



# SAIMAS NEWSLETTER

ISSUE 2/2022 – JULY 2022

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## FROM THE EDITOR

The following webinars will be presented in the coming year of which the first one has already taken place, Note the date of the Annual SAIMAS Conference and please visit the SAIMAS website for detailed information on the conference. We feature an article on **Design Thinking** as well as the SAIMAS Annual Report, which must be published as stipulated in the SAIMAS constitution. Please note the Design Thinking article was written a month before lockdown for the SAIMAS Journal.

01 July 2022: (Virtually Hosted)

Business Process Reengineering: It's back and more important than ever!

Presenter: Mr Cobus Terblanche

25 August 2022: Management Services and Entrepreneurship: Exploring the space for entrepreneurial practitioners for the future

Presenter: Prof Barnes Sookdeo

## 19 – 21 October 2022: ANNUAL CONFERENCE

24 November 2022: Preparing for the 2030 workplace – 6 challenges for managers

Dr John Eliastam

27 January 2023: Developing and using a Value Chain to gain competitive advantage

Mr Cobus Terblanche

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**Excellentis et virtus**

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**EXECUTIVE PRESIDENT'S ANNUAL REPORT ON THE ACTIVITIES OF THE COUNCIL  
FOR THE PERIOD**

**1 MARCH 2021 UNTIL 28 FEBRUARY 2022**

**Vice-Executive President, Members of the Institute and Guests,**

I hereby wish to, in line with the SAIMAS constitution, submit my annual report on the activities of the Institute for the 2021/22 financial year to the Annual General Meeting for approval. It has been a privilege to serve as Executive President of the Institute for the mentioned period. I need to reflect on our achievements for the past year, which could not have been realised

The elected members are:

POSITION	NAME
Executive President	Ms M J Loubser (Ria)
Vice-Executive President	Ms N G Kgwefane (Nomathemba)
Secretary & Treasurer	Mr E M Morrison (Eddie)
Editor	Ms L Forssman (Lydia)
Members	Mr P Munsamy (Preggie) Mr B F Gouws (Ben)
Immediate Past President	Mr J G Marais (Jimmy)

without the commitment, support and hard work of the Council, Executive Management members and the Office Support, as well as participation and support of our members.

**1. STRUCTURE OF THE INSTITUTE**

The Council of the Institute consists of a maximum of **eight (8)** and a minimum of **six (6)** members elected by postal ballot.

**2. ATTENDANCE OF MEETINGS BY COUNCIL MEMBERS**

According to the Constitution the Council meet at least once annually and the Executive

Management at least four (4) times per annum, to ensure proper administration of the Institute.

Executive Management and Institute Council meetings attendance for 2021/22 were:

NAME	Exco #1 Exco Meeting 17 March 2021	Exco #2 Exco Meeting 20 May 2021	Council #1 Council Meeting 20 May 2021	Exco #3 Exco Meeting 8 July 2021	Exco #4 Exco Meeting 2 December 2021	Exco #5 Exco Meeting 20 January 2022	NR # of Meetings attended	Attende- ance %
Forssman L (Ms) (Lydia)	Yes	Yes	Yes	Yes	Yes	Yes	6 out of 6	100%
Gouws B F (Ben)	Yes	No	No	Yes	Yes	No	3 out of 6	50%
Kgwefane NG (Nomathemba)	No	Yes	Yes	Yes	Yes	No	4 out of 6	67%
Loubser M J (Ms) (Ria)	Yes	Yes	Yes	Yes	Yes	Yes	6 out of 6	100%

	Exco #1	Exco #2	Council #1	Exco #3	Exco #4	Exco #5		
NAME	Exco Meeting 17 March 2021	Exco Meeting 20 May 2021	Council Meeting 20 May 2021	Exco Meeting 8 July 2021	Exco Meeting 2 December 2021	Exco Meeting 20 January 2022	NR # of Meetings attended	Attende- ance %
Marais JG (Jimmy) *	Yes	Yes	Yes	No	Yes	Yes	5 out of 6	83%
Morrison E M (Eddie)	Yes	Yes	Yes	Yes	Yes	Yes	6 out of 6	100%
Munsamy P (Preggie)	No	Yes	Yes	Yes	Yes	Yes	5 out of 6	83%

*\*Mr Marais is entitled to attend, but do not have to attend.*

### 3. ACTIVITIES OF THE COUNCIL

The Council gave attention to and finalise the following activities:

#### 3.1 The Annual Conference

The planned conference for October 2021 was postponed due to uncertainty regarding durations of various levels of Covid lockdown. Hesitancy of delegates to commit well in advance to attend and budgetary constraints in various organisations, made it extremely difficult to plan for the conference and to predict what the attendance will be. The Executive Management of SAIMAS must be able to justify the expenditure should the attendance of the conference be low.

#### 3.2 Workshops

SAIMAS presented the following five Webinars, free of charge to members:

- **EFFECTIVE ACCOUNTABILITY: HANDLING CONFLICT WORKPLACE CONVERSATIONS** on 18 March 2021 by Dr John Eliastam. Remote working has made difficult workplace conversations that solve problems, creating value from conflict and holding employees accountable in an effective manner, even more difficult. Distance creates huge gaps in perceptions, communication and trust. This workshop explored the skills required to master this type of conversations.
- **SURVIVING TO THRIVING – BUSINESS MODELS FOR THE FUTURE** on 4 June 2021 by Mr Cobus Terblanche. During the lockdown period, businesses as well as government entities, have worked more productive and smarter than they dreamed possible before the Covid-19 pandemic. Driven by market forces, business leaders are increasingly willing to embrace organisational changes and agile methods. The workshop explored a future where business models may look a world apart from what we were used to.
- **ADAPTIVE LEADERSHIP IN A VUCA WORLD** on 9 September 2021 by Dr John Eliastam. “Black Swan” events like the Covid-19 pandemic are typical of the challenges presented by a VUCA world. VUCA stands for Volatility, Uncertainty, Complexity and Ambiguity. Rapid changes, which are often unpredictable, have rendered many of the management and leadership tools of the 20<sup>th</sup> century inadequate. In a VUCA world business success requires leaders at all levels of an organisation to possess traits like agility, flexibility, quickness in decision making and ability to adapt and innovate to respond to threats and take advantage of opportunities. These skills enable leaders to build

adaptive organisations to successfully execute strategy despite the challenges despite challenges that VUCA brings.

- **MANAGING A VIRTUAL WORKPLACE IN THE NEW NORMAL** on 5 November 2021 by Mr Cobus Terblanche. In the wake of the Covid-19 pandemic many employees work from virtual workspaces, including employees from organisations operating in service industries. It seems like a solution where everyone benefits, but is it sustainable on the long run and are the customers, and not the organisation, in the best position to answer this? The workshop explored an objective answer to this question.
- **COMMUNICATION AND PROBLEM SOLVING IN TEAMS** on 27 January 2022 by Dr John Eliastam. Solving problems forms a significant component of most people's work, but many teams and organisations have yet to master the skills of effective problem solving. The workshop explored patterns of communication that hinder results, understanding own communication pitfalls and to overcome them, how to escape the "blame game" trap, learned a simple but effective roadmap for collaborative problem solving.

The above-mentioned webinars presentations were all rated between very good and excellent by those who attended. Thank you to all that participated in these webinars.

### **3.3 SAIMAS Newsletters**

The newsletters editions for the 2021/22 financial year are valuable documents through which the members and others receive the latest information on the Institute and our profession. For some members, their only link with the Institute is the newsletter that they receive. I would like to encourage members and non-members to provide our editor with articles, thank you to those who have been contributing for the past few years.

The success of the newsletters is due to the hard work and effort of the editor Ms L Forssman and I want to thank her for that. Thank you also to the SAIMAS office for the effort to distribute the newsletters to all relevant parties.

### **3.4 SAIMAS Privacy Policy**

The Executive Management approved the above-mentioned policy to address the requirements of the Protection and Personal Information Act, 2013 (POPIA). The purpose of the policy is also to follow good practice, to protect SAIMAS' staff/council members and other individuals and protect the institute from the consequences of a breach of its responsibilities.

This policy will be updated at intervals as may be deemed necessary and is available on the SAIMAS website.

### **3.6 SAIMAS Website**

Our website ([www.saimas.org.za](http://www.saimas.org.za)) is continuously being updated. The office receives and transmits email communications from the email address, namely [saimas@global.co.za](mailto:saimas@global.co.za).

## **4. FUTURE ACTIVITIES**

### **4.1 30<sup>th</sup> Annual Conference**

The Conference Organising team is busy with finalizing all arrangements for this year's 30<sup>th</sup> Annual Conference. The Theme of the conference is '*Organisational Effectiveness Enhancement through existing resources optimisation*' and will be presented from 19 to 21 October 2022 as a virtual and face-to-face conference. The venue for the conference will be the Emerald Resort & Casino at Vanderbijlpark, adhering to all Covid-19 requirements, applicable at that time. The format of the conference will include a boat cruise on the Thursday afternoon, providing opportunity for networking amongst the attendees.

The topics to be presented include, but are not limited to:

- Organisational functional assessment (OFA), the pathway to efficient, effective and economical delivery
- Team Dynamics assessments in building cohesive teams – Gauteng Municipalities
- Organisational effectiveness enhancement – the role of robotics

- Impact of 4<sup>th</sup> Industrial Revolution on role and functions of Management Services
- Using the right tools and strategies for increasing Organisational effectiveness
- Workshop - Being different for each other: Leveraging diversity as an asset by creating inclusive workplaces

Information regarding progress on the conference arrangements, tariffs etc. will be available on the SAIMAS Website and in the newsletters that will be sent to members.

#### **4.2 Webinars**

The Executive Management will continue with presenting webinars for the 2022/23 financial year and is in the process of finalising the schedule for the year. The schedule for webinars will be communicated in due course.

#### **4.3 SAIMAS Quo Vadis Questionnaire**

The SAIMAS Council is in the process of planning the future and relevance of SAIMAS. The SAIMAS Council requested our members to complete an on-line questionnaire to get our members' valued inputs in this regard. The purpose of the questionnaire was to determine and analyse the needs and perceptions of current and potential members of SAIMAS to ensure that the Institute aligns its strategy and activities to fulfil the broad spectrum of needs of members.

Thank you to all that completed the questionnaire, your participation is highly appreciated. The Secretary of SAIMAS did the analysis, the results will be discussed by the Executive Management, after which the outcome will be communicated.

### **5. MEMBERSHIP**

The status of the membership of the Institute is as follows:

<b>2021/22 FY</b>		
<i>Movement</i>	<i>Individual</i>	<i>Corporate</i>
Members – 1 March 2021	53	4
Members – new	3	-
Members - renewed	2	-
Members – resigned	3	-
Members – deleted (due to non-payment / passed on)	1	-
Members – 28 February 2022	54	4

Your assistance in recruiting new members will be highly appreciated, as no organisation can function and survive without members. Our profession focuses on management advisory from which our governmental and non-governmental organisations can benefit.

### **6. FINANCES OF THE INSTITUTE**

Our main source of income is normally the annual conference and membership fees, while the annual conference and webinars form the biggest part of our expenditure. It needs to be noted that for the previous two (2) financial years, members were exempted from paying membership fees and no conference was presented which impacted on our income. The Executive Management cut on expenditure by not presenting the face-to-face conference, by replacing face to face workshops with webinars as well as replacing the journal editions with electronic newsletters.

We will deal shortly with the detail of the financial situation.

I want to thank the Treasurer of the Institute, Mr Eddie Morrison, for his hard work to ensure a stable financial situation. I also want to thank our Honorary Auditor, VDMNell Financial Services CC Registration Number 2009/058606/23, for time and effort in auditing our financial statements.

## 7. OFFICE ADMINISTRATION

Ms Gerda Morrison is efficient running the SAIMAS office and I want to thank her for that. Her dedication, time and consistent efforts to ensure the smooth administration of SAIMAS for the past years are noted and highly appreciated.

I also want to thank the Council member responsible for Office Administration, Mr Eddie Morrison, for all his efforts and assistance in this regard.

## 8. APPRECIATION

In these challenging times with all the changes require from us, a special thank you to the members of the Institute for their continued support and contributions towards the Institute as well as their continued participation in the activities of the Institute.

Thank you to all the Council members, for your contributions and commitment during the past year, as well as for your friendship, support and resilience. A special thank you to the Vice-Executive President, Ms Nomathemba Kgwefane, for her dedication towards the Institute.

**SAIMAS Greetings**

**Ms Ria Loubser**

**SAIMAS EXECUTIVE PRESIDENT**

# DESIGN THINKING AND SCENARIO PLANNING

By Leandri Lotz

## INTRODUCTION



When we think of “design thinking”, we tend to limit our understanding to the development of products. Usually linked to something useful, new and fresh that would fill a gap in the marketplace. However, this concept has grown into a considerable field of **management theory** and practical application over the years. It is no longer only inventions and product renewals that benefit from design thinking but services, business models and strategies are designed by way of applying the principles and processes, which traditionally was used by those who innovate.

Since design thinking is future orientated, it fits perfectly within the scenario-planning set-up and the overlap between the two serves as a perfect tool for visualizing the future ahead of time. Both approaches are essentially creative. Design thinking and scenario planning is based on forming insights. In design thinking, the insights relate to what users need. In scenario planning, the insights relate to what might be emerging along the way.

Kelliher and Byrne found in their research that “As design thinking has emerged, it has stimulated thinking in the foresight field as to whether and if so, how design thinking can be used to improve strategic foresight (2015)”. Chermack and Coons (2015) refer to a “fertile soil” created by the integration of design thinking and strategic foresight.

The overlap between these fields is the subject of an article in the journal “Futures” (Vol. 74;2015), with particular emphasis on the connections between design thinking and scenario planning. Here they also indicate how the joining of forces assist all kinds of industries to overcome challenges that could have led to the demise of businesses.

Scenarios are built to provoke thinking and stimulate conversations, which processes are referred to as to "ideate" in design thinking terms.

Chermack & Coons (2015) called them "thought trials or trial balloons" which work in the same way when you design prototypes. It follows the logical flow of inviting speculation, feedback, and learning. For purposes of this article, we approach the topic of design thinking and scenario planning by way of the National Development Plan (NDP). The NDP 2030 applied some of the methodology of design thinking and scenario planning to visualize the future South Africa.



The NDP articulates the long-term vision for the Economic Development and Nation Building of South Africa. It is based on scenarios of the desired state of South Africa in the future and the roles that the different sectors of society have to play in reaching these goals. Its main aim is to eliminate poverty and reduce inequality by 2030. The Plan is based on an expectation that South Africa can realize its goals by "drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and by promoting leadership and partnerships throughout society". For this plan to work, policy change is required to ensure consistency and coherence. Government engaged with all sectors to understand how they are contributing to implementation and particularly to identify any obstacles that might prohibit them fulfilling their role effectively. This evidence-based process gives a clear indication of the budget requirements of the future, the quality of public services required to meet the expectations of its clients and is equally applicable to all spheres of government. The President and Deputy President are the champions of the Plan. Premiers and Mayors must be visible and active champions of the Plan, with their offices being the catalytic agencies to drive implementation at provincial and municipal levels.

South Africa's Medium Term Strategic Framework for 2019 was the first framework drawn up following the adoption of the National Development Plan in September 2012. It sets out actions the government and its partners will take to implement the NDP over the first five years of the plan and provides a framework for the other plans of national, provincial and local government.

In pursuit of achieving the goals of the NDP, a group of leaders "took a moment to imagine what the future of South Africa will look like in 2050". As emphasized by Geci Karuri-Sebina, PHD, Wits School of Government, (South Africa Node of Millennium Project), together with national and international stakeholders, foresight is a crucial tool to anticipate and make assumptions regarding the future. "What we hope for, what we have available, what effort it should take to optimize our wealth and our strengths, and how to dare to be bold enough to create a bright new growth path for South Africa are all consolidated in a future vision" (13th Public Sector Innovation Conference/CPSSI of 20 November 2019). Out of this vision Indlulamathi South Africa 2030 was born. Indlulamathi South Africa Scenarios 2030 is a multi-stakeholder, research- driven initiative that seeks to re- invigorate the quest, as a nation, for ways to create a society where all people experience a feeling of belonging and solidarity. A South Africa where everyone has opportunities to build a life and a future.

All human beings have needs and an expectation of the future. Some people wish for peace and security for them and their children. Others wish for a socially cohesive SA and want to contribute positively to the achievement of this dream. The media is full of reports on "lack" and "demise", and communities do not yet experience the unfolding of the NDP. A clearly defined and visually understandable vision of the future will assist the nation to take hands for the Nayi le Walk towards a new horizon.



As a process, design thinking includes techniques such as context analysis, problem finding and framing, ideation and solution generating, creative thinking, sketching and drawing, modelling and prototyping, testing and evaluating. The concept is based on cognitive, strategic and practical processes that can be applied to business as well as to governance to create solution-

based strategies of all kinds. The same methodology was in wide use to rebuild Europe's economy after World War II. Since the early 50's a large body of knowledge was developed and improved to accelerate and stimulate the development of countries through improved product and service regimes. In the 70's the design methodology opened up to become more of a participatory process aimed at user needs, thus expanding its use as a creative tool for problem solving and innovation. Applicants of this methodology realized that they live and work in an environment of interlinking systems, where many of the problems faced are dynamic, multifaceted, and inherently human. By excluding the active participation of the client in building solutions or strategies, this creates a system weakness that is bound to result in failure eventually. Multiple perspectives are required to come up with innovative solutions.

To think like a designer, requires dreaming up wild ideas "outside of the box", taking time to think and test and to be willing to learn while failing multiple times. The designer-mind embraces empathy, optimism, creativity, and ambiguity, but most importantly and crucial, design thinking keeps people at the center of every step of the process. David Kelley describes creative confidence as the belief that everyone is creative and that creativity is not only the ability to compose or to draw but also a way of understanding the world. In the design world, the misattributed quote of Henry Ford: "If I had asked people what they wanted, they would have said "faster horses" is often used to explain the difference between what an organization would say they want and what they actually want. When all the "why" and "how" questions have been asked (framing), it is time to see what the actual "need" is. What might have been meant by the quote, is that people do not really need faster horses, but a better mode of transport that can go faster than a horse. It is easy to find the right solution for the wrong question. Nevertheless, design thinking is not limited to products and services alone. It is an important tool in creating the future of any organization and/or country.

Jim Collins wrote in "Good to Great" that dreaming alone is not going to build successful countries or businesses or produce lasting results, he was linking design thinking with future thinking to plan scenarios of what the future might hold and how it could potentially pan out. He pointed out that when adding to the design matrix "disciplined people, disciplined thought and disciplined action" you will be able to manage whatever challenges unfolds along the way towards achieving your vision.

In "How the Mighty Fall", he addresses the fact that decline, be it in business or in leadership, is mostly self-inflicted. He shows in his discussions that no business/country is ever "held captive by its circumstances, history or experiences of the past", but that the seed of the demise can always be found within the way that the country or organization is managed. "Like in medicine, the earlier you act to get rid of the infections, the easier it is to cure the body," he says. In this analogy, he explains why some companies go from massive success to crushing failure because of bad leadership decisions. He named these stages of decay as follows: 1) Hubris Born of Success, 2) Undisciplined Pursuit of More, 3) Denial of Risk and Peril, 4) Grasping for Salvation and 5) Capitulation to Irrelevance or Death.

Collins argues that the failure of successful businesses is not due to the changing economic climate or bad luck, but due to leaders who steer the business in the wrong direction and exacerbate crises through mismanagement.

Today's leaders are faced with complexity, uncertainty and opinionated citizens who wants to be treated as individuals, demanding collaborative consumer-driven systems and service and seamless responses to their needs. Consumers are no longer satisfied with "hold the line" or to be shunted from pillar to post; they want to manage their entire existence with the use of electronic devices; and they want their perspective to be acknowledged and understood by all role-players.

Researchers at the School of Design Thinking at the University of Cape Town identified volatility, uncertainty, complexity and ambiguity as the "new normal" of our time. They have used the Danish design ladder to exhibit how volatile the world of employment really is by zooming in on the World Economic Forum comparison of changing priorities:

In 2015	In 2020
1. Complex problem solving	1. Complex problem solving
2. Coordinating with others	2. Critical thinking
3. People Management	3. Creativity
4. Critical thinking	4. People Management
5. Negotiation	5. Coordinating with others
6. Quality Control	6. Emotional Intelligence
7. Service orientation	7. Judgement and decision-making
8. Judgement and Decision Making	8. Service orientation
9. Active Listening	9. Negotiation
10. Creativity	10. Cognitive Flexibility

From the table above one can see that the ranking of the importance of creativity has moved from the last position in 2015 to the third position in 2020. Emotional Intelligence was added to the list, while quality control/management is not important enough to be included in the current day job skills. Does this mean that quality does not matter anymore?

Empathize – Define – Ideate – Prototype – Test: Could these steps be applied to the South African situation to design a new trajectory or growth path for the country? Well, the Indlulamathi scenario planning initiative, made use of design thinking in the scenarios that pushed the head of the Giraffe above the trees through applying qualitative techniques, and ethnographic and situated methods to look at several future South Africa's and how it would play out for its citizens.

“Among the many tools that a manager can use for strategic planning, scenario planning stands out for its ability to capture a whole range of possibilities in rich detail. By identifying basic trends and uncertainties, a manager can construct a series of scenarios that will help to compensate for the usual errors in decision making – over confidence and tunnel vision” says Paul J Schoemaker, in the MITSloan Management Review of 1995. (Vol. 36, No 2 <http://mitsmr.com/1nJl6Qi>).

### INDLULAMITHI SOUTH AFRICA 2030



#### Why did the leadership embark on Scenario Planning?

According to the Wikipedia (information which might be outdated by now), the economy of South Africa is the second largest in Africa, after Nigeria. As a regional manufacturing hub, it is the most industrialized and diversified economy on the continent. Nevertheless, South Africa has seen its economic problems growing from anthills to mountains of molten red-hot lava over the past few years.

South Africa, unlike its fellow emerging markets, has struggled through an extensive economic recession and the recovery could not keep up with the markets with which South Africa has historic and economic ties. Its favourable position on the Continent rapidly declined in the eyes of the international community and amongst its peers and the downward spiral soon became a vortex that sucked the growth potential out of every sector that historically formed the cornerstone of the country's economy. As a result, the credit rating went down to junk status and the Fitch Ratings followed suit. However, the end of the economic woes was not nearly in sight. Further downgrading followed and the poorest of the poor was once again the ones who paid the highest price for bad management decisions. Inequality suffered a serious blow and nation building is falling apart. This is when Ismael Lagardien wrote the following commentary: “Now imagine a country like South Africa, which by the end of the 20<sup>th</sup> century had the most developed economy, the best road, rail and telecommunications networks, the cleanest water supply and the most efficient electricity generation

(though uneven distribution) in Africa.” Realistically speaking, this is not a hard scenario to imagine at all. In fact, this sound like “Back to the future – but how?”.

## THE NEED FOR SOCIAL COHESION



As early as 2015, the United Nations’ South Africa Development Programme, in partnership with the Centre for Public Sector Innovation initiated a conversation on “foresighting” as a tool to support long-term planning. In essence, the UN wanted its partners to become more responsive and accountable.

In October 2018 a national conversation about the future of South Africa was sparked by the stark reality of the direct link between the failing economy and the parallel efforts of nation building. With the Mandela legacy pushed to the background by economic crisis after economic crisis, it was difficult to attract investment to ignite the efforts to implement the National Development Plan. Leaders struggled to implement projects that could bear low hanging fruit that could result in quick wins to stimulate the economy.

According to the Global Centre for Public Service Excellence, our governance systems are facing unprecedented challenges. They proposed that; “In order to manage the globalized economy, technology revolutions and volatile resource pressures of a growing middle class, governments must re-envisage their command-and-control role as one of a system steward or platform in a wider network”. Clem Sunter alluded to the importance of speed (not the faster horse kind of speed) and quality of responses to challenges in his book “Flag Watching”. He reminded us that “necessity is the mother of all invention and that we must use the good times to prepare for the bad times”. Government is not an island and cannot function effectively in an incoherent and destabilized society. He explained that in his experience he found that many times customers are frustrated with the solutions on offer because it is like providing them with “different pathways without any signposts to suggest which one they are on and where it is heading them”. This brought him to the idea to incorporate early warning systems (flags) to indicate the possibility of a different chain of events that might throw a scenario off course. He says: ‘the purpose of a flag is to remove the tint from the glasses we all use when we look at the future. The tint might be caused by emotional make-up of being a natural optimist or pessimist, or by simple bias.’ There are always clues around us that offer information about the future. One must just be alert and informed enough to take cognizance of what is going on in the world. In his work, he refers to Pierre Wack that said that “It is better to be vaguely right than to be precisely wrong.” In order to make way for progress, governments have to let go of the narrow control and thought patterns, and shift focus to building institutional and behavioral capacity for strategic management. The reality of the dire state of the global economy forced the leadership to take a fresh look at the planning methodology available and to make use of the existing communities of practice to come up with a new plan for growth.

## PLANNING FOR AN UNPREDICTABLE FUTURE

Indlulamithi South Africa Scenarios 2030 is a multi-stakeholder, research driven initiative that seeks to reinvigorate the future thinking approach to find ways to create a society where all people experience a sense of belonging and solidarity. After all, the slogan: “A better life for all” promised opportunities for everyone to influence the future of the country, or has it?

Indlu-la-mi-thi is Nguni for giraffe. The Indlulamithi South Africa Scenarios 2030 encouraged big picture and far-horizon thinking in respect of the future of our country to plan scenarios, do research and facilitated workshops, to imagine alternative futures for South Africa. These scenarios aimed to focus both leaders and citizens on what kind of future a socially cohesive South Africa would hold sacred, and how to achieve it.

The current reality points to a convergence of inadequate economic growth, widespread unemployment, sharp inequalities, low levels of fixed investment and frail levels of social capital. As a result, a group of representatives from government, labour, academia, business and other stakeholders came together in 2017



(i) **“iSbhujwa – An isolated middle-class nation”**

“Loose-limbed and jumpy, with a frenetic edge, iSbhujwa is a South Africa torn by deepening social divides, daily protests and cynical self-interest”.

(ii) **“Nayi le Walk – A nation in step with itself”**

“The precision of steps in Nayi le Walk denotes a country where growing social cohesion, economic expansion and a renewed spirit of constitutionalism get the nation going”.

(iii) **“Gwara- Gwara – A floundering false dawn”**

“The people of South Africa are torn between immobility and restless energy and Gwara- Gwara is the name for a demoralized land of disorder and decay”.

According to Clem Sunter scenarios are not meant to be exact visions or predictions of the future, it is intended to get everyone thinking. The key conversation of Indlulamithi is: “if any of these three scenarios come to the fore, do we have the right policies and strategies to quickly adapt and move away from the undesirable elements of a given scenario, while simultaneously taking advantage of the positive elements of any of the scenarios”?

In order to move in the same direction, “one unified nation” is critical in an unstable environment. This is why nation building is such a key element of the success of the future of South Africa. If South Africa, as a nation, cannot take quick action and make the required mind shift, Gwara- Gwara might just well become the new reality.

## **THE ANALOGY**

Why did the scenario planning team come up with *dance* as the analogy to frame the scenarios?

Using analogies is a very powerful communication skill. It helps to understand critical concepts and captures the imagination of the audience, thus making them a part of the creative process. It paints pictures that connects to emotions and aids memory.

Analogies do not always need a name. In its simplest form it can be a smile, a childlike drawing on a post-it-note or a story told around a campfire. As long as everyone in the audience, have the same understanding of what is meant. However, traditionally, people continue ancient customs like dance to celebrate their being. Through movement and rhythm, they express the quality of their lives and the state of their mind. Gwara-Gwara does not conjure up images of health, energy, happiness and prosperity. In fact, you do not even have to know the dance to understand that its sounds like an awful state of mind. In contrast, Nayi le Walk forms a close connection with elements utilized thoughtfully to facilitate experiences of wellbeing, identity, history, tradition, education, dreams and desires. It portrays different roles and opportunities and processes for negotiating new identities while changing contexts as the stories told by bodies in concert with the rhythm of the time which binds people together in expressing deep intrinsic values.

Rowen White says about the traditional dances of the world: “Each one of us carries the love of thousands, those who stand behind us, our ancestors who guides us in their hearts and carry us into the future...”

Life is experienced in the body. It is the meeting of our internal self and the external realm that takes shape, radiates out of our core and connects us to the world. It is our voice, our story, our being, our gift to that which connects us all – it is the ecology of life embodied; it is all of us – the we in me. (Sara Moncada)

## **CONCLUSION**

With the growing volatility in the world economy, unemployment, unsustainability in various sectors and the demands of the 4<sup>th</sup> industrial revolution, South Africa has many reasons to pick up its step to get its head above the clouds. Moreover, the power of design thinking and scenario planning is a proven and repeatable problem-solving protocol that can be applied in any scenario, large or small. There is no need for special tools or expensive programmes, as long as you include as many stakeholders as possible and keep an open mind you will come up with an implementable plan.

To conclude herby the following commentary on Indlulamithi taken from the scenarios 2030 website:

According to Fikeni: “Like the giraffe, we are looking above the trees towards a future South Africa that can meet the aspirations contained in our Constitution for a country that belongs to all who live in it – united in our diversity,”.

Fikeni further states “We want South Africans across the spectrum of age, gender, ethnicity and socio-economic status to read through the different scenarios and recognize that they can help to create a stable, prosperous and socially cohesive country,”.

“All sectors of society – including government, political parties and the electorate – will have to make critical decisions in the immediate future. Through the storylines contained in the scenarios we can illustrate the possible consequences of the choices they make and hopefully convince them to make well-considered, far-sighted decisions.”

“The Indlulamithi scenarios will not gather dust on academic bookshelves,” says Fikeni. “They will remain ‘living’ and accessible documents that can serve as tools to improve national, regional and local planning capacity, enrich public policy decision-making and inform long-term investment decisions.”

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## **Excellentis et virtus**

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