profit From the Trend

If you currently have a physical storefront, examine your small business and see if having a physical storefront is necessary for you. In some cases, particularly service businesses, it might not be necessary.

These are, of course, the most important small business trends of the past decade in my opinion. What's yours? Is any one of these small business trends more important than the others for today's small businesses? Or are there important small business trends that I've missed?

Source: www.about.com

INTERNATIONAL COOPERATIVE ALLIANCE (ICA)

ICA is an independent non-governmental association which unites, represents and serves co-operatives worldwide. Founded in 1895, ICA has 239 member organisations from 89 countries active in all sectors of the economy. Together, these co-operatives represent more than 800million individuals worldwide.

ICA Africa is one of the regional offices of the ICA which serves, unites and represents ICA's member organisations in Africa. It promotes and strengthens autonomous and viable co-operatives throughout the region by:

- Serving as a forum for exchange of experience and a source of information on co-operative development, research and statistics;
- Providing technical assistance for co-operative development; and
- Collaborating with United Nations organisations and African regional organisations.

The activities of ICA Africa include:

- Capacity and institution building
- Policy development, advocacy, lobbying, representation and networking
- Knowledge management
- Rural finance
- Agricultural marketing
- Promotion of women in co-operative development.

For more information contact ICA Africa at PO Box 67595, Nairobi, 00200, Kenya.

Source: www.ica.coop.org

6 HABITS OF HIGHLY INEFFECTIVE SMALL BUSINESS OWNERS

By Mitchell York

In the small business I own, I've noticed an ebb and flow through the years – periods when I am really “on it” and other times when I am either coasting or not as engaged as I need to be. Fortunately, I've been very much on my game for the past three years (thanks in no small part to my collaboration with my coach).

For a couple of years prior to that I was up and down and, no surprise, my results were erratic. I have been thinking about what's different now compared with then in terms of my activity and attitude. I bet that anyone with a small business goes through the same cycles. Maybe if you read this you'll snap out of a down cycle and get back on your game. I am not going to focus on what to do about each factor, basically because just noticing the problem is in itself the cure.

Get fried by their business

Not much in life is harder than building a successful business – whether it has one employee, 10 or 100,000. Nature does not want your business to succeed. All gravitational forces and systems conspire to kill a new business, so you have to overcome the viruses, diseases and mutations that want to extinguish your venture. Often, small business owners are the business. They play many roles, not necessarily by choice but by necessity. Not everything can or should be delegated early on or maybe ever. So owners get fried. When you're toast you can't be creative. If you are not creative in your business, it is already starting to die.

Get bored with their business

Since the advent of the supermarket (maybe before) being human has gotten way too easy. A man with a spear and an empty stomach is rarely bored. But our bellies are full and you can't fit a spear into a Prius, so we're bored! And distracted. We find it hard to focus on the day to day, nuts-an-boltsy stuff about small business that keep the wheels from coming off. It's a weird genetic quirk, but for many small business owners the only thing that snaps them out of their boredom and subsequent lack of attention to detail is when their checking account is empty – the modern equivalent of the hungry cave-dweller.

Start cutting corners

When you're tired and bored in your business, you start cutting corners. You used to maintain meticulous records in your CRM, and now you're a little less thorough. You used to review your systems and procedures quarterly to make sure your operating methods were up to date, but it's been six months since you did your last review. You do a monthly email newsletter but the last one went out seven weeks ago.

Don't follow up with all prospects thoroughly and immediately

A small business owner I know called me twice about her promotional products business. Each time she promised to send me a link with products she had picked out for me. I haven't heard from her in two months. She worked hard to get me to be receptive and poised to buy something, and then let the ball drop.

Don't follow up with existing customers on a scheduled basis

My business doubled when I created a system for follow-up with existing customers. This goes back to the caveman discussion. We like hunting a new bear. But we have a thing about leftovers. It's nuts! We all know existing customers are more profitable than new ones. They're just not as exciting to catch.

Miss the opportunity to add another product or service to an order

There's a reason we all know the expression, "Would you like fries with that?" We tend to sell the products that we find easiest to sell. Sometimes an ancillary product is not as fascinating to us. Yet by offering it we can increase our sales and marginal profit tremendously. Wonder why we don't do it every single time?

Source: www.about.com

CONFERENCE ON BUSINESS ENVIRONMENT REFORM AND THE INFORMAL ECONOMY: "HOW BUSINESS ENVIRONMENT REFORM CAN PROMOTE FORMALISATION: LEARNING FROM OUR EXPERIENCES" CAPE TOWN, 13 - 15 APRIL 2010

Background: informality and business environment reform

Poor countries are often difficult places to do business. They often have challenging business environments and large informal economies representing an unused potential for growth and poverty reduction. The informal economy provides opportunities for income generation, but often presents very poor working conditions. It remains an essential challenge to improve business environments, reduce the negative aspects of informality and stimulate the formalisation of the economy in developing countries in order to foster growth and poverty reduction. Development agencies have an important role to play in supporting such reforms.

In 2008, the Donor Committee for Enterprise Development (DCED) of the ILO produced donor guidance on business environment reform, titled *Supporting business environment reforms: practical guidance for development agencies*. This document presents a distillation of the lessons learned by development agencies in their support of business environment reforms in the form of general principles to guide the future work of agencies. Among the topics addressed in this guidance are the link between reform of the business environment and the size and character of the informal economy.

The informal economy covers a wide range of actors. It is concerned with informal enterprises, which collectively are sometimes referred to as the informal sector, but also with the full range of informal commercial transactions (i.e., trade, employment, fees) between informal units, between informal and formal enterprises, and among formal enterprises. Thus, informality is concerned with the lack of incentives for compliance, and includes issues such as business registration and licenses, as well as with the full range of possible informal transactions that are undertaken by all kinds of enterprises.

About the conference

The conference is intended for donor and development agencies, and their programme partners (i.e. policy-makers, practitioners, business membership organisations, civil society, academia) to investigate the influence that business environment reform has on the size, nature, and in particular, the incentives in terms of constraints and opportunities of the informal economy in developing and transition economies, and to identify lessons learnt and good practices in business environment reform that encourages the formalisation of informal firms and transactions.

A critical focus of the conference will be its attention to practice and programme interventions that improve the business environment in order to enhance the opportunities for formalisation; and to better understand what kinds of reforms allow the informal economy to access new markets and contribute to growth. *Thus, the conference will move from describing and understanding the informal economy to sharing specific and practical proposals for reforms that positively affect the informal economy.*

The central issue for the conference is to share and reflect on the practical experience and empirical evidence in terms of business environment reforms that has led to increased transition from the informal economy to formality. This will include how best development agencies can support such reforms. The conference will provide an opportunity for the donor community to listen to other voices; it will allow those engaged in business environment reforms that are focused on the informal economy to present their experiences and share their analysis on this topic.

Key questions the conference will address

The conference will focus on the following key questions concerning business environment reform and its influence on the informal economy:

1. How does business environment reform affect the transition from the informal economy?
2. Which areas of the business environment require attention in order to encourage the transition to formalisation?
3. Why do some businesses choose informality over formality?
4. What kinds of business environment reforms have worked best to bring informal firms and transactions into the formal economy, and what has not worked?
5. What are the most appropriate programme partners for business environment reform that target the informal economy and how should they participate?
6. What impact does business environment reform that is focused on the informal economy have on economic growth and poverty reduction?
7. What advice can be given to donor and development agencies wishing to support business environment reforms that promote the formalisation of the informal economy?

Source: www.Business-Environment.org

8 SMALL BUSINESS TRENDS FOR THE 21ST CENTURY By Darrell Zahorsky

Running a small business requires a focus on the present daily operations. With time restraints looking ahead becomes difficult. However, in order to succeed you need to know what's ahead to better plan and avert danger. The 21st century presents plenty of changes that will impact your small business in the future. Here are 8 small business trends for the 21st century:

The Small Business Revolution

The face of entrepreneurship is changing from the white middle-aged college educated male to a new class consisting of immigrants, women, baby boomers, and the younger digital generation. These groups are better prepared for success.

The boomers have a vast repertoire of skills and experiences while the youth possess a risk-taking attitude with very few financial commitments. According to the Kauffman Foundation, Americans aged 55 to 64 start a business at the highest rate of any age group - 28% higher than the adult average. A growing number of employees will value the path to entrepreneurship continuing the small business revolution. Look for greater political clout and financing for small business.

An Empire of One

Forget the hiring headaches, managing problems, and added paperwork of running a business with employees. According to the Census Bureau, small business without payroll makes up more than 70 percent of America's 27 million companies, with annual sales of \$887 billion.

An empire of one can operate in a low-cost location such as the home office and be more nimble than larger companies. One-person businesses can take advantage of outsourcing many functions while focusing on core strengths. The empire of one model will be appealing to more and more corporate employees leaving behind big companies with limited pensions and job security. Small businesses built around the empire of one model will be able to weather the perfect talent storm on the horizon.

The Perfect Talent Storm

A fast aging population, a rapid declining pool of younger workers combined with global competition creates the perfect storm for a serious labor shortage. Unlike past labor shortages, this is a global phenomenon impacting workers in many areas and businesses of all types. It will continue for much of the future regardless of economic cycles.

According to the U.S. Bureau of Labor Statistics, the U.S. is heading for a shortage of 3 to 6 million workers by 2012. Immigration provides little comfort with other countries facing similar talent crunches; retaining citizens will be a top priority. This storm means small businesses will have to compete aggressively for talent and learn how to fully engage the hearts and minds of employees.

The Innovation Age

The most important asset that will be fully realized in the future is the 3-pound creative universe in our heads. Our true competitive advantage is our ability to create and execute new business ideas. Although we have mastered the fundamentals of business such as sales or marketing, we have yet to grasp the concept of innovation. Smarter companies will leap ahead with the understanding that innovation is a process dependent system as opposed to a flash of genius.

The current perceptions of innovation are it's all about big ideas and primarily technological. Big ideas have a lower success rate than small innovations. Innovations can occur in all aspects of business from new customer service ideas to improvements in operations. An idea isn't an innovation until it is applied and turning a profit. The future belongs to small businesses that can turn innovations into profits.

The Customer Voice

Marketing has primarily been a one-way communication to the customer. The rise of Web 2.0 with blogs, Twitter, wikis, and community websites has created a powerful mechanism for customers to shout back.

The time is limited for companies to hide behind poor service and imperfect products. Company and people searches on search engines such as Google will continue to be a means for buyers to discover the truth behind marketing copy. Consumer opinions good and bad will shape the success of business. Savvy small businesses will monitor what is being said, use the feedback to improve and manage their reputation. Listening to your customer is more than an overused term but part of the new reality of business.

The Health Care Crisis

The only hurdle to speed up the small business revolution is the health care crisis. The current malaise of the health care system in countries around the world will see no signs of dissipating. With more expensive medical advances and aging populations living longer, the price of quality health care will continue to be a burden on small business.

Leaving behind company medical benefits to start a business is risky. With new programs such as Health Savings Accounts, the ability of workers to leave corporations and be self-employed could be improved. A shift in treating disease through prevention will be needed to reduce costs and risks in the current system.

Knowledge Expiration

Like a carton of milk, the usefulness of knowledge expires over time. In any field, new discoveries overthrow theories to create new ways of thinking. In the world of business, the assumptions and facts of today are tomorrow's old way of thinking. As our world accelerates in knowledge creation, information will continue to change.

Nimble small businesses have the opportunity to learn new ideas and immediately apply them to their companies. Successful companies will learn how to unlearn and constantly challenge procedures, skill sets, and ways of doing business.

The Angry Planet

The global warming crisis is creating havoc in all parts of the world; interrupting supply chains, closing operations, devastating lives and businesses. Insurance firm Swiss Re predicts weather disasters will reach \$150 billion per year in economic cost in a decade more than double of today's costs.

Without the resources of large corporations and limited government aid, small business will be the most vulnerable to the fickle demands of Mother Nature. According to a recent NFIB National Small Business Poll, man-made disasters affect 10% of small businesses, whereas natural disasters have impacted more than 30% of all small businesses in America. Disaster planning will be a necessary component of business survival in the 21st century.

These trends are already set in motion. Take the steps today to set your business goals and direction around foreseeable events emerging.

Source: www.about.com

10 EASY STEPS TO GET RID OF NERVES WHEN MAKING A PRESENTATION EACH AND EVERY TIME

By Trevor Ketler

Nervousness causes physiological reactions which are mostly attributed to the increase of adrenaline in your system. You can counteract these effects with a few simple techniques:

1. **Practice deep breathing:** Adrenalin causes you to breathe shallowly. By breathing deeply into your stomach will give your brain the oxygen it needs and the slower pace will trick your body into believing you are calmer. It also helps with voice quivers, which can occur when your breathing is irregular.
2. **Drink water:** Adrenalin can cause a dry mouth, which in turn leads to getting tongue-tied. Have a glass of water handy. Take sips occasionally to wet the mouth. Never consume more water prior to your presentation than you would normally drink on a daily basis.
3. **Smile:** This is a natural relaxant that sends positive chemicals through your body.
4. **Project your voice:** A louder voice will immediately take you outside your comfort zone and allow you to relax as it gives the feeling that you are in control.
5. **Move around during the presentation:** Never move around for the sake of moving, however, move only with purpose - your body must say the same things your mouth is saying. Don't become a distraction. Movement will expend some of your nervous energy.
6. **Stop thinking about yourself:** Remember that the audience is there to get some information and you are the subject expert.
7. **Earn the right to present:** Know at least 10 times more about the topic than what you are going to present.
8. **Prepare, Prepare, Prepare:** Once you know what you are going to say, you need to prepare yourself for the actual delivery. Decide what you are going to wear - ensure it is comfortable and appropriate. Arrive early to get your equipment set up. Anticipate problems and have backups and contingencies in place just in case something doesn't work, you forgot something, etc. If possible, give everything one last run-through in the real environment.
9. **Rehearse:** Avoid memorising your presentation. Never learn by rote rather visualise pictures that represent various items in your content, and then create a memory stack.
10. **Demand a positive mindset:** Remind yourself of all the previous positive experiences you have had and that today is no different.

KING III – WHAT DOES IT ALL MEAN ?

By Vaughan Pierce and Stephen Kennedy-Good of Denys Reitz

There has been much public debate about company laws as a result of the enactment of the new Companies Act of 2008; and, more recently, the release of the King Code and Report on Governance in South Africa ("King III"), which will become effective on 1 March 2010. But what does King III deal with and how will it apply to business South Africa?

Although King III relates to all entities, irrespective of their size or the nature of their business, it relies on self-regulation rather than legislation that can be enforced in our courts. In other words, there is no body that is mandated to enforce King III nor is there any sanction for non-compliance. However, there are instances in which public interest companies and parastatals are obliged to comply. In terms of the JSE Listing Requirements, a listed company is contractually bound to adopt King III and any failure to do so would amount to a breach of the Listing Requirements. This is a rather round about enforcement mechanism but, in short, listed companies will have no option but to follow King III or be subjected to the wrath of the JSE.

King III is drafted on an "*apply or explain*" basis which requires management to explain how the principles of the code were applied, or if not applied, their reasons for not applying them. In essence, if an entity does not comply, the reasons behind that decision will have to be explained to stakeholders. This is different to the previous King codes which were underpinned by a "*comply or explain*" theory.

It is no surprise that many of the concepts in the new code mirror the ideas of the new Companies Act of 2008. For example, the code requires the board to act in the "*best interests of the company*" and to act as a focal point for, and custodian of, corporate governance by providing effective leadership based on ethical foundations and by ensuring that the company is a responsible corporate citizen and that company ethics are managed effectively. The best interest principle is also contained in section 76 of the new Companies Act which will provide that a director must exercise his or her powers in the best interests of the company. The code therefore gives content to the duties of directors as set out in the new Act, but the code does not enjoy the force of law. At best, the code can be looked to for guidance to determine what is regarded as an appropriate standard.

The code also contains business rescue provisions which are in line with the new Companies Act and ought to be read with that Act. It provides that the board should consider business rescue as soon as the company is financially distressed. This option will only become a reality once the Companies Act probably comes into force in late 2010. Generally speaking, business rescue is a step in the right direction (sometimes a step too far) as our current laws limit options available to businesses that are under financial strain to either liquidation or judicial management. It will be interesting to see whether business rescue provisions of the new Act, together with the code, can give businesses under financial stress a second chance, to the ultimate benefit of employees, creditors and shareholders.

The code also touches on softer issues which are not cast in legislation at all, such as sustainability. Environmental issues surrounding business, such as climate change, are addressed with the idea that South African entities should no longer merely pursue commercial interests only.

King III is in line with international trends as many other countries have issued corporate governance guidelines along similar lines. South African companies will need to consider the provisions of King III, and develop and implement policies in relation to social and environmental issues that are relevant to the company. Hopefully, King III will encourage better relations between companies, their shareholders and the community at large.

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 2010 – WEEK 1

<i>Monday (01/02)</i>	<i>Tuesday (02/02)</i>	<i>Wednesday (03/02)</i>	<i>Thursday (04/02)</i>	<i>Friday (05/02)</i>
Managing Your Time, Benoni, (011) 442-4334	Corporate Governance (King III), Midrand, (011) 865-0523	Selling Professional Services, Cape Town, (011) 461-6453	Diversity Management, Johannesburg, (011) 678-2443	
	Monitoring & Evaluation, Johannesburg, (011) 678-2443		Diversity Management, Cape Town, (011) 678-2443	
	Personal Assistant, Johannesburg, (011) 678-2443		Quality Customer Service, Pretoria, (011) 704-0720/4	
Mastering Minutes and Meeting Protocol, Johannesburg, (011) 582-3200		Mastering Leadership and Management Skills, Johannesburg, (011) 582-3200		
Payroll Manager's Refresher Seminar, Durban, (031) 268-3255/3052	Payroll Manager's Refresher Seminar, Cape Town, (031) 268-3255/3052	Payroll Manager's Refresher Seminar, Cape Town, (031) 268-3255/3052	Competency-Based Recruitment and Interviewing Skills, Cape Town, (021) 979-5172	Selling Professional Services, Pretoria, (011) 461-6453
		Working with Social Styles, Benoni, (011) 442-4334		
	Professional PAs/Secretaries Certificate Course, Pretoria, 0861 123 779	Business Process Management, Johannesburg, (011) 582-3200		
	How to get an Appointment with Anyone, Bloemfontein, (011) 461-6453	How to get an Appointment with Anyone, Port Elizabeth, (011) 461-6453	Selling Professional Services, Sandton, (011) 461-6453	
	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Cape Town, (021) 979-5172			
	Effective Use of the Telephone, Johannesburg, (011) 485-2150			
	Selling Professional Services, Durban, (011) 461-6453			

FEBRUARY 2010 – WEEK 2

<i>Monday (08/02)</i>	<i>Tuesday (09/02)</i>	<i>Wednesday (10/02)</i>	<i>Thursday (11/02)</i>	<i>Friday (12/02)</i>
Corporate Governance (King III), Cape Town, (011) 865-0523	Selling Skills, Cape Town, (011) 787-6781	Managing Time, Cape Town, (021) 685-7726	Selling Skills, Johannesburg, (011) 787-6781	Ethics, Cape Town, (011) 678-2443
	Mentoring & Coaching, Durban, (011) 678-2443		Finance for Non-Financial Managers, Johannesburg, (011) 678-2443	
	Labour Relations and Effective Discipline, Durban, (011) 678-2443		Mentoring & Coaching, Johannesburg, (011) 678-2443	
	Leadership Development for Women, Johannesburg, (011) 678-2443		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
			Management and Leadership Development, Durban, (011) 678-2443	
	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4		Selling Professional Services, Polokwane, (011) 461-6453	Stress Management, Johannesburg, (011) 678-2443
Professional Switchboard, Reception and Frontline Skills, Johannesburg, (011) 582-3300		Minute Taking for Meetings, Durban, (011) 704-0720/4	Perfect Presentation Skills, Durban, (011) 704-0720/4	
			Essential Labour Law for Managers, Johannesburg, (031) 268-3501	

FEBRUARY 2010 – WEEK 2 (continued)

<i>Monday (08/02)</i>	<i>Tuesday (09/02)</i>	<i>Wednesday (10/02)</i>	<i>Thursday (11/02)</i>	<i>Friday (12/02)</i>
	The Psychology of Good Communication, Johannesburg, (011) 485-2150	Business Communication and Report Writing, Johannesburg, (011) 582-3200		
		Management for New Managers, Johannesburg, (011) 582-3200		
	Selling Professional Services, Port Elizabeth, (011) 461-6453	Business Management and Leadership Excellence, Midrand, (012) 991-6668/2590		
		Coaching and Mentoring, Midrand, (012) 991-6668/2590		
	Essential Labour Law for Managers, Cape Town, (031) 268-3501		Essential Labour Law for Managers, Durban, (031) 268-3501	
		The Success Behind Effective Teams, Johannesburg, (011) 485-2150		Powerful Conversations for New Leaders, Cape Town, 082 923 0774
		Selling Professional Services, Bloemfontein, (011) 461-6453		

FEBRUARY 2010 – WEEK 3

<i>Monday (15/02)</i>	<i>Tuesday (16/02)</i>	<i>Wednesday (17/02)</i>	<i>Thursday (18/02)</i>	<i>Friday (19/02)</i>
Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443				Diversity Seminar, Johannesburg, (021) 762-5742
Effective Sales, Durban, (011) 678-2443		Meeting & Minute Taking Skills, Cape Town, (021) 685-7726		
	Meeting Point China, Johannesburg, (011) 771-7000			
Emotional Intelligence & Personal Mastery, Cape Town, (011) 678-2443	Business Contracts & SLAs, Johannesburg, 0861 ASTROT (278 768)			Events Management, Johannesburg, (011) 726-3040
Negotiating for Results, Cape Town, (011) 704-0720/4	Conflict Management & Negotiation Skills, Durban, (011) 678-2443			
Emotionally Intelligent Leadership, Johannesburg, (011) 704-0720/4	Personal Assistant, Cape Town, (011) 678-2443			
Project Management, Pretoria, (011) 678-2443			Anger Management, Centurion, (012) 991-6668/2590	
Jumpstart your Sales Year, Johannesburg, 0861 444888	Project Management, Cape Town, (011) 678-2443			
Supervisory Management, Johannesburg, (011) 678-2443		Managing Generation Y Workers: Best Practices for Managers, Cape Town, (021) 979-5172		
Television and Radio Interviewing Skills, Johannesburg, (011) 678-2443		Personal Mastery: Identifying your passion and purpose, Johannesburg, (011) 678-2443		
The Total Team Leader, Johannesburg, (011) 582-3300			People Management & Leadership, Cape Town, (011) 704-0720/4	
Effective Communication and Interpersonal Skills, Pretoria, (012) 991-6668/2590		Managing Time for Results, Pretoria, (011) 704-0720/4		
Speedwriting, Johannesburg, (012) 991-6668/2590	Situational Leadership, Benoni, (011) 442-4334			
	Finance for Non-Financial Staff, Johannesburg, (011) 442-4334			
	Corporate Budgeting for Managers, Johannesburg, (011) 582-3200			
	Business Management and Leadership Excellence, Midrand, (012) 991-6668/2590			
		Business Presentation Skills, Pretoria, (012) 991-6668/2590		
Business Report Writing and Communication Skills, Midrand, (012) 991-6668/2590				

FEBRUARY 2010 – WEEK 3 (continued)

<i>Monday (15/02)</i>	<i>Tuesday (16/02)</i>	<i>Wednesday (17/02)</i>	<i>Thursday (18/02)</i>	<i>Friday (19/02)</i>
	Innovative Coaching and Mentoring Practices for Managers, Cape Town, (021) 979-5172			
The Secrets of Debt Collection Success, Johannesburg, (011) 582-3300		Finance for Non-Financial Managers, Johannesburg, (011) 582-3200		
		Jumpstart your Sales Year, Cape Town, 0861 444888		
		Mental Health Workshop, Johannesburg, 083 707 1576		
	Event Management – The Office Professional’s Essential Toolkit, Johannesburg, (011) 454-5505			
		Accounts Assistant Skills, Johannesburg, (011) 771-7000		

FEBRUARY 2010 – WEEK 4

<i>Monday (22/02)</i>	<i>Tuesday (23/02)</i>	<i>Wednesday (24/02)</i>	<i>Thursday (25/02)</i>	<i>Friday (26/02)</i>
	Enterprise Risk Management Africa 2010, Johannesburg, (011) 476-8264/0			
Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443		Effective Sales, Johannesburg, (011) 678-2443		
Effective Business Writing Skills, Johannesburg, (011) 678-2443		Effective Sales, Cape Town, (011) 678-2443		
Frontline Customer Service, Cape Town, (011) 678-2443	Conflict Management, Benoni, (011) 442-4334	Effective Business Writing Skills, Cape Town, (011) 678-2443		
Mentoring & Coaching, Cape Town, (011) 678-2443		Effective Business Writing Skills, Durban, (011) 678-2443		
Perfect Presentation Skills, Cape Town, (011) 704-0720/4		Frontline Customer Service, Johannesburg, (011) 678-2443	Emotional Intelligence & Personal Mastery, Johannesburg, (011) 678-2443	
Monitoring & Evaluation, Cape Town, (011) 678-2443			The Success Behind Effective Teams, Durban, (011) 485-2150	Ethics, Johannesburg, (011) 678-2443
Monitoring & Evaluation, Durban, (011) 678-2443				
Office Management, Johannesburg, (011) 678-2443				Frontline Customer Service, Durban, (011) 678-2443
Office Management, Cape Town, (011) 678-2443				
Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4		Management and Leadership Development, Johannesburg, (011) 678-2443		
Performance Management, Durban, (011) 485-2150	Leadership – Influencing People under your Direction, Durban, (011) 485-2150	Management and Leadership Development, Cape Town, (011) 678-2443		
		Project Management, Johannesburg, (011) 678-2443		
		Supervisory Management Skills, Cape Town, (021) 685-7726		Emotional Intelligence & Personal Mastery, Cape Town, (011) 678-2443
Etiquette, Professionalism and style, Pretoria, (012) 991-6668/2590		Succeeding as a First-time Supervisor, Durban, (011) 485-2150		
Business Writing: The Unwritten Rules, Johannesburg, (011) 582-3300			Supervisory Skills, Johannesburg, (011) 704-0720/4	
	Presentations that Work, Benoni, (011) 442-4334			Managers’ Mistakes, Johannesburg, (011) 485-2150
Policy Management NQF5, Cape Town, 074 442 9948		Business Management and Leadership Excellence, Midrand, (012) 991-6668/2590		
The Complete PA, Johannesburg, (011) 582-3300				
Project Managements, Pretoria, (012) 991-6668/2590		Customer Service Excellence, Midrand, (012) 991-6668/2590		
	Talent Managing and Succession Planning, Johannesburg, Cape Town, (021) 979-5172			
Jumpstart your Sales Year, Durban, 0861 444888		Finance for Non-Financial Managers, Cape Town, (011) 582-3200		

FEBRUARY 2010 – WEEK 4 (continued)

<i>Monday (22/02)</i>	<i>Tuesday (23/02)</i>	<i>Wednesday (24/02)</i>	<i>Thursday (25/02)</i>	<i>Friday (26/02)</i>
	Employee Engagement, Johannesburg, (011) 771-7000			
	Mental Health Workshop, Durban, 083 707 1576	Strategic Management NQF5, Cape Town, 074 442 9948		
		People Management for New Managers, Johannesburg, (011) 582-3200		
Office Effectiveness, Johannesburg, (011) 726-3040			A Secretary's Guide to Meetings and Minute Taking, Johannesburg, (011) 454-5505	
	Finance and Budgeting Using Excel, Johannesburg, (011) 726-3040			

MARCH 2010 – WEEK 1

<i>Monday (01/03)</i>	<i>Tuesday (02/03)</i>	<i>Wednesday (03/03)</i>	<i>Thursday (04/03)</i>	<i>Friday (05/03)</i>
Communication & Presentation Skills, Cape Town, (011) 678-2443	The 3-day MBA, Johannesburg, 0861 ASTROT (278 768)			
Effective Business Writing Skills, Johannesburg, (011) 678-2443			Communication & Presentation Skills, Johannesburg, (011) 678-2443	
Team Building, Cape Town, (011) 678-2443	Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Finance for Non-Financial Managers, Cape Town, (011) 678-2443		
Management 1, Benoni, (011) 442-4334				Telephone Etiquette, Cape Town, (011) 678-2443
	Situational Leadership, Cape Town, (011) 442-4334			
	Talent Managing and Succession Planning, Cape Town, (021) 979-5172	Professional Report Writing Skills, Johannesburg, (011) 704-0720/4		
	Remuneration Strategy and Salary Structuring, Johannesburg, (011) 726-3040	Work/Life Balance Programme for Managers, Cape Town, (021) 979-5172		
		EE Workshop, Johannesburg, (011) 726-3040		
			Powerful Conversations for New Leaders, Johannesburg, 082 923 0774	

MARCH 2010 – WEEK 2

<i>Monday (08/03)</i>	<i>Tuesday (09/03)</i>	<i>Wednesday (10/03)</i>	<i>Thursday (11/03)</i>	<i>Friday (12/03)</i>
Effective Sales, Cape Town, (011) 678-2443		The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)		
Personal Mastery: Identifying your passion and purpose, Johannesburg, (011) 678-2443	Leadership – Influencing People under your Direction and Care, Cape Town, (011) 485-2150	The High Performance PA or Administrator: Essential Skills, Cape Town, 0861 ASTROT (278 768)		
		Effective Business Writing Skills, Cape Town, (011) 678-2443		
		Finance for Non-Financial Managers, Durban, (011) 678-2443		
Human Resources Management, Johannesburg, (011) 678-2443				
Quality Customer Service, Cape Town, (011) 704-0720/4		Strategic Planning & Change Management, Johannesburg, (011) 678-2443		
Strategic Planning & Change Management, Cape Town, (011) 678-2443		Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4		
	Essential Office Skills, Cape Town, (021) 685-7726			
People Management & Leadership, Pretoria, (011) 704-0720/4		Telephone Excellence, Pretoria, (011) 704-0720/4		
Performance Management, Cape Town, (011) 485-2150		Succeeding as a First-time Supervisor, Cape Town, (011) 485-2150	Innovative Retention Strategies for Generation X and Y Knowledge Workforce, Johannesburg, (021) 979-5172	

MARCH 2010 – WEEK 2 (continued)

<i>Monday (08/03)</i>	<i>Tuesday (09/03)</i>	<i>Wednesday (10/03)</i>	<i>Thursday (11/03)</i>	<i>Friday (12/03)</i>
	Emotional Intelligence at Work, Benoni, (011) 442-4334			
Business Administration, Midrand, (012) 991-6668/2590				
Professional Telephone Skills and Etiquette, Johannesburg, (012) 991-6668/2590		Events Management, Midrand, (012) 991-6668/2590		
Recruitment, Interviewing and Selection of High Performance Employees, Johannesburg, (012) 991-6668/2590			The Success Behind Effective Teams, Cape Town, (011) 485-2150	
	Work/Life Balance Programme for Managers, Johannesburg, (021) 979-5172			
Graphs, Statistics and Numerical Reporting for PAs and Administrators, Johannesburg, (011) 582-3300				

MARCH 2010 – WEEK 3

<i>Monday (15/03)</i>	<i>Tuesday (16/03)</i>	<i>Wednesday (17/03)</i>	<i>Thursday (18/03)</i>	<i>Friday (19/03)</i>
Quality and Customer Service, Cape Town, (011) 678-2443	The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)			
Advanced Project Management, Johannesburg, (011) 678-2443				
Supervisory Management, Johannesburg, (011) 678-2443			Frontline Customer Service, Johannesburg, (011) 678-2443	Stress Management, Cape Town, (011) 678-2443
Professional Report Writing Skills, Cape Town, (011) 704-0720/4				
Human Resources Management, Cape Town, (011) 678-2443				
	Fighting Absenteeism (half day), Cape Town, (021) 685-7726		Project Management, Cape Town, (011) 678-2443	
	Negotiating for Results, Johannesburg, (011) 704-0720/4		Creative Debt Collecting, Centurion, (012) 991-6668/2590	Stress Management, Johannesburg, (011) 678-2443
	New Consumer Protection Act, Johannesburg, (011) 454-5505	Managing Time for Results, Durban, (011) 704-0720/4	Professional Report Writing Skills, Durban, (011) 704-0720/4	
Why Implement a Balanced Scorecard?, Johannesburg, (011) 771-7000				
	Situational Leadership, Benoni, (011) 442-4334			
Strategic Planning, Benoni, (011) 442-4334				
Minute Taking and Speed Writing, Johannesburg, (012) 991-6668/2590		Project Managements, Midrand, (012) 991-6668/2590		
		Brain Building, Centurion, (012) 991-6668/2590		Stress Management, Johannesburg, (012) 991-6668/2590
Time Management, Centurion, (012) 991-6668/2590				
	Computer Typing, Midrand, (012) 991-6668/2590			

MARCH 2010 – WEEK 3

<i>Monday (22/03)</i>	<i>Tuesday (23/03)</i>	<i>Wednesday (24/03)</i>	<i>Thursday (25/03)</i>	<i>Friday (26/03)</i>
HUMAN RIGHTS DAY	Frontline Customer Service, Durban, (011) 678-2443		Communication & Presentation Skills, Durban, (011) 678-2443	
	Emotional Intelligence & Personal Mastery, Durban, (011) 678-2443	Situational Selling, Benoni, (011) 442-4334		Frontline Customer Service, Cape Town, (011) 678-2443
			Effective Sales, Johannesburg, (011) 678-2443	
		Labour Relations and Effective Discipline, Johannesburg, (011) 678-2443		Team Building, Johannesburg, (011) 678-2443
		Project Management, Durban, (011) 678-2443		
	Telephone Etiquette, Johannesburg, (011) 678-2443		Quality and Customer Service, Johannesburg, (011) 678-2443	
			Supervisory Management, Cape Town, (011) 678-2443	
			Supervisory Management, Durban, (011) 678-2443	
			Women in Management, Cape Town, (011) 678-2443	
		Project Management for Non-Project Managers, Johannesburg, (011) 704-0720/4		Perfect Presentation Skills, Pretoria, (011) 704-0720/4
		Innovative Coaching and Mentoring Practices for Managers, Johannesburg, (021) 979-5172		Quality Customer Service, Johannesburg, (011) 704-0720/4
			Business Presentation Skills, Midrand, (012) 991-6668/2590	
			Stress Management, Johannesburg, (012) 991-6668/2590	
			English, Pretoria, (012) 991-6668/2590	
			On-Boarding Practices for New Managers: The First 100 Days, Johannesburg, (021) 979-5172	

MARCH 2010 – WEEK 4

<i>Monday (29/03)</i>	<i>Tuesday (30/03)</i>	<i>Wednesday (31/03)</i>	<i>Thursday (01/04)</i>	<i>Friday (02/04)</i>
Finance for Non-Financial Managers, Johannesburg, (011) 678-2443			Managing Time for Results, Johannesburg, (011) 704-0720/4	GOOD FRIDAY
Project Management, Johannesburg, (011) 678-2443				
	Quality and Customer Service, Durban, (011) 678-2443			
	Women in Management, Johannesburg, (011) 678-2443			
Supervisory Skills, Cape Town, (011) 704-0720/4				
Facilitation Skills, Johannesburg, (012) 991-6668/2590				

APRIL 2010 – WEEK 2

<i>Monday (05/04)</i>	<i>Tuesday (06/04)</i>	<i>Wednesday (07/04)</i>	<i>Thursday (08/04)</i>	<i>Friday (09/04)</i>
EASTER MONDAY	Professional Report Writing Skills, Pretoria, (011) 704-0720/4		Negotiating for Results, Pretoria, (011) 704-0720/4	
			Emotionally Intelligent Leadership, Cape Town, (011) 704-0720/4	

APRIL 2010 – WEEK 3

<i>Monday (12/04)</i>	<i>Tuesday (13/04)</i>	<i>Wednesday (14/04)</i>	<i>Thursday (15/04)</i>	<i>Friday (16/04)</i>
		Business Writing Skills, Cape Town, (021) 685-7726		
People Management & Leadership, Johannesburg, (011) 704-0720/4	Mastering Minutes and Meeting Protocol, Johannesburg, (011) 582-3200	Managing Time for Results, Cape Town, (011) 704-0720/4	Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4	Minute Taking for Meetings, Pretoria, (011) 704-0720/4
		Emotionally Intelligent Leadership, Pretoria, (011) 704-0720/4		
			Telephone Excellence, Cape Town, (011) 704-0720/4	

APRIL 2010 – WEEK 4

<i>Monday (19/04)</i>	<i>Tuesday (20/04)</i>	<i>Wednesday (21/04)</i>	<i>Thursday (22/04)</i>	<i>Friday (23/04)</i>
Effective Use of the Telephone, Durban, (011) 485-2150	Professional Telephone Skills, Cape Town, (021) 685-7726	Minute Taking for Meetings, Cape Town, (011) 704-0720/4	Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4	
	Telephone Excellence, Johannesburg, (011) 704-0720/4		Brilliant Business Writing Skills, Durban, (011) 704-0720/4	
	More Hours in Your Day, Durban, (011) 485-2150	The Psychology of Customer Service, Durban, (011) 485-2150	Supervisory Skills, Pretoria, (011) 704-0720/4	
			Manager's Mistakes, Durban, (011) 485-2150	Sell – Don't Tell, Durban, (011) 485-2150
		IT and the Law, Johannesburg, (011) 582-3200		
	The Crucial Role of Good Governance for a Sustainable African Future, Cape Town, http://www.governance.usb.ac.za/events_bbla_conference.htm			

APRIL 2010 – WEEK 5

<i>Monday (26/04)</i>	<i>Tuesday (27/04)</i>	<i>Wednesday (28/04)</i>	<i>Thursday (29/04)</i>	<i>Friday (30/04)</i>
	FREEDOM DAY			
			Quality Customer Service, Pretoria, (011) 704-0720/4	