

SIYB TRAINING BUZZ

MARCH 2010



CONTENTS

	Page
Did you know?	3
Fresh marketing ideas	4
A Julius Dilemma - Tenderpreneur or true empowerment?	6
Where can South African entrepreneurs turn for help in developing ideas?	7
Are you ready to turn your hobby into a business?	9
Training and development events	11

EDITORIAL ADDRESS

Marina Clarke

Deputy National Director, Epilepsy South Africa

SIYB Master Trainer

P O Box 12100, N1 City, 7463

Tel: (021) 595-4900

Fax: (021) 595-4901

E-mail: economicdev.no@epilepsy.org.za

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 EMP/ENTERPRISE team welcomed Peter and thanked David Lamotte for his hard work as a.i. Director. David will now take on responsibilities in the follow-up to the Global Jobs Pact.

SOCIAL ENTERPRISE CONFERENCES: An e-conference will be held on 7 April 2010 on market access for social enterprises. Please contact Andile Ntiyane at the ILO (ntiyana@ilo.org).

Disability Workshop Development Enterprise (DWDE) will also be hosting a convention on Social Enterprises and Disability on 6 May 2010. For more information contact DWDE on (021) 674-6139 or on dwderesearch@telkomsa.net.

OBSTACLES FACING EMERGING WOMEN FARMERS: The Surplus People Project (an NGO working with rural communities in the Northern and Western Cape) hosted a research findings workshop on 5 March 2010 to launch their detailed report on women farmers facing land-access issues and discrimination on the basis of sex, race, and class. The women in this study see farming as a survival strategy, a means of alleviating poverty and uplifting their community.

According to an SSP press release, “we cannot refuse the opportunity offered by this report to listen to the voices of emerging women farmers and understand agricultural policy and food systems from the perspective of those who are most marginalised.”

The report also advocates a radical approach to reform, grounded in a feminist strategy for women’s liberation, agrarian reform and food sovereignty.

“These findings should remind us that women’s issues do not come secondary to issues of race and class, but are rather part and parcel of these systems of oppression,” says Herschelle Milford, SPP director.

Please contact Ronald Wesso 074 433 7608 or Herschelle Milford on (021) 448-5605 for more information.

FRESH MARKETING IDEAS

By Kim Gordon

Embrace new tactics for increasing leads and sales by trying one or all of these out-of-the-ordinary tactics to produce the results you need.

1. Reach your best qualified prospects.

If you're looking for an effective way to reach a highly specific and qualified audience, consider sending direct mail to the subscriber list of a well-targeted magazine. There are specialised business and consumer magazines to reach every audience imaginable.

Unfortunately, the cost to run a good-size print ad with enough frequency for your message to penetrate in many of the national publications may be prohibitive. A great alternative, particularly for B2B marketers targeting specific industries or individuals based on their job titles, is to select a magazine that reaches your best prospects and rent its subscriber list for a direct-mail campaign. Some publications offer their lists as a combination buy along with advertising, and others make them available separately.

Depending on how the list you choose is segmented, you may decide to mail to a portion of the list or all of it. Just be sure to mail at least two to three times to the same list for maximum results.

2. Get national editorial exposure.

There's a fairly well-kept secret among top PR agencies and major corporations. What do they know that you don't? Most newspapers, and many other types of media outlets as well, are understaffed and often have significant editorial gaps to fill. They rely on free outside copy that arrives in the form of "mat" releases - articles that are pre-written and ready for publication.

For less than the cost of one decent-size ad in a single daily newspaper, you could create an article to be distributed with your byline that might get picked up by several newspapers and generate dozens of leads. Since newspaper editorial is generally perceived as more credible than advertising, a mat release is an effective way to reach and influence readers.

3. Borrow e-mail clout.

Everyone knows that e-mail is one of the lowest-cost, highest-return marketing tactics around. But while e-mail to in-house lists is a great customer retention tool, in recent years, the glut of spam has made it difficult to use e-mail for new customer acquisition because prospects are simply deleting all but the most recognisable mailings.

The best way out of this dilemma is to place advertising in third-party e-newsletters that reach qualified subscribers. For example, say you want to reach women who are about to get married. You could research the most popular bridal websites and then choose the best and most cost-efficient e-newsletter in which to advertise. This would guarantee your message reaches a highly qualified list of brides-to-be. And since recipients had subscribed to the e-newsletter, it would have a good open rate and you'd gain instant credibility by being included in e-mails sent by a respected source.

4. Take it outside.

Out-of-home advertising includes everything from traditional billboards and transit advertising to naming rights for community hiking trails. Thanks to the current upsurge in place-based advertising, now your messages can be anywhere your customers go. Want to reach them at their favourite restaurants? There are posters in the restrooms. Need to market to university students? You'll find poster-size ads available on campuses nationwide.

The key to effectively using out-of-home advertising is to reach your prospects when you can influence a purchase (think about the way brochures promoting tooth-whitening products reach and influence patients in the dentist's office). And look for marketing venues that are compatible with the overall tone and content of your company's message. This will ensure that your prospects are in the right frame of mind to be receptive to your message, whenever they encounter it.

Source: © Entrepreneur Magazine, 27 October 2009

A JULIUS DILEMMA – TENDERPRENEUR OR TRUE EMPOWERMENT

Most people I know agree that proper transformation is necessary in South Africa. We still have a long way to go to improve the situation for our population. The playing fields are still not level!

Recently it was reported that Julius Malema is a partner in a company that won tenders worth R140 million in Limpopo. If indeed this report is correct, then most people will feel outraged by this report. Most will agree that this is not the type of transformation that we need or that anyone had in mind for the new South Africa. A new word has even been created in South Africa: "tenderpreneur". The respected businessman Bobby Godsell has criticized tenderpreneurs where businesses add no value to a transaction.

Now there are two types of transformation or empowerment that are used in South Africa - the tenderpreneurs or the true broad-based black economic empowerment. No other solutions have been proposed and interestingly enough all major political parties, including the official opposition have policies around transformation because they all recognise the need for transformation. B-BBEE if implemented properly can achieve all that we want in South Africa. Tenderpreneurs will make a select few very wealthy and do nothing for the population at large.

I repeat - there are only two choices. If, like me, you agree that the tenderpreneur approach is wrong, then the only viable option is B-BBEE. The opposite of B-BBEE is making Julius wealthy! There is only one way to beat that option - by implementing B-BBEE so well that tenderpreneurs lose all their business.

Let's therefore try to implement broad-based black economic empowerment properly and grow the economy for everyone. Let's build up our BEE scorecards. Let's make a serious effort to help the less fortunate. We as South Africans are a caring nation. Let's direct that passion to where it can help. Let's follow the B-BBEE codes. Let's support South Africa. Let's get more positive.

Let's make B-BBEE the only viable alternative to B-BBEE.

Source: EconoBEE newsletter, 2 March 2010

WHERE CAN SA ENTREPRENEURS TURN FOR HELP IN DEVELOPING IDEAS?

By Stephen Timm

Developing a unique idea is the first step when it comes to setting up a business, but too many South Africans wipe out their hopes of success by opting to simply copy existing services and products.

What differentiates an entrepreneur is their ability to spot an opportunity and make money from it. And it all starts with an idea.

Yet, in South Africa, too many entrepreneurs opt for tried and tested ideas such as internet cafés, hair salons or cellphone shops, which leads to market saturation and inevitably contributes to the high failure rate of start-ups in the country.

It's a view strongly held by Mike Herrington, director of the University of Cape Town's Centre for Innovation and Entrepreneurship, who believes South Africa's poor schooling system is to blame for the high number of start-ups with copycat ideas.

The problem is spread across all the country's race groups, he says, pointing out that the education system does nothing to encourage entrepreneurship and lateral thinking.

The danger of overtrading

The lack of original ideas leads to overtrading, and there's already evidence of this in the construction sector, according to Charles Wyeth, chief operations officer of the government's Small Enterprise Development Agency (Seda). Here, the high number of entry-level enterprises in the sector has ultimately led to these firms destroying one other, he says.

The agency recently decided that it would only assist enterprises which approached its construction incubator in KwaZulu-Natal, if they were registered by the Construction Industry Development Board as Grade 2 and above.

To help entrepreneurs make informed decisions on what business to start, Seda is also planning to develop opportunity fact sheets, similar to those produced by Wesgro and Invest North West, where business people are informed of opportunities that exist within their regions.

Thinking things through

Yet an idea alone is not sufficient, it has to be tested – especially if you stumbled across it while out at a bar with friends in the early hours of the morning. This makes solid market research crucial.

But business consultant, David Brien of Retail Dimensions, confides that he was close to giving up on mentoring start-ups as scores of those that approached him, or were referred to him by a government support agency, simply hadn't thought through their business idea properly. Brien points out that many entrepreneurs didn't bother conducting the necessary market research, beyond talking to friends and family, who weren't much use in any case as they often held biased opinions.

He believes too many young entrepreneurs have been "spoon fed" by government support agencies which hand out cheap business vouchers, dissuading them from having to plough in a lot of their own sweat equity. Brien's advice is that entrepreneurs be "passionate, but not emotional", and that they are able to make trade-offs because they understand an idea may not be as perfect as they believe it to be.

Banks not keen

Business consultant Alec Ncube of AN3 Consulting points out that another serious problem is that banks aren't big on funding original ideas.

Even Sibongiseni Ngundze, managing executive of Nedbank's Small Business Services, admits that the bank will only fund two out of every 10 new and innovative ideas presented to it. In contrast the bank funds about half of the run-of-the-mill ideas that came across its desk. Furthermore, he says, only about 5% to 10% of all the applications the bank receives for finance, are for innovative ideas.

Ngundze says the bank's lending is driven by the nature of the market, and the reality in South Africa is that there is a lack of innovation.

Our flawed education system aside, South African entrepreneurs need to think more carefully about doing things "differently". As Allon Raiz, chief executive of business incubator Raizcorp puts it, just by looking at your resources differently, you can begin to generate new ideas.

No longer does a cellphone have to be just a device to talk or send a message, or your car just a mode of transport. The possibilities are endless. Even your friends can serve as a marketing channel for your business. It all starts with one bold idea.

The Three Ts of Creativity

US author Richard Florida's Global Creativity Index ranks countries according to what he calls the three "Ts" of Creativity: The first 20 countries on his ranking of Talents have a population in which 20% of the people dedicate themselves to economic activities which are concerned with the generation or exploitation of knowledge and information.

Technology is measured by the investments in research and development and the number of patents per one million inhabitants. In relation to patents, the US ranks first by far.

Tolerance measures a society's acceptance of ethnic and religious minorities.

The Global Creativity Index ranks these countries in the first 10 positions: Sweden, Japan, Finland, United States, Switzerland, Denmark, Iceland, Holland, Norway and Germany.

Source: © Entrepreneur Magazine, 23 March 2010

ARE YOU RADY TO TURN YOUR HOBBY INTO A BUSINESS?

By Asheesh Advani

Five questions to answer before you make the leap from hobbyist to full-time entrepreneur.

You're considering whether to take the plunge and make a business out of one of your hobbies. But you don't know if I have what it takes to be a full-time entrepreneur?

There is obviously no aptitude test that can tell you if you are suited to entrepreneurship. However, after you've evaluated the feasibility of turning your hobby into a business, it is worth asking yourself a few questions to determine if you have the characteristics of an entrepreneur.

1. How committed are you?

Successful entrepreneurs are committed to their businesses. This is simple to understand, but difficult to put in practice. Are you the type of person who has many hobbies and likes to dabble without commitment? Would you be easily distracted by the next business idea that strikes your fancy? When faced with a task, successful entrepreneurs are generally committed to excel and will not waver when the going gets tough.

2. Is your glass half full or half empty?

Not all optimistic people are entrepreneurs, but almost all entrepreneurs are optimistic people. From the owner of the local florist to the founder of a JSE listed company, the common thread that runs through the fabric of entrepreneurship is the ability to see a positive opportunity in an otherwise challenging situation. Without confident optimism, it is very difficult to motivate employees, persevere in downtimes and keep your business growing.

3. Do you like to make decisions?

Very few of us enjoy making decisions. Decisions mean commitment. Bad decisions lead to problems and can mean losing the respect of one's peers. Owning a business - particularly an undercapitalised start-up is all about making decisions with limited market research and imperfect information. Should you locate the business in your home or incur the costs of a separate office? Should you hire a marketing consultant or a full-time salesperson? How should you price your new products? What should be your first target market for your products? One of the main differences between having a hobby and having a business is the need to make real decisions with financial implications. Will you enjoy it?

4. Do you have the money to make it happen?

Once you've written a business plan and established that your hobby can indeed be a sustainable business, the next step is to finance its execution. Unless you thrive on adversity, don't quit your day job until you know that you have sufficient money to fund your business plan. Getting financing is not easy and requires personal sacrifice - whether it involves borrowing from your family's savings, your relatives and friends, credit cards or professional investors. If things don't work out exactly as mapped out in your business plan, will you be able to support a contingency plan to ensure that the business survives? If you don't have the money from your personal network, will you be willing to sacrifice ownership and control to outside investors?

5. Do you like to sell?

When I interview candidates for a position at my company, I ask them how they feel about selling. Some of them inevitably shift in their seats and give a half-hearted answer that they do not mind selling when they are asked to do so. Other candidates brighten up and persuade me that selling is a natural part of any job - even if they have never had a sales job. As an entrepreneur, you work in sales. You will have to sell your products, sell your vision for the company and sell yourself. And you will have to do this every day, multiple times. And you will enjoy it - that is, if you are suited to being an entrepreneur.

If you answered yes to most of the questions listed above, you are ready to shift from hobbyist to business owner. If you answered no to most of these questions, and you still want to turn your hobby into a full-time business endeavour, you may want to consider getting a business partner to help you make your plan a reality.

Source: © Entrepreneur Magazine, 25 October 2009

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

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	Project Management, Johannesburg, (011) 678-2443	Quality and Customer Service, Durban, (011) 678-2443	Managing Time for Results, Johannesburg, (011) 704-0720/4	GOOD FRIDAY
Women in Management, Johannesburg, (011) 678-2443	Supervisory Skills, Cape Town, (011) 704-0720/4	Facilitation Skills, Johannesburg, (012) 991-6668/2590	Secrets to Selling, Midrand, (011) 468-1320	
Excel Applications in Financial Management and Modelling, Johannesburg, (011) 726-3040	Report Writing, Johannesburg, (011) 771-7000	Skills Development Facilitator Programme, Pretoria, (012) 653-2407	Problem Solving, Durban, (011) 678-2443	
Report Writing, Johannesburg, (011) 771-7000	Skills Development Facilitator Programme, Pretoria, (012) 653-2407	Assessor Training Programme, Pretoria, (012) 653-2407	Telephone Etiquette, Johannesburg, (011) 678-2443	
Change Management, Cape Town, 082 698 3910			Telephone Etiquette, Cape Town, (011) 678-2443	
			Time Management, Cape Town, (011) 678-2443	
			Personal Mastery: Identifying your passion & purpose, Cape Town, (011) 678-2443	

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	Presentation Skills, Durban, (011) 461-6453	Negotiating for Results, Pretoria, (011) 704-0720/4		
	Presentation Skills, Midrand, (011) 468-1320	BEE Scorecard Workshop, Johannesburg, 0861 11 3094	Mastering Confidence, Influence and Assertiveness Skills, Johannesburg, (011) 582-3300	Emotionally Intelligent Leadership, Cape Town, (011) 704-0720/4 English, Pretoria, (012) 991-6668/2590	
			Project Management, Midrand, (011) 468-1320	Stress Management, Durban, (011) 678-2443	
		Moderator Training Programme, Pretoria, (012) 653-2407			
	Problem Solving, Cape Town, (011) 678-2443	The Power of Project Management, Midrand, (012) 343-0771	Bridging the Gap: From Technical Person to Manager, Johannesburg, (011) 582-3200	Finance for Non-Financial Managers, Johannesburg, (011) 726-3040	Stress Management, Bedfordview, (011) 485-2150
			Sell – Don't Tell, Johannesburg, (011) 485-2150		
			Marketing Through Social Media, Johannesburg, (011) 582-3200		
			Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
			Effective Business Writing Skills, Johannesburg, (011) 678-2443		

APRIL 2010 – WEEK 2 (continued)

<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	HIV/AIDS Workplace Management, Cape Town, (011) 678-2443	HIV/AIDS Workplace Management, Johannesburg, (011) 678-2443			
	Management & Leadership Development, Durban, (011) 678-2443				
	Performance Management, Johannesburg, (011) 678-2443	Mentoring & Coaching, Durban, (011) 678-2443			
		Performance Management, Cape Town, (011) 678-2443			
		Project Management, Durban, (011) 678-2443			
		Supervisory Management, Johannesburg, (011) 678-2443			
		Reception & E-mail Correspondence, Cape Town, 086 111 VETTA	Professional PA's/Secretaries Certificate Course, Illovo, 0861 123 779	Reception & E-mail Correspondence, Johannesburg, 086 111 VETTA	
		Receptionist Training, Johannesburg, (011) 787-6781	Positive Selling, Cape Town, 086 111 VETTA	Reception & E-mail Correspondence, Durban, 086 111 VETTA	
			Positive Selling, Johannesburg, 086 111 VETTA	Presentation Skills, Pretoria, (011) 461-6453	
			Presentation Skills, Sandton, (011) 461-6453	Presentation Skills, Bloemfontein, (011) 461-6453	
			Presentation Skills, Cape Town, (011) 461-6453		
			Receptionist Training, Pretoria, (011) 787-6781		
			Receptionist Training, Cape Town, (011) 787-6781		

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>
Assessor Training, Boksburg, (011) 918-6791	Business Writing Skills, Cape Town, (021) 685-7726			
People Management & Leadership, Johannesburg, (011) 704-0720/4		Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4		
Mastering Minutes and Meeting Protocol, Johannesburg, (011) 582-3200	Managing Time for Results, Cape Town, (011) 704-0720/4	The Practical Implementation of BEE, Durban, (011) 483-1195	Minute Taking for Meetings, Pretoria, (011) 704-0720/4	
More Hours in Your Day, Johannesburg, (011) 485-2150	Speedwriting, Midrand, (012) 991-6668/2590	Emotionally Intelligent Leadership, Pretoria, (011) 704-0720/4		
Finance for Non-Financial Staff, Johannesburg, (011) 442-4334	Moderator Training, Boksburg, (011) 918-6791	Telephone Excellence, Cape Town, (011) 704-0720/4		
Train the Trainer, Durban, (011) 468-1320		Etiquette, Professionalism and style, Johannesburg, (012) 991-6668/2590		
The Manager, Cape Town, 086 111 VETTA	BEE Scorecard Workshop, Johannesburg, 0861 11 3094	Effective Communication and Interpersonal Skills, Midrand, (012) 991-6668/2590		
The Manager, Johannesburg, 086 111 VETTA	The Power of Project Management, Pretoria, (012) 343-0771		Presentation Skills, Durban, (011) 468-1320	
		Advanced Facilitation Skills, Pretoria, (012) 653-2407		
Labour Relations and Effective Discipline, Cape Town, (011) 678-2443		Finance 101 for PA's and Administrators, Johannesburg, (011) 582-3300		
		Strategic Risk Management, Johannesburg, (011) 582-3200		

APRIL 2010 – WEEK 3 (continued)

<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>
Quality & Customer Service, Johannesburg, (011) 678-2443		Mentoring & Coaching Skills, Johannesburg, (011) 771-7000		
	Talent Management and Succession Planning, Johannesburg, (021) 979-5172		Managing Generation Y Workers: Best Practices for Managers, Johannesburg, (021) 979-5172	
Recruitment & Selection, Johannesburg, (011) 678-2443		Bridging the Gap: From Technical Person to Successful Sales Person, Johannesburg, (011) 582-3200		
Recruitment & Selection, Cape Town, (011) 678-2443		The Secret to Event Management, Lonehill, Johannesburg, (011) 704-1469		
	Change Management, Johannesburg, 082 698 3910		Effective Sales, Durban, (011) 678-2443	
	E-Marketing Essentials, Randburg, (011) 431-1533			
Interpersonal Effectiveness, Johannesburg, (011) 771-7000		Emotional Intelligence & Personal Mastery, Johannesburg, (011) 678-2443		
	Effective Business Writing Skills, Pretoria, (011) 678-2443		Mentoring & Coaching, Cape Town, (011) 678-2443	
	Leadership Development for Women, Cape Town, (011) 678-2443		Recruitment & Selection, Durban, (011) 678-2443	
		Project Management, Cape Town, (011) 678-2443		
	Supervisory Management, Cape Town, (011) 678-2443			
Certificate Course in Human Resource Management, Pretoria, 0861 123 779	Telephone Skills, Bedfordview, (011) 485-2150	Diversity & Conflict Management, Johannesburg, (011) 771-7000		
	The Manager, Johannesburg, 086 111 VETTA	Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533		
	Presentation Skills, Port Elizabeth, (011) 461-6453	Preferential Procurement Workshop, Johannesburg, brian@transcend.co.za	BEE for Human Resource Professionals, Johannesburg, brian@transcend.co.za	
		The Manager, Cape Town, 086 111 VETTA	Report Writing Essentials, Randburg, (011) 431-1533	
		Essential Accounts Administration Training for Accounts Assistants, Dowerglen, (011) 454-5505		
			Supervisory Management Certificate Course, Illovo, 0861 123 779	

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	
Frontline Customer Service, Durban, (011) 678-2443	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
Customer Service Excellence, Pretoria, (012) 991-6668/2590	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		English, Pretoria, (012) 991-6668/2590	
			Managers' Mistakes, Durban, (011) 485-2150	Sell – Don't Tell, Durban, (011) 485-2150
Business Report Writing and Communication Skills, Pretoria, (012) 991-6668/2590			Event Planning Etiquette Breakfast, Northriding, Johannesburg, (011) 704-1469	Television and Radio Interviewing Skills, Cape Town, (011) 678-2443
	Anger Management, Johannesburg, (012) 991-6668/2590			
Emotional Intelligence at Work, Cape Town, (011) 442-4334			Frontline Customer Service, Johannesburg, (011) 678-2443	Tea Lady, Johannesburg, 086 111 VETTA
	Working with Social Styles, Benoni, (011) 442-4334			
	Supervisory Skills, Midrand, (011) 468-1320			
New Manager's Development Programme, Bellville, (021) 918-4488/4344				
	The Power of Project Management, Kempton Park, (012) 343-0771		Office Management, Johannesburg, (011) 678-2443	
Facilitator Training, Boksburg, (011) 918-6791		Technical Report Writing, Parktown, Johannesburg, (011) 726-3040	The Manager, Durban, 086 111 VETTA	
	BEE Scorecard Optimisation Workshop, Johannesburg, 0861 11 3094	Personal Assistant & Basic Project Management, Cape Town, 086 111 VETTA	Analytical Thinking and Creative Problem Solving, Johannesburg, 0860 227 337	
	Advanced Event Management & Leadership, Lonehill, Johannesburg, (011) 704-1469		Presentation Skills, Johannesburg, 086 111 VETTA	
Leadership Development for Women, Johannesburg, (011) 678-2443	Mastering Broad-Based Black Economic Empowerment, Johannesburg, (011) 582-3200			
	Emotional Intelligence & Personal Mastery, Cape Town, (011) 678-2443			
Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443			Getting things done with MS Outlook and other productivity tools, Parktown, (011) 726-3040	
Finance for Non-Financial Managers, Johannesburg, (011) 678-2443				
Labour Relations and Effective Discipline, Durban, (011) 678-2443				
Mentoring & Coaching, Johannesburg, (011) 678-2443	Management & Leadership Development, Johannesburg, (011) 678-2443			
Office Management, Cape Town, (011) 678-2443	Mentoring & Evaluation, Pretoria, (011) 678-2443			
Quality & Customer Service, Cape Town, (011) 678-2443	IT & the Law, Johannesburg, (011) 582-3200			
Great Organisational Skills: Organise yourself to success!, Johannesburg, (011) 582-3300	Complete Guide to Meetings and Minute Taking, Cape Town, (011) 431-1533			
Complete Guide to Meetings and Minute Taking, Durban, (011) 431-1533	Personal Assistant & Basic Project Management, Johannesburg, 086 111 VETTA		The Manager, Durban, 086 111 VETTA	
Professional Project Administration, Randburg, (011) 431-1533				
Let's Talk Business: Verbal Communication for the Business World, Johannesburg, (011) 582-3300	Positive Selling, Durban, 086 111 VETTA			

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>	
Coaching and Mentoring, Pretoria, (012) 991-6668/2590		Quality Customer Service, Pretoria, (011) 704-0720/4			
Assertiveness Skills, Johannesburg, (011) 678-2443 Problem Solving, Johannesburg, (011) 678-2443 Television and Radio Interviewing Skills, Johannesburg, (011) 678-2443 Time Management, Johannesburg, (011) 678-2443	FREEDOM DAY	Assessor Training Programme, Pretoria, (012) 653-2407			
		Advanced Facilitation and Training Techniques, Cape Town, (021) 979-5172		Assertiveness Skills, Durban, (011) 678-2443	
		Skills Development Facilitator Training, Boksburg, (011) 918-6791			
		Assertiveness Skills, Cape Town, (011) 678-2443	The Balanced Scorecard, Parktown, (011) 726-3040		
		Tax & Pay Structuring, Parktown, (011) 726-3040			
		Finance for Non-Financial Managers, Durban, (011) 678-2443			
		Labour Relations and Effective Discipline, Johannesburg, (011) 678-2443			
		Mentoring & Evaluation, Johannesburg, (011) 678-2443			
		Mentoring & Evaluation, Cape Town, (011) 678-2443			
		Personal Assistant Training, Cape Town, (011) 678-2443			
		Personal Assistant Training, Johannesburg, (011) 678-2443			
		Personal Assistant Training, Durban, (011) 678-2443			
Project Management, Pretoria, (011) 678-2443					
Transformation BEE Masters Course, Johannesburg, brian@transcend.co.za					

MAY 2010 – WEEK 1

<i>Monday (03/05)</i>	<i>Tuesday (04/05)</i>	<i>Wednesday (05/05)</i>	<i>Thursday (06/05)</i>	<i>Friday (07/05)</i>
English, Pretoria, (012) 991-6668/2590		People Management, Cape Town, (021) 685-7726		
Project Management for Business People, Cape Town, 0860 227 337	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
	Office Support, Cape Town, 086 111 VETTA		Perfect Presentation Skills, Durban, (011) 704-0720/4	
The PA MBA, Johannesburg, (011) 582-3300		Minute Taking for Meetings, Durban, (011) 704-0720/4	The Success Behind Effective Teams, Johannesburg, (011) 485-2150	The Psychology of Customers Service, Cape Town, (011) 485-2150
Business Management and Leadership Excellence, Pretoria, (012) 991-6668/2590		More Hours in Your Day, Cape Town, (011) 485-2150		
Facilitation Skills, Midrand, (012) 991-6668/2590				
Situational Leadership, Durban, (011) 442-4334				
Advanced Financial Modelling, Johannesburg, (011) 771-7000				
Finance for Non-Financial Managers, Cape Town, (021) 462-7902				
Innovative Coaching and Mentoring Practices for Managers, Johannesburg, (021) 979-5172			How to Green Your Events and Gain the Competitive Edge, Northriding, Johannesburg, (011) 704-1469	
Event Design & Experience: Themes, Dreams & Behind the Scenes, Northriding, Johannesburg, (011) 704-1469				

MAY 2010 – WEEK 1 (continued)

<i>Monday (03/05)</i>	<i>Tuesday (04/05)</i>	<i>Wednesday (05/05)</i>	<i>Thursday (06/05)</i>	<i>Friday (07/05)</i>
	Office Support, Johannesburg, 086 111 VETTA	Telephone Skills, Observatory, (011) 485-2150	Analytical Thinking and Creative Problem Solving, Durban, 0860 227 337	
	BEE Seminar, Parktown, (011) 726-3040			
	Winning Ways: Persuade, Influence and Negotiate, Johannesburg, (011) 582-3300		Customer Services, Cape Town, 086 111 VETTA	
	BEE Scorecard Workshop, Johannesburg, 0861 11 3094	Breakfast with Mervyn King, Parktown, (011) 726-3040	Customer Service, Johannesburg, 086 111 VETTA	
		Difficult Discussions: The Right Way, the Right Time, the Right Results, Johannesburg, (011) 582-3200		
		Telesales, Cape Town, 086 111 VETTA		
		Telesales, Johannesburg, 086 111 VETTA		
		Successful Importing and Exporting, Johannesburg, (011) 582-3200		
		Business Contracts and SLAs, Johannesburg, (011) 582-3200		

MAY 2010 – WEEK 2

<i>Monday (10/05)</i>	<i>Tuesday (11/05)</i>	<i>Wednesday (12/05)</i>	<i>Thursday (13/05)</i>	<i>Friday (14/05)</i>
Negotiating for Results, Cape Town, (011) 704-0720/4		Event Management, Cape Town, (021) 685-7726		
Emotionally Intelligent Leadership, Johannesburg, (011) 704-0720/4		People Management & Leadership, Cape Town, (011) 704-0720/4		
Professional Switchboard, Reception and Frontline Skills, Johannesburg, (011) 582-3300		Managing Time for Results, Pretoria, (011) 704-0720/4	The Supervisor, Cape Town, 086 111 VETTA	Stress Management, Pretoria, (012) 991-6668/2590
Create and Deliver Dynamic Business Presentations, Johannesburg, (011) 582-3300		Business Communication and Report Writing, Johannesburg, (011) 582-3200		
The National Credit Act, Johannesburg, (011) 582-3300		Business Management and Leadership Excellence, Pretoria, (012) 991-6668/2590		The Supervisor, Cape Town, 086 111 VETTA
	Project Managements, Johannesburg, (012) 991-6668/2590			
Conflict Management, Benoni, (011) 442-4334	Sell – Don't Tell, Cape Town, (011) 485-2150	Finance for Non-Financial Managers, Johannesburg, (011) 582-3200		
		Business Contracts & SLAs, Johannesburg, 0861 ASTROT (278 768)		
Managers' Mistakes, Cape Town, (011) 485-2150	Innovative Coaching and Mentoring Practices for Managers, Cape Town, (021) 979-5172		Managing Generation Y Workers: Best Practices for Managers, Cape Town, (021) 979-5172	
	Conscious Career Strategies for Women, Bellville, (021) 918-4488		The Supervisor, Johannesburg, 086 111 VETTA	The Supervisor, Johannesburg, 086 111 VETTA

MAY 2010 – WEEK 3

<i>Monday (17/05)</i>	<i>Tuesday (18/05)</i>	<i>Wednesday (19/05)</i>	<i>Thursday (20/05)</i>	<i>Friday (21/05)</i>
Managing Your Time, Benoni, (011) 442-4334	Interpreting Financial Statements, Cape Town, (021) 685-7726	Labour Relations and Labour Law, Johannesburg, 0861 ASTROT (278 768)	Supervisory Skills, Johannesburg, (011) 704-0720/4	
		Planning & Managing a Budget, Cape Town, (021) 685-7726	English, Pretoria, (012) 991-6668/2590	
Perfect Presentation Skills, Cape Town, (011) 704-0720/4		Advanced Problem Solving, Johannesburg, 0861 ASTROT (278 768)		
	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4			
The Secrets of Debt Collection Success, Johannesburg, (011) 582-3300		IT Contracts & SLAs, Johannesburg, (011) 582-3200		
		Management for New Managers, Johannesburg, (011) 582-3200		
	Situational Leadership, Benoni, (011) 442-4334		Business Management and Leadership Excellence, Pretoria, (012) 991-6668/2590	
	Negotiation Skills, Midrand, (011) 468-1320			
Professional Business Writing Skills, Cape Town, 0860 227 337		Stock Control, Cape Town, 086 111 VETTA	Professional Telephone Skills and Etiquette, Pretoria, (012) 991-6668/2590	
			Design and Develop OM LM and Assessment Design (Combined), Pretoria, (012) 653-2407	
Interpersonal Skills, Cape Town, 086 111 VETTA		Stock Control, Johannesburg, 086 111 VETTA	Advanced Event Management & Leadership, Lonehill, Johannesburg, (011) 704-1469	
Interpersonal Skills, Johannesburg, 086 111 VETTA	EE Transformation Master Class, Module 3, Parktown, (011) 726-3040		EE Transformation Master Class, Module 4, Parktown, (011) 726-3040	EE Transformation Master Class, Module 5, Parktown, (011) 726-3040
EE Transformation Master Class, Modules 1 & 2, Parktown, (011) 726-3040				

MAY 2010 – WEEK 4

<i>Monday (24/05)</i>	<i>Tuesday (25/05)</i>	<i>Wednesday (26/05)</i>	<i>Thursday (27/05)</i>	<i>Friday (28/05)</i>
The Total Team Leader, Johannesburg, (011) 582-3300		Being Assertive!, Cape Town, (021) 685-7726		
	People Management & Leadership, Pretoria, (011) 704-0720/4		Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	
	Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	People Management for New Managers, Johannesburg, (011) 582-3200		
		Business Process Management, Johannesburg, (011) 771-7235		
Business Presentation Skills, Johannesburg, (012) 991-6668/2590			Minute Taking, Cape Town, 086 111 VETTA	Event Risk Management, Insurance & Safety, Northriding, Johannesburg, (011) 704-1469
	Time Management, Midrand, (012) 991-6668/2590			
Business Writing: The Unwritten Rules, Johannesburg, (011) 582-3300		Innovative Retention Strategies for Generation X and Y Workers, Cape Town, (021) 979-5172		Tea Lady, Cape Town, 086 111 VETTA
The Complete PA, Johannesburg, (011) 582-3300			Professional Workshop Facilitation, Cape Town, 0860 227 337	
Presentations that Work, Benoni, (011) 442-4334				
	Emotional Intelligence at Work, Benoni, (011) 442-4334			
	BEE Essentials, Johannesburg, (011) 771-7000			
	Talent Management and Succession Planning, Cape Town, (021) 979-5172		Minute Taking, Johannesburg, 086 111 VETTA	

MAY 2010 – WEEK 4 (continued)

<i>Monday (24/05)</i>	<i>Tuesday (25/05)</i>	<i>Wednesday (26/05)</i>	<i>Thursday (27/05)</i>	<i>Friday (28/05)</i>
4 th Strategic Organisation Design and Development Forum, Illovo, (011) 771-7000				
		Assertiveness & Time Management, Cape Town, 086 111 VETTA		
		Assertiveness & Time Management, Johannesburg, 086 111 VETTA		
		Competency-based Recruitment and Selection, Parktown, (011) 726-3040		

JUNE 2010 – WEEK 1

<i>Monday (31/05)</i>	<i>Tuesday (01/06)</i>	<i>Wednesday (02/06)</i>	<i>Thursday (03/06)</i>	<i>Friday (04/06)</i>
Time Management, Midrand, (011) 468-1320		Report Writing Skills for NPOs, Cape Town, (021) 685-7726		
Mastering Time and Self-Management: Become a High Achiever, Johannesburg, (011) 582-3300	Quality Customer Service, Cape Town, (011) 704-0720/4		Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4	
Project Management for Business People, Durban, 0860 227 337		Corporate Budgeting for Managers, Johannesburg, (011) 582-3200	Telephone Excellence, Pretoria, (011) 704-0720/4	
Practical Project Management for PAs and Administrators, Johannesburg, (011) 582-3300	Graphs, Statistics and Numerical Reporting for PAs and Administrators, Johannesburg, (011) 582-3300		Brain Building, Johannesburg, (012) 991-6668/2590	
		Project Management for Non-Project Managers, Johannesburg, (011) 582-3200		
Change Management, Durban, 082 698 3910				

JUNE 2010 – WEEK 2

<i>Monday (07/06)</i>	<i>Tuesday (08/06)</i>	<i>Wednesday (09/06)</i>	<i>Thursday (10/06)</i>	<i>Friday (11/06)</i>
Professional Report Writing Skills, Cape Town, (011) 704-0720/4			Professional Report Writing Skills, Durban, (011) 704-0720/4	
	Negotiating for Results, Johannesburg, (011) 704-0720/4		Anger Management, Midrand, (012) 991-6668/2590	
Etiquette, Professionalism and style, Centurion, (012) 991-6668/2590		Managing Time for Results, Durban, (011) 704-0720/4		
		Business Process Management, Johannesburg, (011) 582-3200		
Events Management, Pretoria, (012) 991-6668/2590				
		Speedwriting, Pretoria, (012) 991-6668/2590		
Issues in Leadership, Cape Town, (021) 462-7902				

JUNE 2010 – WEEK 3

<i>Monday (14/06)</i>	<i>Tuesday (15/06)</i>	<i>Wednesday (16/06)</i>	<i>Thursday (17/06)</i>	<i>Friday (18/06)</i>
Quality Customer Service, Johannesburg, (011) 704-0720/4		YOUTH DAY	Perfect Presentation Skills, Pretoria, (011) 704-0720/4	
			Project Management for Non-Project Managers, Johannesburg, (011) 704-0720/4	

JUNE 2010 – WEEK 4

<i>Monday (21/06)</i>	<i>Tuesday (22/06)</i>	<i>Wednesday (23/06)</i>	<i>Thursday (24/06)</i>	<i>Friday (25/06)</i>
Supervisory Skills, Cape Town, (011) 704-0720/4			Managing Time for Results, Johannesburg, (011) 704-0720/4	
	Customer Service Excellence, Johannesburg, (012) 991-6668/2590			
Zulu, Midrand, (012) 991-6668/2590		Mastering Leadership and Management Skills, Johannesburg, (011) 582-3200		
Business Administration, Pretoria, (012) 991-6668/2590				
		Business Report Writing and Communication Skills, Centurion, (012) 991-6668/2590		
	Supervisory Skills, Midrand, (011) 468-1320		Effective Communication and Interpersonal Skills, Centurion, (012) 991-6668/2590	
			Corporate Governance, Johannesburg, (011) 582-3200	
			Train the Trainer: How to Bring Training to Life, Johannesburg, (011) 582-3200	

JUNE 2010 – WEEK 5

<i>Monday (28/06)</i>	<i>Tuesday (29/06)</i>	<i>Wednesday (30/06)</i>	<i>Thursday (01/07)</i>	<i>Friday (02/07)</i>
	Professional Report Writing Skills, Pretoria, (011) 704-0720/4			
Emotionally Intelligent Leadership, Cape Town, (011) 704-0720/4				
Minute Taking and Speed Writing, Midrand, (012) 991-6668/2590				
Mastering Minutes and Meeting Protocol, Johannesburg, (011) 582-3200				
Emotional Intelligence: The Key to Personal Excellence and Effective Leadership, Johannesburg, (011)582-3200				
Business Analysis and Systems Analysis, Johannesburg, (011) 582-3200				