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FOREWORD – Shirley Zinn

This compelling and comprehensive book, *Managing During the Coronavirus Vortex*, is an “on-time, on-point” publication that superbly addresses the unprecedented challenge that is profoundly impacting every aspect of our personal and professional lives, debilitating global and national economies, and changing the way we live and behave.

The World Health Organization declared the Novel Coronavirus outbreak a pandemic on 12 March 2020. Three days later, President Cyril Ramaphosa, while addressing the nation and declaring COVID-19 “a national disaster and the world’s gravest emergency”, said: “We must appreciate the extent of the threat that this disease presents. We must accept the anxiety that it causes, but we cannot allow ourselves to be overwhelmed by fear and panic.”

Undoubtedly, trusted, bold and courageous leadership is required as we navigate huge complexity, uncertainty and unpredictability so that we might sustain ourselves across all spheres of our being. In addition to the social, economic, geo-political and social impact, this pandemic is shaking our medical, scientific, psychological, sociological and anthropological foundations, and asking us to reflect deeply upon existential issues. This impacts each one of us individually and requires of us to harness the power of our collective efforts to fight this pandemic together.

Each chapter in this book is written by respected thought-leaders, academics and business and community leaders. It goes to the heart of what we are grappling with as we move through this coronavirus vortex. What have we already learnt from this? What do we still have to learn? Every chapter is jam-packed with inspiration, guidelines, tools and tips that will enable leaders to calmly, thoughtfully and confidently navigate their people, customers, stakeholders, shareholders and communities, while taking care of their personal well-being, through these extraordinary times. We are increasingly realising that we are all connected and have to take better care of each other.

This book will help us to understand the imperative around deliberately joining all other leaders across government, business and civil society, in a single-minded quest to protect our resources, both human and financial; avert a disaster in

an officially proclaimed state of disaster; manage the associated risks; govern well; and ensure that we can move forward as a collective to a future beyond the coronavirus. It is becoming abundantly clear that business is not only about profit, but also about people. This is about 'business-unusual'.

This is also a time for being empathetic, human-centric and compassionate, and not being fearful and panicky, even though we might feel both. This book does a wonderful job of explaining how to best lead in this pandemic and the leadership capabilities we need most. It further invites us to reflect on the role of business, and more specifically leadership, at a time of crisis.

This publication includes compelling thoughts on the economic and social impact of the coronavirus global fall out. How should we, as leaders, look ahead? It considers which economic sectors are the most vulnerable in South Africa and what the impact on unemployment will be, and how we might best respond to this. It also takes a look at business contingency planning and strategy, and considers learnings we might factor into our plans for possible future pandemics. How do we manage reputation and risk at a time like this? What are the legal implications? What do we have to do differently going forward? These are the very real questions facing leadership at this time.

Of course, for leaders, crisis communication strategies to various stakeholders are critical aspects of what is required at a time like this. Sage advice is provided in this read. As we continue to hear daily, there is an abundance of misinformation and fake communication that we need to be vigilant about as well.

Turning to the impact on human beings in the workplace, what are the labour-legal implications and changes required for employment policies at a time like this? How do we deal with this in a human-centric way? What are companies doing to promote workplace mental health in the age of COVID-19? Another aspect to this is how we are coping with anxiety, stress and burnout, and creating hope during this time. How do we deal with the stress of being quarantined and cope with the idea of isolation, illness and possible death? We have been talking for some time now about working remotely, flexible hours, the future of work strategies, employee engagement and remuneration in turbulent times, virtual working practices and leave practices. It would seem that this pandemic is pushing us to crystallise our thinking on our people practices and give clear guidance to support our employees to ensure productivity and business continuity at the same time.

Are we sufficiently adaptive, agile and resilient? We live in the Fourth Industrial Revolution. How might we better leverage technology during a time like this?

And then there are the personal stories and leadership lessons learnt. Some respected leaders share their experiences in this book in order to inspire hope. Let's also think about small businesses in the context of our already fragile economy, as the pressure on global stock exchanges results in rising economic uncertainty and vulnerability.

Finally, the day we are all looking forward to is the day after coronavirus. Every business, family, organisation and government must have a plan for addressing pandemics such as these. The message here is very clear – always be prepared. Many of us might recall leading risk discussions about the likelihood, potential, possibility or probability of such an event. We indicated our RAG status on our risk registers, and we trusted that this would be sufficient based on the assumptions we had in mind at the time. If we are to be honest, for most this was a theoretical exercise, but a semblance of preparation nonetheless. We cannot afford to be complacent and take a box-ticking attitude to compliance and risk.

Let's continue to partner despite our differences. Let's unite behind one rallying call to save lives, protect families and sustain our businesses and economy through these perilous times. As leaders, it is our duty to continue to look ahead and be the shining light.

ABOUT THE EDITOR

Wilhelm Crous has a passion for business knowledge. This passion is realised, through Knowledge Resources (which he established in 1991), by publishing business and management books; developing and presenting world-class conferences and training; conducting surveys in the HR/Talent Management field; and publishing Human Capital and Labour Country Reports. Wilhelm is also the founder of the HR Think Tank, in collaboration with the Institute for Future Research.

Previously, Wilhelm served as the Executive Director of the Institute of Personnel Management (IPM), and is also one of the co-founders of the South African Board for People Practices (SABPP) where he served on the first board. Throughout his career he has served on various commissions, advisory boards and working groups, all related to professional human resources management specifically, and labour and human capital on a macro-national level. Wilhelm has also been a guest lecturer at various universities and business schools in the areas listed above, and has received numerous special awards, including the Lifetime Achievement Award from the SABPP for his outstanding contribution to the human resources management profession, and the Chancellor's Medal from the University of Pretoria for contributions made to human resources management. In 2017, he received a Lifetime Achievement Award from the University of Johannesburg for his contribution to Entrepreneurship in South Africa.

ABOUT THE CONTRIBUTORS

STÉVE (BEE) BÁNHEGYI

Stéve Bánhegyi is a past and present student of psychology, both academic and traditional. He lectured Information Systems at WITS University for over four years, and has worked as a consultant and facilitator with various organisations in Africa and Europe. He is also a beekeeper and has studied hive-mind and bee communication for many years. Since 1982, Stéve has increasingly made use of storytelling in participative management programmes, engaging individuals and teams in governments, NGOs and private and listed companies. He enjoys taking diverse audiences through processes involving story-driven Change, Co-operation, Creativity, Culture, Corporate Consciousness and Communication. He is a co-founder of the CultureScan process of effortlessly shifting and modernising organisational culture, with an accent on employee involvement.

Stéve's speaking and writing topics include storytelling, change and innovation using metaphors from the natural world and ancient cultures. He helps people experience a completely new and alternative view of organisational life and relationships using African storytelling – a way of seeing the world that can be used simply and effectively in modern corporations.

SONJA BLIGNAUT

Sonja Blignaut, the founder of More Beyond, has been working in the fields of narrative and complexity since 2002. Before founding More Beyond, she worked as a consultant for PWC and IBM. She left the formal consulting world in 2004 and has since consulted locally and internationally with clients including the Sasol Group, Sasol Inzalo Foundation, Barclays, MMI, Anglo American, Harmony Gold, Nedbank, Standard Bank, Liberty, FNB, Gautrain Management Agency, PWC, IBM North America, DSTV, Eskom, SANParks, the Water Research Commission and many others.

Sonja trains locally and internationally in complexity and related topics at various academic institutions, including the University of Pretoria and GIBS. She is a sought-after speaker in a wide variety of industries and conferences, including Agile Summits, OD conferences and TedX Pretoria.

TIM COHEN

Tim Cohen is currently the editor of *Business Maverick*, a division of *Daily Maverick*. He was previously the editor of *Business Day* and the *Financial Mail*. Tim is currently a freelance journalist and researcher. His work focuses mainly on South African business journalism, and he is a contributor to many publications including the *Financial Times* and *Wall Street Journal*.

Tim is the author of *A Piece of the Pie: The Battle over Nationalisation* (2012), and is a past recipient of the Sanlam Financial Journalist of the Year Award.

MICHAEL DAVIES

Michael Davies has been involved in the Resilience & Business Continuity industry for more than 16 years, having spent several years in the IT industry with companies such as Dimension Data, Enterprise Technologies, Amdahl, Computer Configurations and MGX. Michael spent his earlier years on the financial side of business, having progressed in 2011 from Financial Director to CEO of ContinuitySA. He has spoken on Resilience and Business Continuity Management (BCM) at various conferences in Africa and heads up the largest independent BCM supplier in Africa. While at the helm of ContinuitySA, the company has won numerous prestigious awards, including being inducted into the Global Business Continuity Institute Hall of Fame after winning the Continuity and Resilience Provider award for Africa for three consecutive years.

Michael completed a BCom degree at the University of Natal and an MBA at Henley College in the UK. He is an affiliate of the Business Continuity Institute based in London, a member of the Institute of Risk Management Southern Africa (IRMSA), and a member of the Institute of Directors. He also sits on the IRMSA African committee. Michael was awarded the Business Continuity Institute BCM Industry Personality for Africa in 2018.

DR JOPIE DE BEER

Jopie de Beer is a founder and the current CEO of the JvR Africa Group of Companies, consisting of JvR Psychometrics, JvR Consulting Psychologists and JvR Academy. Established in 1994, the business entities in the JvR Africa Group have grown to include exceptional client solutions with regard to

talent assessment and development. With a focus on the constructive use of assessment data and metrics, as well as excellent client service, technology and innovation, the companies have built a recognised and respected brand for highly professional and trustworthy people solutions in Africa.

Jopie is a psychologist with many years of experience. She relies on an outstanding team of professionals who share her passion, drive and vision for every person to be given the opportunity to develop to their full potential.

In 2017 she received a Lifetime Achievement Award from the University of Johannesburg for her contribution to Entrepreneurship in South Africa.

INGRA DU BUISSON-NARSAI

Ingra du Buisson-Narsai is a registered Industrial and Organisational (I/O) Psychologist in private practice, specialising in the field of Applied Organisational Neuroscience. She is co-founder and Director of NeuroCapital Consulting, which consults to some of South Africa's most admired companies.

With 20 years of executive-level experience in corporate South Africa, including as Group HR Director (Famous Brands Ltd), HR executive (Aegis Insurance/RMBH Group), and HR Director (Usko/Bytes Technology), Ingra's special skills lie in being a catalyst for change and creating break-through organisational behaviour solutions, using neuroscience-based diagnostics. She has also published a chapter on Neuroscience-Based Leadership in a scientific peer-reviewed book on Leadership (2016) and is the author of *Fight, Flight or Flourish: How neuroscience can unlock human potential* (2020.) Ingra actively pursues the increasing visibility of neuroscientific methods and diagnostics in the study of organisational behaviour.

CHARLES DU TOIT

Prior to his current role as the CEO of Dr Charles du Toit and Associates, a niche Leadership and HR consultancy, **Dr Charles du Toit** was the HR Director of Eveready in South Africa for 16 years. Today he provides leadership development solutions, training and strategic support to a wide range of significant corporations and several business schools. He is also the founder and chairperson of the Nelson Mandela Bay HR Forum. Charles holds a PhD in Leadership through Change from the University of Johannesburg.

JAMES HEBBARD

James Hebbard is the Chief People Officer at Tencent, as well as an internationally accredited trainer and facilitator who specialises in Change Management Best Practice and Strengths-Based Personal Development. He has trained with international specialists including Tony Robbins, Clem Sunter, Bon Proctor, Blair Singer and T Harv Eker, to name a few. He is an NLP Master Practitioner who has been accredited to train and consult using various recognised leadership, management and psychological models and tools. James has been training and consulting in the Change Management sector for the past eight years, and has facilitated and trained various leadership and change interventions for large international organisations (including Vodacom, Sasol, Standard Bank, PPC and E&Y) with a specific focus on Change Management. Specifically, he concentrates on how to assist organisations, leaders, teams and individuals to not only accept change, but also to use change initiatives as opportunities for innovative ideas to improve performance as well as profitability.

JANINE HILLS

Trust in action in business relationships: that is the core idea upon which **Janine Hills** launched Vuma Reputation Management in 2005. The company has grown its client base over the years to cover most industries in South Africa and 13 countries in Africa.

At FirstRand Bank, Janine worked side-by-side with Paul Harris and Michael Jordaan in the founding of eBucks.com, which is now acknowledged as the most successful retail rewards operation in SA's history. She also worked closely with Alan Knott Craig, Shameel Joosub and Joan Joffe in the founding days of Vodacom.

Janine is currently a Board member of Brand South Africa (Brand SA), International Women's Forum South Africa (IWFSa) and UNICEF Women's Giving Circle. In addition, Janine sits on the global advisory board for INBREC and is chairperson of INBREC Africa. In 2018, Janine was elected a Member of the Brand and Communications Committee of Council (BCCC) at the University of South Africa (UNISA.) Janine has been the recipient of more than a dozen awards, nominations and honours over the past decade, particularly in the fields of entrepreneurship, women's empowerment and leadership.

ARTHUR KAMP

Arthur Kamp holds a Hons. B Econ (Economics) Cum Laude from the University of Stellenbosch and a MSc. in Financial Economics from the University of London. After working as a part-time/assistant lecturer at the University of Stellenbosch Business School in 1989, he started a career at Eskom in 1990, where he worked as an economic consultant in the Management Consulting Group.

In 1995, Arthur joined the stock broking firm, Simpson McKie, which was later purchased by the global investment bank, HSBC. He spent 10 years at the firm as the South African economist, which included interaction with HSBC's South African and global fund manager client base.

Arthur has worked at Sanlam since 2005, and is currently Chief Economist at Sanlam Asset Management within the Sanlam Investment Group. His job description includes researching and presenting material on the South African and global economies, which is relevant to the decision-making process of the Asset Allocation team. This includes, but is not limited to, analysis of inflation, interest rates, currencies, trends in the components of final demand in the economy, and the implications of changes in the economic policy environment, including monetary and fiscal policy.

During his tenure at Sanlam, Arthur also held the position of External Moderator at the University of Stellenbosch for the post-graduate Financial Market Analysis Module in the Department of Economics from 2011 to 2013 (the maximum permissible term of three years.)

BUSISIWE MAVUSO

Busisiwe Mavuso is a Chartered Certified Accountant (CCA), qualified with the Association of Certified Chartered Accountants (ACCA – UK), and holds a Master's Degree in Business Leadership, a Postgraduate Qualification in Management from GIBS, and a B. Compt in Accounting from the University of South Africa (UNISA.)

Busi is the Chief Executive Officer at Business Leadership South Africa (BLSA), an independent association of the leaders of some of South Africa's biggest and most well-known organisations. BLSA is a forum for engaging key players,

including civil society and labour, to exchange ideas in the national interest and to create effective dialogue with government and other stakeholders.

Busi is also a Non-Executive Director on the Boards of Eskom, Business Unity South Africa (BUSA) and Resultant Finance (a PIC investee company), and serves on the Advisory Committee on Finance & Procurement at the University of Fort Hare.

Prior to her previous role as the Chief Operating Officer of BLSA, Busi was the Managing Director of the Black Management Forum (BMF), where she was responsible for driving the overall strategy of the organisation. Before assuming this role, Busi served as the Chief Financial Officer and Operations Director of the BMF, having joined in May 2009.

DR MORNÉ MOSTERT

Dr Morné Mostert is the Director of the Institute for Futures Research at Stellenbosch University. He is a senior C-suite strategy specialist and advises globally on foresight for executive decision-making. He has worked in Geneva, Paris, London, Dubai, Madrid and several African countries.

Having earned his PhD in the Management of Technology and Innovation, Morné's areas of specialisation include Futures Thinking, Strategic Thinking, Systems Thinking and Creative Innovation. He was the founding Chairman of media tech start-up Africa Business Radio, and is a member of the ILO's international panel of experts on the Future of Work. Morné is also a regular keynote speaker and frequent guest on radio and television in the business media. He is the author of the influential book, *Systemic Leadership Learning – Leadership Development in the Era of Complexity*, which has been the prescribed text for several international programmes on strategic leadership.

SHERISA RAJAH

Sherisa Rajah is an employment lawyer and partner at the international law firm, Fasken. She services clients in the Middle East and Africa on all aspects of labour, public procurement, regulatory, corporate governance and employment law across various sectors and industries. She is actively engaged in the legal incubation and acceleration of entrepreneurs on behalf of investors, in order

to ensure that they are viable and sustainable trading entities. In addition, she advises clients on future of work strategies and various aspects relating to the workforce of the future.

Sherisa has spoken at a number of conferences as well as on television and radio on topical legal and business aspects impacting the workplace, and is also a delegate to the Presidential Commission on 4IR as a subject matter expert in the fields of law, regulations and HR. She was appointed a mentor of Grow, an arm of the global community organisation, Hacking HR, and is a member of the Lead Advisory Expert Panel of the international organisation, Entrepreneurial Mindset.

NAVLIKA RATANGEE

Navlika Ratangee is a clinical psychologist who has diverse experience in Human Capital Management, Behavioural Risk, Change Management, Managerial Consulting, Global Management Consulting, Leadership, Organisational Resilience and Organisational Strategy. She also has many years' experience in dealing with mental health in the workplace, and has consulted to many South African corporates in this regard.

Navlika completed her MBA at GIBS in 2016 with distinction, and was awarded the prize for top graduate on the programme. She furthered her executive education at Harvard Business School, regularly acts as a guest lecturer at GIBS, is a group mentor for PGDip and MBA programmes, and was selected by McKinsey & Company for their WomEmpower event, which aims to develop future female leadership for the global community.

TOBY SHAPSHAK

Toby Shapshak is the Editor-in-Chief and Publisher of *Stuff* magazine. He is a contributor to *Forbes* and writes a weekly column for the *Financial Mail*. He believes Africa is a mobile-driven continent, about which he has written for *CNN*, *The Guardian* in London and *Forbes*. He is writing a book on innovation in Africa, looking at how the problems Africa is solving for itself will benefit the rest of the world.

He has spoken at numerous conferences about innovation in Africa, including TED Global in Edinburgh (2013.) Toby has spoken four times at the South by

South West (SxSW) conference in Austin, Texas, on South Africa's tech landscape (2011); on how mobile is being used in Africa (2013); how music is being consumed (2014); and how innovation is better in Africa (2017.) His TED talk on how Africa is solving real problems has had over 1,4-million views; and he has been featured in the *New York Times*.

Toby was named in *GQ*'s top 30 men in media and the *Mail & Guardian* newspaper's 300 influential young South Africans list, and has won the ICT Journalist of the Year. *GQ* said he "has become the most high-profile technology journalist in the country", while the *M&G* wrote: "Toby Shapshak is all things tech... he reigns supreme as the major talking head for everything and anything tech."

PROFESSOR THEO VELDSMAN

Professor Theo Veldsman is a Work Psychologist, a Strategic People Effectiveness Advisor, and a former Professor and HOD at the Department of Industrial Psychology and People Management in the College of Economics and Business, University of Johannesburg (UJ.) He is currently a Visiting Professor at UJ and an Extraordinary Professor at the University of Stellenbosch Business School.

Theo is regarded as a thought leader in South Africa with respect to people management and the psychology of work. He has demonstrated his ongoing ability to proactively identify emerging people and leadership needs, and arrive at fit-for-purpose innovative solutions that are simultaneously theoretically and practically sound. He has a proven ability to move seamlessly between theory and practice, and vice versa. He has led the profession of Psychology and Industrial Psychology nationally as President on several occasions, and was awarded Fellowship status by the Society of Industrial and Organisational Psychology of SA (SIOPSA.) Theo was given an Award for Lifelong Achievement by the South African Board for People Practices (SABPP) in 2012.

GRAHAM WILLIAMS

Graham Williams has earned Bachelor of Arts and Honours Commerce degrees in psychology, economics, advanced HR challenges and consumer behaviour, is a certified member of the Institute of Management Consultants and Coaches of South Africa, and is a neuro-linguistic practitioner. His work has taken him to over 40 countries in many sectors and industries. An essential component of Graham's

'motivational fingerprint' is to overcome severe organisational blockages by installing creative, healing solutions – from conception to implementation. He focuses on the use of narrative, anecdote, image and metaphor as practical, critical contributors to successful business interventions. He is also a co-founder of CultureScan, a process that combines savvy surveys, psychologically safe conversation circles, topic immersion as needed, and appreciative, self-directed implementation to solve business challenges while shifting culture and facilitating belonging.

Graham's first co-authored book, *The Halo and the Noose*, was published in 2014, revised and updated in 2017, and the Chinese translation is due to be launched early in 2020. Subsequent books have covered the building of resilience, sustainability and regeneration, converting values to lived virtues and existential leadership.

PROFESSOR SHIRLEY ZINN

Professor Shirley Zinn is the former Group Head of Human Resources at Woolworths Holdings Limited, before which she was the Head of Human Resources at Standard Bank South Africa, Deputy Global Head of Human Resources for the Standard Bank Group, Group Executive HR at Nedbank, and General Manager for Human Resources at the South African Revenue Service (SARS), to name a few. She also registered her own company, Shirley Zinn Consulting, which provides consulting and advisory services in HR, Transformation, Leadership and Education.

Shirley is an Extraordinary Professor at the University of Pretoria's Department of Human Resource Management, and was recently appointed as Adjunct Professor at the University of Cape Town. In addition to various other Directorships and involvements with NGOs, Shirley is a non-executive Director of five JSE-listed companies: Sanlam Ltd, MTN-SA, Afrocentric, AdvTech and Spur Corporation. Shirley holds a doctorate in Education from Harvard University.