By all accounts, and without any doubt, the future is going to look vastly different: both in terms of the world at large, and more specifically the world of work. Correspondingly, the challenges for, demands on, and requirements for the People Professional of tomorrow also will shift significantly. It is estimated that professions will change more in the next 25 years than in the previous 300 years. Professions as we know them currently may be dismantled completely by taking on a new scope, shape and mode of delivery. Since the future is the place where we are going to spend most of our time, we better take the time to understand insightfully this future rushing towards us in order to make and keep ourselves future fit.

The purpose of my article is to do some crystal ball gazing into this future rushing unto us. No claim is made of making 100% accurate predictions. That is not only impossible, but it would be at the very least arrogant. My aim is rather to explore trend lines and breaks as broad indications for what we have to consider in re-inventing ourselves as People Professionals for the radically changing future that could fossilise us at the speed of light.

I would like to address two general themes in my article. Firstly, to paint in bold strokes a
broad picture of the probable future – a scenario as it relates to us as People Professionals, proclaiming to be Scientists-Practitioners of the world of human work. Secondly, to drill down into some specific features of this future, and distil some of their possible consequences for the People Professional of tomorrow. The critically more important, interdependent future features I would like to discuss are: globalisation, virtualisation, automation, identification and multiplication. Contained in the discussion of these features are suggested re-invention proposals to make the People Professional of tomorrow future fit.

Although my exposition will strive to cover all of the roles that the People Professional can fulfil potentially, such as researcher, teacher, consultant, capacitor, and/or coach, there may be a slight bias in my discussion towards the latter three, more practice-related roles, namely consultant, capacitor, and/or coach.

**PROFILING THE FUTURE: TOMORROW’S CONTEXT, ORGANISATION, WORKERS AND LEADERSHIP**

Figure 1 depicts what I believe are the four dominant dimensions regarding the world of tomorrow that I would suggest we need to explore to discover the probable future rushing upon us. Important to note with respect to the figure is: firstly, Context forms the macro dimension in which the other three dimensions are embedded. The latter dimensions are thus infused by the nature and dynamics of the future context; and, secondly, Organisation, workers and leadership stand in reciprocally influencing, and dynamically interacting, relationships with one another. Each dimension is discussed next, in the order of Context, Organisation, Workers and Leadership.

**CONTEXT**

- Organisation
- Workers
- Leadership

**Tomorrow’s Context**

The Context represents the world at large. Tomorrow’s world can be characterised qualitatively in terms of the acronym VICTCAS and adaptation and expansion of the well-known VUCA acronym used to typify tomorrow’s world: a world of increasing **Variety** (i.e. diversity), **Interdependency** (i.e. connectivity), **Complexity**, **Change**, **Ambiguity**, and **Seamlessness** (i.e. boundarylessness). The emerging world order represents an accelerating oscillation between order and chaos on an ongoing basis: now order, now chaos, now order, and so on, of varying duration. A snowballing contextual shift in relative weighting is unfolding from **Simple Contexts** of Known Knowns, through **Complicated Contexts** of Unknown Knowns and **Complex Contexts** of Unknown Unknowns, to **Chaotic Contexts** of Unknowables. The latter two Contexts are relatively more dominant in the fourfold contextual mix. The ‘maths’ of the emerging new order is: ‘Respond twice as fast, deliver twice as much at twice the speed, at half the cost within half the accepted product/service life span, and doing all of the aforesaid on an ongoing basis, everywhere, anytime, anyone, anyhow, anything.’ Ever shifting goal posts regarding organisational critical success criteria – the rules of the game – of responsiveness, innovation, speed, flexibility, value-add, quality, and cost effectiveness, are forcing organisations to make the seemingly impossible possible in their endeavour to remain sustainable.

**Tomorrow’s Organisation**

In the VICCAS world of tomorrow we are seeing the emergence of three broad types of organisations: high flexibility/high involvement (or network/value web) organisations, representing essentially the re-invention of the conventional corporate; the rapidly growing, on-demand economy, application-based organisations; and small/medium sized entrepreneurial entities (about 100 or less workers). In years to come, my contention is that in relative terms at least 75% of all economic and work activities as a proportion of total economic activity, expressed in, say, financial and/or employment terms, will be housed in the latter two types of organisations. Though still dominant individually, the big corporates of today’s relative power will reduce within the broader, collective influence and impact of the latter two types of organisations.

The **high flexibility/high involvement (or network/value web) organisation** is designed around globally and/or virtually distributed and connected, agile, multi-skilled and multi-disciplinary autonomous teams/mini-business units. The teams/units perform broad chunks of the organisation’s overall core work processes (or the total core work process for a product/service/client/market). Many of these business units may be based on partnering with external service providers. They have a high degree of decision-making power and self-generated information. The teams/units are directed to others by an internalised vision and philosophy, grounded in a higher order purpose and meaning. Their outside-in focus is on meeting customers’ needs/expectations, quality and disruptive innovation.

The **on-demand economy, application-based organisation** is set up around Information and Communication Technology (ICT) and smart phone based applications, ‘Apps’. The organisation is from inception completely virtual. Through the Apps, the organisation links and satisfies customer/client needs and products/services. The product/service is delivered on a contractual basis by independent persons working full time for the organisation and/or moonlighting persons for whom it is a second job. Or, by a person owning an asset, like a car or a house for accommodation, offered through the App to satisfy customer/client needs. Examples of these types of organisations are the likes of Uber, Lyft, Washio, Handy, Amazon’s Mechanical Turk, and Airbnb.

The **small/medium sized entrepreneurial entities** operate as niche businesses using emerging technologies such as 3D Printing or their own unique technological innovation/invention. This is the typical ‘out-of-the-garage’ or ‘back yard’ start-up business, making up the dreams of venture capitalists. These entities may grow into global corporates, but also may decide to stay relatively small, people wise. Examples here are the likes of Apple, Google, Dell, Facebook, and Microsoft starting up in garages or university dormitories.

**Tomorrow’s Workers**

Within today’s knowledge society, it is estimated that 85% and upwards of the assets of an organisation are intangible (e.g. organisation’s reputation, brand, patent rights, organisational capabilities, people expertise and skills) instead of tangible (e.g. facilities, technology, finance, products/services). Probably at least 70% plus of the intangible assets are resident in the people of the organisation in the form of creativity, innovation, expertise, knowledge, skills, and experience. In this society, people have become the predominant value unlockers of the potential contained in the assets of the organisation, by means of which sustainable wealth is created. People have therefore moved centre stage in the future, sustainable success of organisations, and will be even more critical in the world of tomorrow.

A growing proportion of the workers in the VICCAS world of tomorrow will be independents or freelancers with certain specialist knowledge, expertise and experience, contracting individually with organisations to deliver or contribute to their products/services. Increasingly, even the full-time employees of tomorrow will have the same mind set, values and attitudes of independents and freelancers, though employed by an organisation. Tomorrow’s workers will be much more diverse in terms of make-up, however profiled. For example, in terms of
generations (currently, up to five different generations in the work setting), gender, ethnicity, nationalities, and values.

They will be more demanding in terms of what they expect from organisations. They will be looking for reputable, high profile organisations with credible, influenceable leadership. They will desire work and work settings that are challenging, stimulating, meaningful and purposeful; are collaborative and team based; offer ongoing learning and development opportunities, taken up at their own behest at a time and place decided by them; and are built around their needs and aspirations relative to where they are in their self-directed, career life cycles. They will seek out work settings that will allow them to actualise their potential and apply their knowledge, skills and experience fully and in innovative ways in order to remain sustainably employable in tomorrow's world. They will want to operate in an information rich setting, preferably self-generated, and technology enabled setting.

They desire to be judged by what they can contribute and the results they (can) produce rather than by the hours they spend at work and/or the number of activities they perform within a given period of time. Core to them will be to be enabled and empowered as leaders in their own right and place. These workers will have a greater desire for optimal work/life integration because the boundaries between life and work will have dissipated completely as a result of virtual connectivity, giving them the capability to work anywhere, anytime, with anyone on anything.

The question "What is it in for me?" will feature much more strongly on their personal radar screens, with the person putting him/herself at the centre of his/her self-crafted, individualised work role and world of work. Engagement and identification by an individual with an organisation will occur on terms and objectives set by the individual within shorter time frames of commitment in any given cause, issue and/or organisation. The challenge regarding tomorrow’s worker will be how to engage the heart, mind, soul and spirit of them who will be much more inner-directed, assertive and independent; mobile, meaning and purpose seeking (i.e. why and to what end am I doing this?).

The hyper fluidity and hyper turbulence of tomorrow’s work setting with its ever changing work and role boundaries; the greying of ethics and values, also because of multicultural work settings; and the rise of narcissism in combination with poor checks and balances in organisational and work settings, also will see a rise in the incidence of social loafers, free riders and toxic workers. So the frequency of toxicity in work settings, and toxic leadership (also see the next section) will increase.

Tomorrow’s Leaders
If people have moved centre stage in the future, sustainable success of organisations, and will be even more central in the world of tomorrow, then those that have to lead them become correspondingly critical. The returns from leading and managing people in ways that build high commitment, involvement, learning, and organisational competence are typically in the order of 30% to 40%, substantial by any measure. Given tomorrow’s workers as discussed above, and dealing effectively with the more demanding, constantly changing and radically different context – internally and externally – as departure point, leadership in the VICCAS world of tomorrow will be much more shared (or distributive): a group of diverse persons collaboratively co-leading within a multicultural and cross-cultural setting.

Leadership will have to earn the right and respect to lead from a wider range, and more diverse set of stakeholders. They will be judged at all times under all circumstances more strictly in terms of the values they hold; the integrity with which they act; and the example they set through their thinking, decisions and actions. The congruence between their talking and walking will be more keenly, and publically, watched, compared and shared via social media.

They will be followed by stakeholders not only for the inspiring vision (or dream) they are pursuing but also for the intended legacy the actualising vision is to leave behind. Leadership will be assessed in accordance with their espoused leadership spirituality, ‘why’ leadership: the meaning and purpose of what they proclaim they are pursuing, radiating and handing on to a team and legacy wise. They will also be weighed up in terms of the agenda they are driving: a ‘Me’, ego-centric or an ‘Us’, servantship agenda.

The enablement – providing the wherewithal to followers to do the work – and empowerment – giving followers the freedom to act – awarded by leadership will be core to their effectiveness. The worker of tomorrow would want more of both. In the final instance, tomorrow’s leadership will be demonstrated excellence in a simultaneously, threefold manner: a competent ability at what they do, as well as the requisite level of intelligence (i.e. infra- and interpersonal, systemic, ideation, action and contextual); and the appropriate degree of maturity with which they lead.

Going into the future, the incidence of immature, unethical and/or toxic leadership will increase. This increase will occur for a number of reasons, many being the same as for toxic workers listed above. Firstly, because of the weakening authority of commonly accepted ethical values and norms. Secondly, because of the inability to make speedily enough adjustments in corporate governance relative to the rate of change in tomorrow’s world. Thirdly, because of the fanatical worshipping of unfretted individualism and egocentricity to the detriment of the pursuit of the common good. Fourthly, because of unrealistic stakeholder expectations (e.g. of shareholders) forcing leadership to take unethical, opportunistic shortcuts. Fifthly, because of the rampant growth in personal self-interest and self-love (i.e. narcissism), putting ‘Me’ at the centre. Lastly, because of a growth in toxic susceptible followers, leadership will permit toxic leadership to serve their personal needs and interests, however unethical and immoral. As an outcome of the VICCAS world, the burnout and derailment of leaders also will increase because of ambiguous, conflicting and/or ever changing leadership demands, requirements and expectations.

Against this backdrop, I would next like to address globalisation, virtualisation, automation, identification and multiplication as more critical, specific interdependent features of the tomorrow’s world of work with their implications for the future People Professional.

Globalisation
Increasingly the world is, and will be even more so in future, an interconnected whole, a global village. Many, if not most boundaries restricting the movement of information, knowledge, people, stakeholders, products/services and resources (e.g. raw materials, finance, technology) across the world are disappearing/will disappear rapidly, though at varying paces over time across the world. However, the present worldwide rise in nationalism; a growing internalised focus of ‘Put the interests of our country first’; inter-nation tensions; and global security fears/threats, may slow down, and in some cases even counter globalisation. Current and future organisations will operate globally, through a physical and/or virtual presence and reach.

Globalisation imposes the imperative of a global, systemic mind set on the People Professional of tomorrow. He/she will have to see him/herself as a global citizen. This mind set will require the People Professional, firstly, to see the whole world in an integrated, organic way as his/her total action domain. Physical location becomes irrelevant. Reach becomes the key. This mind set will embrace on the one hand, in sourcing ideas, thinking, products/services and partners from wherever. On the other hand, seeing the whole world as a potential taker of the expertise, knowledge and products/services he/she has to offer. Paradoxically, however, he/she has to work into his/her global, systemic mind set the crucial factor of localisation because of cross-cultural and inter-cultural differences as one moves across the multicultural
Secondly, for future ready People Professionals to realise that within a systemic thinking framework multi-disciplinary solutions are insufficient in providing sustainable answers. The world as an ecosystem requires integrated, multi-disciplinary solutions. Going into the future, working with other disciplines seamlessly will be the normal way of practising one’s profession, whether as a scientist or practitioner.

**Virtualisation**

Virtualisation (or digitisation) refers to the technology enabled, ability to be present and deliver on an ongoing basis, anything, anywhere, anytime, anyhow, for anyone. For example, by means of technologies such as the Internet; social media in the form of Google, Facebook, LinkedIn, Blogs, Twitter; smart phones; and Cloud enabled virtualisation.

Globalisation and Virtualisation are two sides of the same coin. The former embraces boundarylessness movement. The latter provides the means to make boundarylessness movement possible by providing connectivity for 24/7/365 information mining, networking, collaboration and delivery.

An exponentially increasing migration of interactions, products/services and events is taking place from the physical to virtual reality. The latter is replacing, and in some instances exterminating the former. e.g. online shopping, newspapers, travel booking reservations. The creation and maintenance of digital literacy, alongside a digital presence and brand have become essential in tomorrow’s world.

The virtual reality furthermore is populated by a bewildering array of applications, ‘apps’, enabling all sorts of abilities, activities and interaction. ‘Applied’ self-help has become the name of the game. People are living ‘App-ily ever after’ (Simon Lewis) in cyberspacetime.

For example, digital human implants are seen as the next evolutionary stage of virtualisation. In this case, virtualisation now takes on a human bodily presence. For example, digital tracking devices implanted in children; implanted house keys to open/lock one’s home; implanted business card, communicating by putting one’s hand against another person’s smart phone or hand held computer; implanted banking ID and PIN information to gain access to one’s bank accounts; and implanted emotional tracking, feedback and control devices. Of course, bio-hacking to ‘steal’ and clone one’s hand against another person’s business card, communicated by putting this card in one’s hand against another person’s hand can be added. From regarding the virtual reality as an acceptable reality to research alongside the physical reality; e-research about social networking and media as a research topic dealing with the virtual reality in which people increasingly live and work; e-research enabled collaboration; e-research tools; e-learning and e-teaching; e-assessment (e.g. 3D virtual, gamified assessment centres); e-coaching, e-development; to e-wellbeing. Tomorrow’s People Professional will need to be an e-professional, able to conceive, construct and support (self-help, read ‘Do It Yourself!’) apps. The apps will need to be anchored in the first place in ‘deep thinking’, re-created mind sets/paradigms congruent with the world of tomorrow as sketched above.

Many of these apps may be open sourced, and be maintained, improved and extended by a virtual community of practice, analogous to Linux – the Enterprise Resource Planning System – and Wikipedia – the online encyclopaedia. This community could consist of other professionals and prospective clients – both organisations and workers partnering and interacting virtually.

**Automation**

Virtualisation is about having a virtual presence and interaction at all times, in all places with all persons on anything. Automation entails the means used to conceive, produce, deliver and maintain products/services. We are in the throes of the Fourth Industrial Revolution, characterised by an exponential rate of change in and merging of multiple technologies across diverse domains such as the physical, digital, and biological. It is the age of, for example, Artificial Intelligence (AI), robotics, RNA sequencing, the Internet of Things (IoT), autonomous vehicles, 3D printing, nanotechnology, big data, materials science, energy storage and quantum computing. This revolution is not only changing the “what” and “how” of doing things but also “who” we are, and must be able to do, as human beings. It is not only merely the age of robots but of ‘cobots’: people working in tandem with automation.

According to a recent McKinsey study, “as many as 45% of the activities individuals are paid to perform can be automated by adapting currently demonstrated technologies”. Automation-related job substitution can hit high-skilled sectors just as hard as low-skilled ones. More specifically, the Fourth Industrial Revolution is challenging the professions’ two most important claims to be special: firstly, the ability to advance the frontiers of knowledge; and, secondly, the exclusive, protected licence to apply specialised knowledge. Increasingly, digitised algorithms are taking over professional work and undermining, eroding and making extinct both claims of being special.

Some examples of challenges to the claims by professions of being unique to illustrate: IBM and Bayor College of Medicine developed KNIT (Knowledge Integration toolkit) that scans medical literature to generate new hypotheses to guide research. The use of legal e-arbitration/e-adjudication algorithms to settle claims. Law firms are starting to use ‘big data’ analytics to sift through millions of documents of past legal cases to find those most relevant to their pending case, reducing the need for employees to work through such documents. In the health sector, the IBM Watson computer can propose cancer treatments by crunching data on the patient’s symptoms, family and medical history in conjunction with the medical records of other cancer patients, limiting the time a doctor has to spend on diagnostics. The enablement of medical staff through expert diagnostic systems to perform work once reserved for medical doctors. When an algorithm was used to pick applicants for low skill service sector jobs, e.g. data entry and call centre work, the applicants stayed longer and performed better (National Bureau of Economic Research quoted Bloomberg News, downloaded 18 November 2015).

A last example: the rapid growth in Massive Open Online Courses (MOOCs) replacing classroom, face-to-face education/training, already undertaken by millions of learners worldwide.

Under conditions of technological innovation, the demand for highly skilled workers increases while the demand for less educated, lower skilled workers decreases. Typically the jobs of middle and lower income workers are automated. Robots will increasingly perform the more mundane professional work. As AI increases, more complex professional work will also be automated. To be ‘automation-proof’, workers of tomorrow will increasingly need to cultivate the ability to think critically; to solve complex problems; to interact with others collaboratively; be able to think and act innovatively; think systemically; learn how to question paradigms and mind sets; learn how to learn; and remain up to date and agile. ‘Soft’ skills will grow in demand. ‘Hard’ skills will be accepted as givens.

I would like to suggest that the exponentially unfolding Fourth Industrial Revolution world of work will have at least five implications for the People Professional of tomorrow. Firstly, it will require a switch from a verification research paradigm – prove something is true – to a falsification research paradigm – accept something is true, and seek evidence to the contrary. The pace of change is too rapid for the former to deliver research based evidence quickly enough. Secondly, it will be imperative to find and conduct – in close partnership with both other related disciplines like engineering and organisations – new research processes and methodologies to rapidly generate evidence-based, immediately applicable knowledge about this new world. To my mind, action research and learning are eminently suited to take the primary knowledge
The fundamental rights that working transformation the world of work is, given the fundamental and radical dimension of our profession will rapidly be turned into extinct dinosaurs, given the speed of change.

Thirdly, People Professionals also have to become knowledge engineers, or link up with them, being able to encode professional expertise and wisdom into decision-making algorithms for use by para-professionals in our field. Fourthly, People Professionals will similarly have to become competent at conceiving and constructing decision-making algorithms – ‘tool kits’ – for everyday use in the work setting by workers and leaders alike. Fifthly, to build into all apps and decision-making algorithms data-generation capabilities to provide rapid, in time, real time feedback that can be turned into intelligence to be used for continuous improvement and innovation of the apps concerned, i.e. people analytics expertise will be essential in the future. In this way every app and decision-making algorithm will be enhanced every time they are used by clients.

The virtualisation and automation of the profession would furthermore demand a fundamental and radical rethink of the appropriate professional ethical code to guide and inform virtualised, automated, e-conduct and e-practice.

Identification
The VICCAS world of tomorrow – in particular its variety, ambiguity and change – will require People Professionals with clearly crystallised personal and professional Identities: ‘I know who and what I am as a professional with my strengths and weaknesses; what I stand for; the way impact of me on others; and them on me; as well as my place in and contribution to the emerging world order’. Even, more important than having a crystallised identity, is that my identity will have to be infused with authenticity, relating to having a sense of being true to myself as a professional, and being genuine in terms of my understanding and acceptance of who I am and wish to be as a person, the ‘real’ me. Putting it slightly differently, acting under all circumstances with integrity. Deep personal self-insight by the People Professional of tomorrow will be crucial.

Key to acting authentically, and with integrity, in the world of tomorrow, given the fundamental and radical transformation the world of work is, and will be undergoing, is to have an uncompromising belief system regarding the fundamental rights that working people should have within the world of work: a ‘Work Credo/Manifesto’ as moral anchor and compass is crucial under conditions of hyper turbulence and hyper fluidity within this world of work, especially because of the far ranging ethical and moral implications of the Fourth Industrial Revolution for the world of work. People Professionals should be, and need to be, the custodian of and champions for working people. Otherwise we are denying the very essence of our calling and commitment as People Professionals.

Examples of principles making up such a Work Charter are: regard each person as unique in his/her make-up, beliefs, needs and aspirations; treat every person under all circumstances with equal respect and dignity; accept people as responsible, trustworthy adults; and deal with everyone in a fair, transparent, truthful and equitable manner. A comprehensive Credo was already discussed in a previous issue of the Cognoscenti.

Multiplication
Diverse stakeholders with multiple needs/interests, interwoven in manifold ways – physically and virtually – will be at the heartbeat of the emerging virtualised, global order, the fountain head of sustainability. In the newly emerging order, not only will the range of stakeholders expand, but their needs/interests have manifold and widespread. Multiplication – ‘more’ and ‘different’ – will be the name of the game with respect to the stakeholders of the future.

Within the VICCAS world, and emerging world of work as contained in the organisation, workers and leadership of the future, People Professionals will have to a clear view on the legacy they wish and aspire to leave behind for all stakeholders. As discussed elsewhere, before, I believe that a stakeholder-based, triple bottom line, lasting, worthy legacy (analogous to profit, people, planet) of the People Professional, now and into the future, must be:

- High Performance organisations, creating wealth for all stakeholders in a fair and equitable fashion;
- High Authentic organisations, nurturing and caring for all its people; and
- High Responsibility organisations, being stewards of the assets entrusted to them.

Conclusion
Within the context of the tomorrow’s world, People Professionals of the future will need to have a global, systemic, multi-disciplinary mind set. She/he she will have to be an e-professional, able to conceive, construct and support (self-help, read ‘Do It Yourself’) apps within the cyberspace for multiple users. He/she will have to rethink from first principles the means he/she uses to conceive, produce, deliver and maintain his/her professional products/services using the capabilities enabled by the automation resulting from the Fourth Industrial Revolution. She/he will need clearly crystallised, authentic personal and professional identities, directed and guided by a well-founded Work Charter as a moral anchor and compass. Finally, he/she will need to have an unambiguous position on the lasting, worthy legacy he/she wants to leave as a professional behind for his/her multiple, diverse stakeholders.

The challenges, demands and requirements for the People Professional of tomorrow are radical, fundamental, and exponentially accelerating. The imperative is for us to completely rethink in a zero-based manner and in terms of first principles our profession across all of our action domains and roles if we wish to be future-ready and -fit. Otherwise, we are earmarked at a minimum to be side-lined as being irrelevant. Or, at a maximum to be shunted to the museum for professional antiques, to be preserved with great reverence.

Acknowledgements

INTERNATIONAL VISITORS TO OUR DEPARTMENT

Prof Jairo E. Borges-Andrade, University of Brasília, Brazil

Prof Andrade visited us during February 2016. He has been a Full Professor at the University, doing research and consultancy on workplace learning and on training and development in organisations.

Prof Andrade teaches at the undergraduate, master’s and doctoral levels. He has published 120 scientific articles and 60 books and chapters.

He is a member of the executive committees of the First Regional and the Federal Boards of Psychology in Brazil.

He made two presentations to our Department. The topics of his presentations were: The state of work/organisational psychology in South America in general and Brazil in particular and Being an academic in the federal university system of Brazil which is solely funded (including student fees) by government.

Prof Rodney Lowman, the California School of Professional Psychology, Alliant International University, USA

Prof Lowman visited us during March 2016. Prof Lowman gave an insightful presentation on ‘Consulting Psychology’ highlighting the issues in the field and where the field is heading to our Departmental Advisory Board meeting during March 2016.

He is an American psychologist, academic administrator and entrepreneur whose major contributions have been in the areas of career assessment and counselling, ethical issues in Industrial and Organizational Psychology (I-O Psychology), the integration of clinical psychology and I-O psychology and helping to develop the field of Consulting Psychology. In a study of the most prolific contributors to the Consulting Psychology Journal: Practice and Research, Lowman was rated the second highest contributor for articles for the period 1992-2007.

The field of consulting psychology has also been a focus of Lowman’s professional work. He spearheaded and helped obtain the APA’s approval for a set of guidelines for the training of professional consulting psychologists at the doctoral and postdoctoral levels. In these training models, the focus is on training at the individual, group and organisational levels. He edited a book that helped to advance Consulting Psychology as a discipline, the Handbook of Organizational Consulting Psychology. In 2011, he was the keynote presenter at the Responsible and Ethical Leadership Conference, University of Johannesburg, South Africa and at the Consulting Psychology in Africa: Breaking New Ground Conference sponsored by the University of South Africa in Pretoria.

Rodney received numerous awards and recognitions over the course of his career. He holds Fellowship Status in three divisions of APA: Clinical Psychology (Division 12), Consulting Psychology (Division 13), and I/O Psychology (Division 14). He was awarded the Richard Kilburg Service Award by the Society of Psychologists in Management and the Society of Consulting Psychology’s Service Award. He also holds a diplomate in the American Board of Assessment Psychology. Lowman also currently serves as Distinguished Professor at Alliant International University in San Diego, CA USA and heads up its I-MERIT (multicultural/international) initiative there. From July to August 2010, he also served as Visiting Distinguished Professor at Global City Innovative College and a distinguished lecturer at several universities including Polytechnic University of the Philippines, and St. Paul University, all in Manila, and at Palawan State University in Puerto Princesa, Philippines. He also served as a Distinguished Visiting Consultant at Profiles Asia International. He has been continuously listed in Who’s Who in America for over 25 years.
Prof Christian Dormann, Johannes Gutenberg-Universität in Mainz, Germany

Christian Dormann is Professor of Business Education and Management at the Johannes Gutenberg-University Mainz, Germany. He received his PhD from the Goethe University in Frankfurt in 2000. His major research interests are on job stress, job satisfaction, statistical models for longitudinal analysis, and evidence based management (EBM). Christian Dormann has published in several psychological journals including Journal of Organizational Behavior, Journal of Applied Psychology, Journal of Occupational and Organizational Psychology, and Journal of Occupational Health Psychology. He also served as an editor of the European Journal of Work and Organizational Psychology and as associate and consulting editor of several other journals. Together with Prof. Jan de Jonge he developed the Demand-Induced Strain Compensation-Model (DISC Model) of job stress, which unifies principles inherent in various stress models. His current research interests mainly relate to the impact of organisational (climate) factors such as PSC or EBM on lower level stress-processes as they are proposed by the DISC and other stress models. Prof Dormann presented a successful workshop on the modelling of longitudinal data during March 2016. Christian is one of, if not the top German Industrial Psychologists. This powerful research design and approach enables researchers to make more conclusive decisions on causality compared to traditional cross-sectional research. The specialised workshop was attended by 10 participants who were overall very positive on what they have learned from this workshop.

Feedback from one of the participants was: Thanks very much for the opportunity to attend the longitudinal analysis workshop. If I were asked to rate the workshop I would give ***** for usefulness of content, affirming some key points re research design and statistical analysis, how the workshop was implemented, expertise and professionalism of the facilitator, communication amongst participants, quality of eats, etc. If I were to use one word to describe the experience it would be ‘inspirational’ – Christian is a great role model for anyone facilitating a workshop.

Prof Reinhard Stelter, University of Copenhagen, Denmark

Prof Stelter presented a Workshop on Qualitative Research Methods and Narrative Analysis on Tuesday, 5 April 2016. The Qualitative Research Methods workshop was designed for students who are interested in pursuing qualitative research projects in social sciences. The objective of the workshop was to help participants acquire the necessary skills that will enable them to design, execute, and evaluate qualitative research in social sciences. Participants gained foundational knowledge of qualitative research methods with special focus on qualitative research interviewing, case-study design, the analysis of qualitative material and specific forms of representation. Narrative analysis and representation were highlighted as a special focus.

Reinhard Stelter holds a PhD in Psychology and is Professor of Sport and Coaching Psychology at the University of Copenhagen and Visiting Professor at the Copenhagen Business School (Master of Public Governance). He also is the Head of the Coaching Psychology Unit at the Department of Nutrition, Exercise and Sports, University of Copenhagen.

Reinhard is an accredited member, Associate Fellow and Honorary Vice-President of the International Society of Coaching Psychology (ISCP) and, between 2009-2015, a Scientific Advisory Council member of The Institute of Coaching at Harvard Medical School.

He is an active researcher and reflective practitioner in the field of coaching psychology. He works as coaching psychologist in his own practice and collaborates with the consultancy company Copenhagen Coaching Center where he also teaches on a 2-year Master’s Programme in Coaching. His new book Third Generation Coaching – a Guide to Narrative-Collaborative Theory and Practice has been published by Springer.
UJ ON COURSE TO CHALLENGE THE GLOBAL ELITE BY 2030

A new report from the higher education strategy consulting firm, Firetail, identifies a Class of 2030, a new generation of ‘challenger’ universities set to achieve global influence in the next 15 years. The University of Johannesburg (UJ) is amongst the 34 pioneering institutions identified as potential outliers.

The report was compiled by examining universities ranked between 500th and 1,500th place on the esteemed University Ranking by Academic Performance (URAP) ranking system, and specifically how the institutions consistently improved their ranking between 2010-2011 and 2015-2016.

Named as one of the ‘upstream fighters’ due to being located in a week higher education ecosystem, UJ’s strategy to increase its global excellence and academic robustness has been borne out with UJ climbing 507 places from 2010-2011 to 2015-2016 in the URAP ranking.

The URAP ranking system ranks the top 2,000 Higher Education Institutions globally on academic performance and excellence in research, focusing on research output, citations, impact and international collaboration.

UJ has progressively ascended the URAP ranking since 2010, when it was ranked 1,183 in comparison to its current global ranking of 676 and 6th in South Africa. This is impressive for a young institution which was only established in 2005 and does not have a medical school. It places UJ ahead of much older, research-intensive universities locally and internationally.

Earlier this year the University was also noted by QS University Rankings: BRICS as one of three South African higher education institutions that have moved up the rankings in 2016. The rankings feature a dedicated ranking of the top 250 universities in the five countries of Brazil, Russia, India, China and South Africa. Ranked at position 63, four positions higher than in 2015, UJ has improved its overall score. This placement also sees UJ maintaining its 5th position in South Africa. The ranking is based on eight performance indicators, reflecting global reputation, internationalisation, academic staff levels, and research production and impact.

OUR 2015 DEPARTMENTAL ANNUAL REPORT

Theo H Veldsman

It is undeniable that good progress has been made by our country in critical areas such as the provision of basic services, welfare, representivity, and wealth redistribution. However, after slightly more than 20 years, our 1994 political miracle is under a real threat. The miracle appears to be somewhat in tatters. Unemployment, crime, poverty, corruption, fraud and self-enrichment are on the increase; there is a significantly widening income gap; a deteriorating infrastructure; a struggling economy; ineffective and inefficient parastatals and public service; growing racial tensions; and xenophobic attacks that all are ripping through the very fibre of our society. Our beautiful country with its vast potential, resources, riches and opportunities is by many accounts, and on many measures, underachieving. We are divided, fragmented, directionless and rudderless as communities and a society. In many quarters, a spirit of disillusionment, “The greatest danger in times of turbulence is not the turbulence. It is to act with yesterday's logic” (Peter Drucker); “Never look back unless you are planning to go that way” (Thoreau); “The best way to predict the future, is to create it” (Peter Drucker)
pessimism, anger, frustration, sadness, hopelessness, and despair is besetting our thinking, talking and actions. Why the growing disbelief in our political miracle, our underachievement and our debilitating spirit? Can the depressing trends, poor achievement, and negative climate not be attributed to the depletion and erosion of our currently available leadership capital across our country, in our organisations and communities? To the fact that too little leadership capital is being nurtured and available relative to the challenges, issues and problems we face? Without any doubt, we have a pressing need for a leadership miracle to restore our country’s leadership capital to the required levels.

Leadership is the essential means for actualising desirable futures for organisations, communities and society. For taking charge of one’s future and destiny by becoming proactive architects of the future one desires. A leadership miracle would not only restore and re-instate our political miracle to its former glory, but even more so, would also bring about much needed, people, economic and socio-cultural miracles. The essence of our needed leadership miracle is to be found in having more leaders in more places and at more times. Leaders who discover and actualise desired futures with their teams, organisations, communities and our society. The need for an abundance of leaders everywhere who make the extraordinary an everyday occurrence in multiple, mind boggling, simply amazing ways in many more places.

In resonance with the above pressing need to build our country’s leadership capital, the mission (our business) of the Department of Industrial Psychology and People Management (IPPM) is to develop future-fit People Professionals who, as leaders, make a real people difference as their organisations engage with a radically different future. In turn, they must act as catalyst in multiple ways to create more leaders who in turn will create more leaders, and so on. Our ultimate dream (=vision) is to be recognised globally as thought leaders in our field, with a visible, unique, academic footprint in emerging countries, especially in Africa. We aspire to develop People Professionals who, as leaders, will be able to leave behind a lasting, worthy legacy made up of the triple bottom line of: a high Performance Organisation, creating wealth for all stakeholders; a high Authentic Organisation, nurturing and caring for its people; and a high Responsibility Organisation, acting as a trustworthy steward of society’s assets entrusted to them.

Our 2012-2017 Strategic Intent and Thrusts, 2015 Priorities and 2020 Vision

Our Department is in the final year of its current five-year, 2012-2017 Strategic Intent, closely aligned to the Faculty’s strategic direction and focus. The Intent centres around seven strategic initiatives: learning and teaching excellence; internationally recognised research; evidence-based consulting through our Continuing Education Programme (CEP); value-adding academic and community citizenship; a high performance, engaged and passionate team; a thriving, well-governed Department; and an internationally visible, reputable Department.

Our 2015 strategic priorities were:
- Departmental leadership succession;
- Excellent Qualification (= course/programmes) leadership;
- Outstanding talent management;
- The continued renewal/rationalisation of our programme mix, and the implementation of “new”, articulated Academic Qualifications;
- Re-imagining our learning philosophy, structure, process and technology;
- Strengthening of our Academy@Work (our CEP) programme mix, enrolment and governance to ensure more consistent, base line income;
- The financial viability of our Department, given the subsidy cutback;
- Converting our Centre for Work Performance into a full-blown Research Centre;
- Driven research programmes;
- Internationalisation with a focus on coursework based, master’s degrees as global flagship qualifications; and
- Optimising our workload: working smarter.

In all of the above, we are directed and guided into the future by our 2020 vision:
- Through a best-in-class, articulated programme mix, and blended teaching and learning approaches, delivering “To Be” People Professionals who as leaders are able to leave lasting, worthy legacy, in this way making Africa the place to be.
- Master’s Programmes/Qualifications that are globally recognised as best-in-class, and attracting top students from emerging countries and beyond.
- Trend-setting, partnering, globally respected Research Programmes with respect to people challenges/issues/problems in emerging countries in our chosen research areas.

- Academics who are seen as global Thought Leaders in their respective niches as teachers and researchers, forming part of a dynamic, innovative, boundary busting academic/administrative team who are at the top of their game in the global village.
- Continuing Education Programmes that are first choice in their respective niches in the market delivering anywhere, any place, anytime to anyone.
- Adequate funds to direct and control own destiny as a Department.

Overall, seven 2015 highlights can be lifted out:
- Our hosting of the 2015 World Appreciative Inquiry Conference;
- The appointment of our first two Distinguished Visiting Professors, Prof Arnold Bakker and Eva Demerouti;
- The positive External Quality Review of our master’s Leadership in Emerging Countries;
- The wide public exposure, local and globally, that our 2015 Women’s Report achieved;
- The launch of our first fully, online International Honours Certificate in Organisational Leadership into the USA academic market;
- Our Master’s in Leadership Coaching receiving international accreditation, a first in our Department; and
- The distribution of our departmental newsletter, the Cognoscenti, breaking the 2 000 persons barrier.

The major concerns were:
- The loss in senior academic wisdom, experience and expertise affecting our Department’s ability to deliver study supervision at a postgraduate level, and provide mentorship;
- The continued, future financial viability of academic departments against the backdrop of shrinking funds to universities also as the result of the ongoing turbulence in the SA HE sector.

Within the context of the above departmental strategic framework, what were the specific departmental highlights of 2015, using our seven, five-year strategic initiatives as organising principle?
Thrust 1: Learning and Teaching Excellence. A leading edge, fit-for-purpose, market-centric, integrated programme mix and delivery, with a “To Be” focus, supported by strong local/overseas alliances

In terms of our 2015 enrolment goals, our achievements respectively were: 98% undergraduate; 97% honours and 90% master’s and doctorates. During 2015, we offered 155 modules of which 112 were lectured across four campuses in three academic programmes (i.e. Industrial Psychology, Human Resource Management and Leadership). We served 1,150 curricular students, of whom 98 and 52 were master’s and doctoral students respectively (typical selections ratios of between 1:13 to 1:5). At the module level we had 9,128 ‘burms on seats’.

Our 2015 curriculum module success rate was 83% plus. In terms of curriculum graduates, we delivered 1,467 years of development investment; broken down as follows: undergraduates: 274; honours: 66; master’s: 10 (desired goal: 30); and 4 doctorate (desired goal: 8). Nine per cent of our students obtained their qualifications cum laude, i.e. 21 cum laude students, of whom 13 were undergraduate and 8 postgraduate.

Our throughput rate (=students completing their studies in the prescribed time) varied significantly across levels, and is reflective of the quality of students delivered by our school system: diplomas 27%; degrees 41%. At the postgraduate level, we did better, though some improvement can still be affected: honours: 60% plus; our master’s and doctorates: 40%.

In terms of our academic programme portfolio, all the Qualifications in our Programmes in Industrial Psychology and Human Resource Management (HRM) have now been independently, externally quality reviewed, except our one master’s qualification in our Leadership Programme (to be reviewed during 2016). The strong Programme Qualifications Leadership emerging in the Department also stand IPPM in good stead for the future. Without strong leadership at these levels, it is impossible to lead a vast Department like IPPM effectively. The chances of smooth leadership succession, especially at the senior departmental level, are slim.

Aligned to the Faculty’s strategic initiative towards internationalisation, called our Global Excellence and Stature (GES) drive, our MPhil in Leadership Coaching’s application for international accreditation/institutional membership with the GSAEC (Graduate School Alliance for Executive Coaching) was successful. The main benefit of institutional membership of GSAEC is to provide IPPM with the opportunity to collaborate with a community of educators, researchers and practitioners in promoting excellence in leadership coaching education on graduate and postgraduate level, globally.

A major disappointment was that our zero-based, redesigned 8 degree in HRM has still not been approved by DHET, having been with them for close on three years now. So we have missed our intended 2016 deadline. Our new Master’s in Leadership Coaching, an extension of our leadership academic offering, was offered successfully for the first time in 2015. We have completed the base-line, redesigned National Diploma and BTech in HRM, and made our submissions to DHET during 2015 (intended implementation 2017). This will complete a concerted effort, commencing six years ago, to renew our total academic programme mix from first principles. What remains is the articulation between our academic HRM Qualifications and our vocational HRM Qualifications offered by our CEP; and rolling out innovative teaching and learning processes, also technology enabled.

Our move to an integrated, real life case study examination of our master’s (Leadership in Performance and Change) (LPC) instead of conventional examination is proving to be most value-adding, forcing students to demonstrate their ability to apply their knowledge and insights practically. Prof Adele Thomas, with input from the LPC academic team, wrote a comprehensive case study of MTN, MTN executives, who were part of the assessment panel, were most complimentary of our students’ applied proficiency.

The teaching evaluations of lecturing staff done during 2015 attested to high levels of student satisfaction with their learning experience as facilitated by our teaching lecturers. Ad hoc, spontaneous feedback from employers also indicated their high satisfaction with the graduates we deliver. Our intention to conduct a formal survey during 2015 to determine the standing of IPPM and our graduates in the market, had to stand over to 2016, given other pressing priorities, and a lack of finance.

Initiative 2: Internationally recognised research. Acknowledged, locally and internationally, as the Research Leaders in our field from an emerging country perspective, able to bridge the gap between theory and practice effortlessly, offering innovative understanding, answers and solutions

Our research programmes focus on cutting edge, value-adding research aligned to emerging country/global/local people challenges/issues/problems. They are the solely dedicated channels through which we direct and drive research in IPPM. The growing stature of our nine, long-term research programmes is encouraging, although progressing at a slower pace than expected. The balancing act between teaching and research remains an ongoing challenge. The ideal would be to have a number of full-time Research Professors to lead our research programmes on a daily basis. The appointments of Prof Arnold Bakker and Eva Demerouti (husband and wife) from the Netherlands as Distinguished Visiting Professors for a three-year term are a step in the right direction. They are eminent, global academic thought leaders in work engagement, and the job demands/job resources domains. We also appointed nine Research Associates (five as Senior Associates) to boost our departmental research capacity.

Some programmes have matured to such an extent that increasingly thought leadership publications in the form of books or book and chapters, two and 21 respectively, are being produced. Books are in the right direction, given the significantly increased research subsidy for books by the Department of Higher Education:

The two books are: Prof Mark Bussin’s “Expatriate Compensation – A practical and informative textbook for managing expatriate compensation, mobility, and international assignments for the world of work”; and Jenni Gobind’s “South African Employment Relations in Context”.

Our 2015 Women in the Workplace report, edited by Prof Anita Bosch – co-sponsored by the SA Board of People Practices and released every year to coincide with Women’s Day – is really growing in stature. This year’s report was the most acclaimed ever in the mass
media and professional setting, locally and globally, since its first publication. For example, the World Economic Forum (WEF) referred to the report in one of their articles on twitter, reaching an estimated 2.6 million decision makers in more than 100 countries.

The growing exposure on a regular basis of our academics in the mass media is most encouraging in our endeavour to close the gap between theory and practice, and making a difference where it matters. Examples are: women in the workplace (Professor Anita Bosch); plagiarism (Prof Adele Thomas and Deon de Bruyn); leadership (Prof Theo Veldsman); social media (Renjini Joseph); and coaching (Prof Pieter Koortzen).

The transformation of the Centre for Work Performance (CWP) into a true research centre has stalled, primarily because of a lack of funding. The Centre has the highest output of master’s and doctoral students of all research centres in UJ. However, it does not receive any funding from the University in comparison to other centres outside of our Faculty, a situation that needs urgent rectification. We appointed four full-time doctorates in the Centre. We lost our one full-time researcher but are endeavouring to fill this vacancy early in 2016. We have remedied the lack of office space to accommodate post-docs, and are aiming to appoint at least one to two during 2016.

Jenny Engelbrecht, supervised by Prof Adele Thomas, was awarded the prestigious Chancellor’s award from our University in recognition for being the top achiever among UJ’s master’s graduates during 2015. Fortunate Masvinge, supervised by Prof Anita Bosch, has been selected as one of the recipients of the University Research Committee (URC) 2015 International Scholarships. Two of our IP Honours students, Busisiwe Mahlobo and Liebe Spies, received Barloworld bursaries for their studies, exclusively made available to our Department by Barloworld. Rob Jardine, one of our Industrial Psychology master’s students, received a prestigious 2015, one year EUSATURN (Erasmus Mundus) European scholarship. Similar to Brad Page in 2013, Rob will be going to the University of Valencia in Spain, offering what is seen as the best industrial Programme in Europe.

In January 2015, we again held our annual three and a half days, high-impact, learning experience. If it comes off, it will provide IPPM with a significantly new source of income in US$ beyond our local borders.

The delivery of a number of significant in-company/industry programmes continued: the Transnet Freight Rail, School of Rail project for 50 trainers (valued at R1.5 million) and of paid out page fees of R150 000 for IPPM in 2015.

**Initiative 3: Evidence-based Consulting. The Thought Leaders in our chosen consulting areas through our Professional Development Programme, called the Academy@Work based on the commercialisation of our leading edge Teaching/Learning and Thought Leadership Research**

The four programme streams (‘academies’), making up our Academy@Work, were populated by 433 students. Our Whole Qualifications and Short Learning Programmes delivered 70 and 60 graduates respectively. In terms of throughput rate, our Academy@Work did outstandingly at 95%. We also held our second, formal CEP graduation, at the same standard as our academic graduations, with 215 graduates, attended by 420 persons. During the year, our Academy@Work received excellent SABPP and ETDP SETA verification results. All programme results were endorsed without any conditions (this includes NACTU and GDE).

Without any doubt, the highlight of the year for our Academy@Work was the development and implementation of an Honours Certificate in Organisational Leadership for the USA based Academic Partners (AP) to be ready for the 2015/6 US academic year. This was indeed a compliment for IPPM to be approached by AP in the heavily overtraded USA leadership expertise field. The Certificate is aimed at the USA College market – an initial potential target market of about 150 000 students. AP endeavours to attract 1 000 to 1 500 students in the 2015/6 academic year. The Certificate is 100% student driven and Internet delivered. It was a first time experience for our Department on how to design and deliver such a completely different learning experience. If it comes off, it will provide IPPM with a significantly new source of income in US$ beyond our local borders.

In May 2015, we held our fifth CEP graduation, at the University of Johannesburg headquarters, all 113 students – our biggest ever – which attended by 90 new master’s and doctoral students. The highlight of the day was the presentation by AP in the heavily overtraded USA sources of revenue.
In terms of academic citizenship, we own two academic journals (SAJIP; SAJHRM); had representation on two high-profile, international conference organising committees; the Department had five representatives on different national professional bodies and associations; the Department has six journal editors/sub-editors in our midst; and the Faculty/Department provided financial assistance to a number of honours and master’s students.

Forty-six per cent of our academics attended international conferences. We were also privileged, under the auspices of our Executive Dean’s Senior Leadership Development, to have two Global Stature and Excellence (GES) academic teams of 10 academics and 1 Academy@Work person (funded by IPPM) to visit South America, specifically Brazil and Chile. Their mission was to explore what leading universities in emerging economies are doing. Lorinda Landman also represented us on the Faculty’s GES administrative team visiting the USA. The lessons learnt are bound to stand us in good stead with respect to our GES aspirations.

The World Appreciative Inquiry Conference was hosted by our Department from 5 to 10 July 2015 at UJ, the first to be held in an African city. The conference is held every three years and latest insights into Appreciative Inquiry were shared with 228 organisation development practitioners and academics representing more than 20 countries. What made the occasion special was that Prof David Cooperrider, the originator of Appreciative Inquiry, also attended. Professor Freddie Crous co-chaired the conference organising committee.

Dr Aletta Odendaal was awarded a Fellowship of the Society for Industrial Psychology and Organisational Psychology of SA (SIOPSA), a great honour to a number of honours and master’s students.

Early November 2015 we again held our Top Achievers Function, the highlight on our annual calendar, attended by close on 100 persons. At this event we acknowledged 14 top student achievers (at least a cum laude to be considered); gave recognition to Life Long Achievers: Dr Francois Hugo – the ex-Dean; Director of the FirstRand Group; – and Emeritus Professor DAP Louw – a pioneering psychologist in many fields, inter alia forensic psychology. We also presented the JVR Johann Schepers award to Dr Ernest Hobson. For the first time, the MTN Case Study Award for the master’s (LPC) was made to Oelzah Arendse.

We also initiated and participated in a number of community projects ranging from cupcakes, computer, blankets and food donations, to pink trees, demonstrating that we care where it matters.

Initiative 5: A high performance, engaged and passionate team. A high level team able, willing and allowed to perform, rewarded fairly, equitably, and competitively, of an Employer of Choice Academic Department

Overall, the Department continued to be characterised by a vibrant academic and intellectual ethos and culture with a strong collegial spirit, caring and support, though turbulence in the wider SA society and the HE sector is taking its toll physically, psychologically and spiritually. During 2015, 76 academics taught in our Department of whom 28 were permanent (our 2015 academic complement, being 32); 45 contract lecturers; and six Visiting Professors, all supported by 17 enthusiastic administrators.

We were on average 88% staffed during 2015. We appointed two Lecturers, Danny Ditsele and Neo Mamathuba. Both appointees come with solid industry experience. Dr Jenni Gobind resigned. Prof Kwandi Kondlo requested a transfer to The Pan-African Institute of UJ. The equity make-up of IPPM was 36% and 59% respectively for our academic and administrative staff, in line with UJ’s immediate equity goals. The challenge going forward is to internationalise our academic team at the postgraduate level with prominent visiting, international scholars and the international exposure of our academic team.

No staff members obtained their doctorates during 2015. At least one staff member will hand in her doctoral study for examination during 2016. At present, 67% of IPPM’s academics have doctorates (our aim is 80%). (The UJ and national percentages are in the order of 44% and 41% respectively). We are awaiting the master’s examination results of one of our staff members, after which all academics in the Department will have a minimum qualification of a master’s degree.

We also lost sadly through death two senior academics with whom we have had many years of fruitful relationships: Prof Jos Coetzee and Koos Uys. Their wisdom, passion and collegiality will be sorely missed. Our hearts go out to their beloved ones. Elinmarine Stapelberg lost her husband. A number of colleagues also went through serious illnesses but appear to have now recovered fully. Two administrators retired after many years of dedicated and outstanding service: Liz Uys (15 years) and Yvonne Geleta (26 years). The loss of senior academics – retirement, resignation, and death – is a real concern because it directly affects postgraduate supervision capacity and mentoring to our young academics. The 42% young academics – busy with doctorates or just having obtained a doctorate – at present making up our academic team are a good long-term investment, but do not help in the short term for a Department like IPPM whose strength and reputation over the years has been its strong postgraduate qualifications.

Carin Hill was promoted to Associate Professor. This sole promotion was less than we hoped for, given our current shortage of Senior Lecturers (goal: 40% of our academic team against 22% currently) and Associate Professors (goal: 10%-15% of academic team against 7% currently). We will have to find ways of accelerating the time it takes for academics to meet promotional criteria.

In line with our talent strategy of growing our own timber, our dynamic Young Academic Development Programme carried on, though not as active as in 2014. Each staff member also had R10 000 for their personal professional development.
Proper departmental governance and effective leadership at all levels were in place throughout 2015. The Department made a financial loss of R407 310 in 2015. The ongoing financial viability of the Department, and a robust strategic response to counter the imminent impact of the cut in DHET subsidy to all Faculties of Management from 2017 nationally, as well as the financial turbulence in the SA HE Sector, need to be a top priority in 2016.

The 2015 profit of our Academy@Work still has to be finally ratified. This income is critical in enabling the Department to fund additional and necessary departmental strategic projects and activities to the amount of R3.5 million annually. We also continued to spend significant departmental funds in creating attractive and stimulating work settings through office upgrades on the three campuses where we have a presence.

During 2015, IPPM had a continuous, aggressive market presence nationally and internationally: we exhibited at seven high-profile, local and international conferences; our bi-annual departmental newsletter, Cognoscenti, broke the 2 000 distribution barrier (including our alumni), locally and internationally, with most positive feedback on the mix between departmental news and short opinion pieces; we had most stimulating, bi-annual Departmental/Programme Advisory meetings (close on 10 meetings) on which in the order of 30 to 35 high-profile industry/discipline leaders served, four of whom are prominent academics from the USA and Europe; and, we were visited by six high-profile, overseas academics. However, our academics still need a much stronger virtual presence in the social media.

Conclusion
Again, it was an honour and privilege to lead such an innovative, passionate, dedicated and professional team who demonstrates leadership that makes a difference in multiple ways. Their future-fit contributions towards our 2017 Strategic Intent in pursuit of our 2020 Vision are highly appreciated. The outstanding leadership of and strategic direction given by our Executive Dean and his team are sincerely valued.

For some, a pilgrimage is a specific journey of religious or spiritual nature. Whether it is a self-imposed walk like the Camino de Santiago; a quiet retreat where you re-connect with God like the Emmaus Walk; or the arduous climbing of a mountain to reach the summit of mountains like Kilimanjaro, K2, Mt McKinley or Everest, it inevitably involves taking the first step. However, there is a profound difference. A pilgrimage is a not a destination. It is a journey. It is a journey full of discoveries and surprises, full of challenges and full of newfound insight and wisdom about yourself and life.

I did not really have any particular preconceived ideas about what to expect from such a walk. But I did hope to find something. I heard so many things about pilgrimages. Being an adventurist, I wanted to find out for myself whether this was indeed some path of enlightenment. And then of course it became a case of necessity, which was a whole different story. Although I was accustomed to exciting adventures having climbed Kilimanjaro, walked the Inca Trail, climbed up to Everest Base Camp, and travelled many off-the beaten tracks through

Crystal Hoole

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Being unhappy in your work is one thing. Something like this can happen to you. Do not contemplate for one second that sought after and are used to success, you career, achievement orientated, driven, was one. When you are the top of your departments closed down of which mine was considerable number of its people. Whole consulting firm I worked for retrenched a after the major financial crisis and the I was at a major crossroad. It was just take time out to reflect. What was happening to me was profound. For so many years I was my job, my career. I never had to look for a job before. I was always invited. Success came early and on the outside to many it may appear that it was easy. Do not get me wrong, I worked incredibly hard for it. There is a long story behind that too, but that is not the purpose of this message. But the problem was that my whole identity was rooted in my work. As a believer, that is incredibly problematic, but I could not see it clearly enough to act. And now that was gone. Just like that. This was the catalyst event but inside of me the storm had been brewing for months. The irony was that there was trouble internally before there was trouble externally. The warning signs were there. The irritations, the disengagement, value clashes, the search for meaning, the longing for more. If you find yourself in a place or a job where you are no longer content. And I do not mean content in a happy-go-lucky way, but where you do not find or add meaning anymore, you need to stop and do some soul searching. We all know these things but how often do we really pay attention to the warning signs, let alone act on them. As I started to reflect, I realised that perhaps I could have saved myself a lot of heartache if I had left sooner or acted sooner. If only I had paid attention to what I knew I wanted to do, but did not yet have the guts to do. But I did not. And that catapulted me into the single most life-changing event in my entire career. In hindsight, as painful as that was, it was also one of the biggest blessings of my life.

I decided the time was right for the Camino de Santiago. I was ready for my pilgrimage. I needed the time for reflection. It was almost like doing some kind of penitence for not taking good care of what was really important to me in my life. I needed to become quiet so that, once again, I could hear my inner voice. I needed to reconnect with God whom I relegated to second place for so long. It was time to put it right.

The Camino de Santiago

The Camino de Santiago, also known as the Way of St James (one of the routes of the Apostle James) or Route of Santiago de Compostela, is one of the popular pilgrimage routes from St-Jean Pied-du-Port, France to Santiago de Compostela, Galicia in North Western Spain. There are many different routes to Santiago. Pilgrims come from all over Europe, but they all have one theme in common, they lead to one destination – Santiago de Compostela. The routes are easy to find and easy to follow. They are marked with yellow arrows and shells. Whether you start your journey in France, Portugal, or other parts in Spain; whether you do the whole trip in one go or only a portion of the trip, it is one of the most memorable walks one can do. You could combine routes, any way you please.

I started my journey in Paris on 1 Sept 2009, although the official St James route starts in St-Jean-Pied-du-Port just inside the French border. Other than what one might think, there was very little preparation. As I have mentioned before, I was at a crossroad. I had to get out of this crazy rat race for a while to think. Or was it to stop thinking? Sometimes, I myself, was not sure which was which but in hindsight both were very necessary. I bought a plane ticket, a 40 kg backpack, got a pilgrim’s passport and that was it.

For those of you who think that you can start such a mega walk unprepared, let me put your minds to rest. I was reasonably fit, as I was a keen cyclist, and did walk for a few weeks since I made the decision to do the pilgrimage. But nothing, and I will say it again, nothing prepares you for walking a 1 000 kilometres. There are many things one learns on a journey like this.

The triggering event

The Camino de Santiago was one my proverbial bucket list items. It was only after a major event in 2009 that it finally became reality. Sometimes life tosses curve balls at you that literally throw you off course and shake your foundation so deep that the only sensible choice you can make to regain some perspective is to take time out to reflect. I was at a major crossroad. It was just after the major financial crisis and the consulting firm I worked for retrenched a considerable number of its people. Whole departments closed down of which mine was one. When you are the top of your career, achievement orientated, driven, sought after and are used to success, you do not contemplate for one second that something like this can happen to you. Being unhappy in your work is one thing. But not having a job is a horse of different colour. I found myself between jobs and careers, dealing with the loss of identity and having to decide between success and significance. What was happening to me was profound. For so many years I was my job, my career. I never had to look for a job before. I was always invited. Success came early and on the outside to many it may appear that it was easy. Do not get me wrong, I worked incredibly hard for it. There is a long story behind that too, but that is not the purpose of this message. But the problem was that my whole identity was rooted in my work. As a believer, that is incredibly problematic, but I could not see it clearly enough to act. And now that was gone. Just like that. This was the catalyst event but inside of me the storm had been brewing for months. The irony was that there was trouble internally before there was trouble externally. The warning signs were there. The irritations, the disengagement, value clashes, the search for meaning, the longing for more. If you find yourself in a place or a job where you are no longer content. And I do not mean content in a happy-go-lucky way, but where you do not find or add meaning anymore, you need to stop and do some soul searching. We all know these things but how often do we really pay attention to the warning signs, let alone act on them. As I started to reflect, I realised that perhaps I could have saved myself a lot of heartache if I had left sooner or acted sooner. If only I had paid attention to what I knew I wanted to do, but did not yet have the guts to do. But I did not. And that catapulted me into the single most life-changing event in my entire career. In hindsight, as painful as that was, it was also one of the biggest blessings of my life.

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The Camino de Santiago, also known as the Way of St James (one of the routes of the Apostle James) or Route of Santiago de Compostela, is one of the popular pilgrimage routes from St-Jean Pied-du-Port, France to Santiago de Compostela, Galicia in North Western Spain. There are many different routes to Santiago. Pilgrims come from all over Europe, but they all have one theme in common, they lead to one destination – Santiago de Compostela. The routes are easy to find and easy to follow. They are marked with yellow arrows and shells. Whether you start your journey in France, Portugal, or other parts in Spain; whether you do the whole trip in one go or only a portion of the trip, it is one of the most memorable walks one can do. You could combine routes, any way you please.

I started my journey in Paris on 1 Sept 2009, although the official St James route starts in St-Jean-Pied-du-Port just inside the French border. Other than what one might think, there was very little preparation. As I have mentioned before, I was at a crossroad. I had to get out of this crazy rat race for a while to think. Or was it to stop thinking? Sometimes, I myself, was not sure which was which but in hindsight both were very necessary. I bought a plane ticket, a 40 kg backpack, got a pilgrim’s passport and that was it.

For those of you who think that you can start such a mega walk unprepared, let me put your minds to rest. I was reasonably fit, as I was a keen cyclist, and did walk for a few weeks since I made the decision to do the pilgrimage. But nothing, and I will say it again, nothing prepares you for walking a 1 000 kilometres. There are many things one learns on a journey like this.
Even today, seven years after I have completed the Camino, I still reflect on my journey and still discover new insights. What I would like to share is just a fraction of some of the lessons that stood out for me and may have meaning for you as well.

**Lesson 1: Mental fitness is as important as physical fitness, if not more**

Those of you who have done some serious walking, hiking or climbing, will know how important the right shoes are. Shoes will make or break your journey. They must be worn in, be comfortable; be able to endure the elements; support your body weight; protect your feet and ankles; and they must last! I have seen many pilgrims' hopes dashed because of ruined feet and inadequate shoes. Many people make the mistake of buying boots that are too small. They generally need to be at least one size bigger than your normal size of shoes.

The true test of walking a pilgrimage such as the Camino is perseverance. You have to repeat the same process of walking anything between 20 to 30 kilometres every day for 3 to 4 weeks. To the novice, that might not sound too difficult, but that is truly a feat. You walk over many mountain passes such as the Pyrenees, undulated terrain, cobbled stones and rural areas, in rain and in blistering heat. Often the only thing you are aware of is your feet feeling like heavy bricks and hot irons. Many a day I have stopped in the middle of a mountain pass and donned a pair of sandals to give my painful feet a rest. Otherwise I would still be sitting there feeling sorry for myself. I was blessed to have only picked up one blister during the entire trip. But I do not have words to describe the pain I felt in my feet at the end of every day's journey, painfully being aware of every tendon, nerve and muscle in my feet.

Our spiritual and mental shoes are just as important, if not more so, than our physical shoes for our daily walks. What is it that keeps you going day after day, kilometre after kilometre, long after your body has begged for mercy; your feet shouted out in agony; every fibre in your being wanting to stop; and your mind played mental tricks with you to quit? You have got to be mentally and spiritually strong to ignore the physical pain. That mental endurance comes only with practice and keeping at it. The job is not finished until it is finished. There might be many injuries along the way; many shin splints, sprains and even fractures, but they only make you stronger. Keep going until you reach your goal. My feet hurt until I reached Santiago. Even long after that, I still had "stiff" feet ever morning when I got out of bed, I called them "wooden" feet. But the joy, elation and satisfaction of that accomplishment, will be with me forever. The pain was worth it, every step of the way!

**Lesson two: Your attitude determines the outcome for the bridges we have to cross**

Some days were more challenging than others and had different bridges to cross. Some days were further. Some trails were steeper. Some days, every part of your body ached. Some days had no shade like the long stretches in the Meseta. There was an instance where I got to a small village Zubiri, where all the albergues (the special hostels reserved for pilgrims) were closed due to a public holiday. After having already walked 22 km, this was not the news I wanted to hear. The next town Pamplona was 20 km away. I could have easily been distraught, but few things were in my favour. Number one: I was one of those annoying pilgrims who were out at 05:30 in the morning, which meant I had the time and reserves to make it to the next town. Number two: I worked hard on my attitude to stay positive. Number three: I saw this as an opportunity that I maybe could build in a rest day or two somewhere.

Very early in the Camino I discovered an important lesson. Your day will be determined by your attitude. That single decision you make every morning will determine how easily your bridges will be crossed! The Camino has a way of providing you with what you needed for that day: a pat on the back, a bandage for your sore knee, sun screen, whatever the case might be. At first I thought that it was amazing. But as my journey progressed, I realised that it was not the pilgrims so much, but what happened with me on “The Way”, as it is called. Something was
beginning to change me: the way I saw things, thought about things, and felt about things. I realised that I actually needed very little. Everything I needed was in that small backpack, not weighing more than 8 kg. My attitude changed. It is the same with life. Our lives are filled with so much stuff that we do not need. We carry around so much baggage that weighs us down. We need to learn to travel lighter. If we change our attitude, it will change our way of thinking and doing. There will always be bridges to cross, but your attitude will determine whether it will be a growth experience or a fearful experience; a positive or a negative experience.

Lesson three: The value of silence

Day 8 and 9 between Santo Domingo to Belorado, and between Belorado and Ages, were in stark contrasts to each other. Day 8’s route ran right next to a busy highway on man-made footpaths. The constant humming of trucks was disturbing to a point where I felt myself becoming angry. Day 9’s route between Belorado and Ages was a wonderful remote pathway, mostly through misty forests, and pure silence. You could hear only natural sounds. And at times, even your own heartbeat. One of the most fascinating discoveries of the day-to-day rhythm of the Camino, was the road travelled inward. Although there were many pilgrims travelling in pairs or in small groups, there were also many like me who travelled alone and relished the time alone.

I was actually astounded at just how quickly I settled in a daily rhythm of getting up at 5 a.m.; getting my pack ready; setting out in the dark; and walking for hours without seeing anyone except the lone pilgrim here and there on route until much later in the day. One would think that your mind would be trapped in deep thought, but this was seldom the case. And in a strange way
this was the true value of rejuvenating my mind. I found my mind absolutely empty, thinking about nothing. I was just being in the moment, focusing on my senses. I craved the silence. I did not mind speaking and chatting to a pilgrim here and there. But, I did not want to do it for hours on end.

There were times that I deliberately took the time to reflect on my life as this was the purpose of my journey and pilgrimage in the first place. I realised that there is simply too much noise and clutter in our lives. We cannot differentiate between what is important and what is urgent anymore. Because of all the noise, we can hardly hear our inner voices anymore. The problem is, if you cannot hear your inner voice anymore, how will you be able to keep direction? How will you be able to distinguish between what is important and what is not? How will you be able to determine what is meaningful in your life and what is not? And if you stay too long in the noise, will you be able to sit a moment in silence to rediscover your inner voice? Will you be comfortable with just your own company and if you cannot be, how can you expect others to be? I deeply treasured these moments in silence. I often long for those uncomplicated days of the Camino where life was so simple.

**Lesson four: Hurry up and wait: on keeping life’s balance**

There are many reasons why people do the Camino. It is certainly not for me to judge the value of those decisions. But I do believe pilgrimages take the time it does for a very good reason: to get away from the everyday rush controlled by our watches; to forget about time; and synchronise with nature’s bio clock. For some the Camino has become a race. They start moving around from 4 a.m. in the morning to be first at the next albergue. Most albergues do not open before 12 o’clock in any case. Many of them not before 2 p.m. To a certain extent this makes sense as hostels run full very quickly in the busy seasons, and no-one really wants to walk to the next town. So if you are a pilgrim who is more inclined to walk at a peaceful pace, and no-one really wants to walk to the next town. So if you are a pilgrim who is more inclined to walk at a peaceful pace, you are often met with this picture, back packs lined up, and ironically often not that many people in front of you. To be honest, we all fall into one of these categories: the early starters always in a rush; the followers; the ones taking their time; and the laggars.

In life we are not just controlled by the clock. We are controlled by demands from work: from our families, from society, from every sphere in life. So many roles to play, so many tasks to fulfil, so many goals to achieve. The pressure to please and perform is immense. No wonder so many people suffer from depression, burnout, and are disillusioned about meaningfulness and happiness in work.

The question is: how do we achieve keeping that balance? Perhaps the answer is in the execution of the plan. There is a time for everything. There needs to be a time for quick action and for pulling back. A time for reflection and a time for creative new ideas. A time for leading and a time for following. And sometimes, if we spend just a bit more time in the moment, we will miss fewer opportunities; experience more joy; and see more of the countless little miracles going past us unnoticed every day. The beauty of the Camino was to be able to just enjoy every day as it came. There was no set plan. You only walked as far as you wanted to walk. You stopped when you wanted to and you slept where you wanted to. There was nothing chasing you, you could truly relax and just enjoy the experience.

**Lesson five: Where there is a will there is a way**

My second last day, day 24, was supposed to be an easy day of approximately 22 kilometres after the previous four gruelling days of travelling up and down two mountain passes. I could feel the tiredness in my limbs. I did not start the day very energised. That was until I passed one of the villages and came across this scene. A young man with more than his fair share of challenges, and his devoted parents who wanted to give him a chance to experience the Camino as well. His father built a pushcart kind of contraption on which he could push his son. His son was severely physically disabled but had a mind far more capable than his entrapped body. It could not have been easy. Not for him, or his Dad. Tears welled up in my eyes.
and my emotional tiredness disappeared. It took a while for them to build the right kind of pushcart that will enable you to walk most of the Camino. Of course they had to take detours but at the end of each day we all arrived at the same destination.

This is one of life’s profound lessons, where there is a will there is a way. We will face many hurdles and detours in life and some of these may even seem unsurmountable. But it is your will to overcome and find a solution that will determine whether you will ultimately succeed or not. I was deeply touched by this experience! And to this unknown man who so cheerfully responded to my “buen Camino” (I salute you)!

Lesson six: There does not always have to be a lesson. Sometimes you just have to enjoy the moment!

Twenty-seven days and approximately 1 000 kilometres later I have finally arrived at the Grand Cathedral in Santiago at 11:55, just in time for the Pilgrim’s mass. Although the whole day was about arrival, greeting and congratulating familiar faces; weeping tears of tiredness and gratitude together; reliving the moment again and again, it was the moment when I entered the Cathedral of St James that sealed the journey! It was a beautiful and very emotional moment. My feet hurt so much I could barely stand during the sermon, but my smile was 360 degrees around my face. I could not understand a word. Yet, understood everything I needed to.

Lesson seven: Once a pilgrim always a pilgrim

It is almost impossible to fully reflect on a journey of this magnitude. The journey did not disappoint. It was every bit as transforming and amazing as I anticipated it to be. Yet, not entirely in the way I expected. The transformation happened over time, and I am still discovering changes in me because of that walk. It was also trying and surprising and at times emotional. My Camino was a journey of hundreds of little moments, made up of small truths and simple revelations. I had the privilege of three and a half weeks of reconnecting with God and my inner self. Of re-assessing my life and my priorities. And, just being grateful for every new day. I have met so many amazing fellow pilgrims; each with his or her own amazing story to tell that brought them on this journey. For many the journey brought healing, clarity, rejuvenation or just simple enjoyment.

The biggest lesson: The journey does not stop, it continues

The biggest lesson I learnt was that the journey did not end there. The journey continues. If we want to do well in this life, we will have to learn to slow down too. We should not wait for big dramatic moments before we take some time out to reflect. The value and benefits far exceed the effort. It is liberating and refreshing, but it is also essential and life changing.

A watershed year for me was 2009. Indeed my pilgrimage never ended. It has changed me profoundly. I no longer play according to other people’s rules and value sets. I do not chase after other people’s goals. I know what is important to me and live by it. I define success differently and strive for significance and meaning. I live slower and watch more sunsets.

My Camino was a journey of hundreds of little moments, made up of small truths and simple revelations.
NEW ON THE SHELVES FROM OUR ACADEMIC TEAM

Coaching Psychology: Meta-theoretical perspectives and applications in multicultural contexts.

Editors: Llewellyn E. van Zyl, Marius W. Stander, Aletta Odendaal (UJ, IPPM)
ISBN: 978-3-319-31010-7 (Print) 978-3-319-31012-1 (Online)

This newly published book on coaching psychology offers detailed strategies, methodologies, approaches, practice guidelines, and policy implications effective for professional coaching on the individual, group and organizational level. It details empirical research-based and theoretical perspectives on coaching psychology as well as elaborates upon the fundamentals within multicultural contexts. First delivering a general introduction to coaching psychology before going on to examine specific psychological approaches towards coaching. The book presents meta-theoretical perspectives and applications for multi-cultural contexts, such as how to enhance leadership with group coaching from a system psychodynamic approach, how coaching can be used to support behavioural engagement and wellbeing, and how to utilize symbolic expressions, art, myths, dreams, and fantasies in coaching. The book further provides practical tools towards critical self-reflective practice. Delivering the current state of the art research by presenting psychological coaching strategies theory and practice in one viewpoint. It further informs on the activity of various research approaches, thus interesting the broader student and academic reader. It will help all readers evaluate their current coaching competencies and, in the end, become better coaches. The book will also serve as an ideal resource for psychologists who want to migrate into coaching psychology.

‘This book presents a new benchmark in multicultural aspects of coaching – an inclusive approach that is solely needed globally.’

Foreword by Anthony, M. Grant from University of Sydney, Australia.

Organisational Behaviour: Global and Southern African Perspectives

Author(s): Robbins, SP; Judge, TA; Odendaal, A (UJ, IPPM); Roodt, G (UJ, Faculty of Management)
ISBN: 9781775789529

The third revised edition of Organisational Behaviour: Global and Southern African Perspectives is based on the best-selling 15th global edition by Stephen Robbins and Timothy Judge. This edition has been updated to reflect current research findings from a global and a local perspective, and looks at the individual, group and organisational levels.

Key features in this edition include:
• A unique four-tier model explains the contextual issues and the challenges that South African organisations are facing.
• Important terminology is explained in side notes and is included in a glossary.
• Case incidents that look at the South African context are paired with questions to stimulate critical thinking and the application of theory.
• Perennial issues in South African organisations, such as ethics and diversity, are integrated with other themes throughout the book.

There are a number of additions that stimulate critical thinking and application:
• Updated local and international research data reflect current trends in organisational behaviour.
• New relevant cases look at South African companies and the issues that today’s organisations face.
• Industry-specific examples are highlighted and dealt with in ‘OB in the news’, ‘Myth or science’, ‘OB in a global context’, ‘From concepts to skills’ and ‘Point-counterpoint’ discussions.
• Summaries and sections on implications for managers emphasise the practical application of concepts in the workplace.
• Questions for review, experiential exercises and ethical dilemmas stimulate student engagement.
• Prescribing lecturers can access additional instructor resources including PowerPoint presentations and a test bank.
Message from Prof Llewellyn van Zyl (SIOPSA President)

On Wednesday 20 July 2016, the University of Johannesburg (UJ) was awarded the Society for Industrial and Organizational Psychology of South Africa’s (SIOPSA) Institutional Award for its meritorious contribution to both the discipline and profession of Industrial Psychology (IP). UJ has played a significant role in the advancement of IP since 1974. First, UJ played an instrumental role in the development of IP as a Science in South Africa through the establishment of the South African Journal of Industrial Psychology (SAJIP, previously Perspektiewe op Bedryfsielkunde) in 1974. Under the editorships of both Prof Naas Raubenheimer and Prof Gert Roodt, who both served 19 years as editors respectively, the SAJIP became the only journal that exclusively catered for Industrial and Organisational Psychology within Africa. Second, a recent article by Coetzee and Van Zyl (2014) indicated that during the last decade, UJ was the most active contributor to the SAJIP through contributing 103 research papers to the SAJIP. This totalled 30.12% of all the publications published between 2004 and 2014. Third, out of the top 5 most published authors in the SAJIP three of which had UJ affiliations (Profs Gert Roodt, Freddie Crous, Johann Scheepers). Besides UJ’s contribution to the Science/Discipline of IP, it has also been actively involved in the development of the profession. First, the birth of SIOPSA in its current format (as an independent body) could be traced back to the founding president, Dr Aletta Odendaal whom holds a UJ affiliation. Second, UJ produced four out of the six SIOPSA Fellows (Profs Gert Roodt, Theo Veldsman, Johann Scheepers and Dr Aletta Odendaal). Third, SIOPSA has also awarded more than 10 Honorary Memberships to individuals with a UJ affiliation for their respective contributions to either the IP discipline or the profession. Fourth, UJ also produced the most active SIOPSA Presidents during its 10 years as an independent body.

Fifth, during one stage of the previous HPCSA’s Board for Psychology’s tenure, UJ was holding 12 out of the possible 16 executive positions. Although these are not a complete list of UJ’s contributions to the discipline and profession of IP within South Africa, it does show what significant role it played in professionalising the IP profession. Above and beyond these major contributions, UJ has always been a strategic partner to SIOPSA through co-hosting various events, sponsorships and acting in an advisory capacity where necessary. As such, as SIOPSA’s outgoing president, I would like to extend my appreciation to the University of Johannesburg for their outstanding commitment to the advancement of our profession. In appreciation, Prof Llewellyn van Zyl (SIOPSA President)
COMMITTED TO BEING A LEADER OF EXCELLENCE WITH HEART, SPIRIT, MIND, HANDS AND FEET: A LEADERSHIP CREDO

Theo H Veldsman

Leadership as the centre piece in the success of teams, organisations, communities, and societies has been demonstrated unequivocally. Without any doubt, leadership does make a difference. Why?

Because leadership:

- serves as beacon for direction and guidance;
- radiates mobilising energy around which people (sometimes widely diverse) rally;
- envisions people to visualise and explore previously unseen challenges, and test apparently impossible boundaries;
- enables and empowers people to rise above circumstances, frequently during darkest of times; and
- models desired ways of acting, to be adopted by others.

Under conditions of uncertainty, and shifting, open-ended futures, as we are currently experiencing, the intensifying and growing crisis regarding leadership makes sense if leadership is the essential means of actualising desirable, stretch futures. Indeed, the snowballing need is for leadership excellence more often, at more locations, and exercised by more people.

Leadership pertains to acts of persuasive influence exercised by a collective of individuals (=shared leadership) engaging a set of followers (=stakeholders) regarding a joint course of action (= a journey), intended to bring about a collective outcome (=a dream) with a desired effect (=a legacy) within a specific context, past, present and future referenced.

However, leadership is a deliberate choice: ‘I want to be a leader or not’. This is a choice even if I am in a role requiring leadership. I can still take up the role in a non-leadership like way by being a mere technocratic, bureaucratic functionary within the role. I have to choose to be a leader in the role. It also implies that I can be a leader regardless of whether I have been ‘assigned’ a ‘formal’ leadership role. I can take up the role as a leader spontaneously where-ever and whenever I see the need for leadership.

Having made the choice, it next requires a commitment that can be expressed in a Leadership Credo: ‘what kind of leader do I want to be?’ Seeing the dire need for leadership excellence, our Department has developed a Leadership Credo that it requires its graduates at graduation to commit to publically. In this way they publically with Heart, Spirit, Mind, Hands and Feet pledge themselves to being leaders of excellence in all of its facets and manifestations. This Credo is given in the accompanying box. As it will be noticed, the word ‘Leadership’ is used as the acronym to form the basis of the Oath.

Are you as a reader willing to commit yourself to this Credo, given our dire need for leaders and leadership excellence by all of us in all places at all times?

Our Leadership Oath is given on the next page.

A conversation between PhD students working on their proposals - to the tune of ‘I will survive’

Nelesh/Lusanda:
At first I was afraid, I was petrified.
Kept thinking I’d never write a line without a citation by its side.

Renjini/Che’/Danny/Mpho:
But I spent a night or two putting it all on Mendeley,
And then I realised that everything was just a click away!

Nelesh/Lusanda:
Oh, not I, I will revise
For as long as I can cite, I know I will be fine
I have got all my tenure to give, and I’ve got all that changes to make
And I’ll revise.. I WILL REVISE!!!

Karolina:
No, no, I did submit!
My Oath as a Future-Fit Leader

Leadership is the centre piece in the success of teams, organisations, communities, and societies. Leadership does make a difference.

As a graduate from the Faculty of Management, University of Johannesburg I commit myself unequivocally in the context I have to lead, and in the role I have to fulfil as a leader, to:

• Leave behind a LEGACY of lasting value and worth for current and upcoming generations.

• Behave ETHICALLY by doing things for the right reasons in the right way at the right time.

• Build ALIGNMENT around a shared destiny by moulding my stakeholders into a cohesive, vibrant community of passionate, dedicated followers.

• Crafting an inspiring, shared DREAM, in this way envisioning what we must achieve to make our lasting and worthy legacy a reality.

• Be visibly ENGAGED where it matters, in leading through my personal example as we our journey towards our shared, desired future.

• Be RESPONSIBLE by courageously taking full accountability for all of my decisions and actions, as well as the outcomes, as well as those of my followers.

• Set out to SERVE by being humbly in the service of others and a greater, common cause and good that supersedes me, and is more enduring than myself.

• Live authentically, straight from my HEART, with passion, my genuinely held personal beliefs and values that inform all of my thinking and actions at all times.

• Lead with INTEGRITY by consistently, openly and honestly sticking to my convictions, regardless of the consequences, in this way being trustworthy.

• Treasure at all times the PEOPLE I have to lead, and to treat them with dignity, respect and care, given the trust they are bestowing on me as their leader.

May I live and preserve the finest traditions of my calling as a leader, and long experience the joy of making a true, lasting difference.

______________________________  _______________________________
Graduate                                    Head of Department, Department of
                                               Industrial Psychology and People
                                               Management, Faculty of Management,
                                               University of Johannesburg

Date ________________________________
Receiving a doctoral degree is certainly a milestone in anyone's academic or research career, but it is also the pride and joy of any academic department. Endowed with a dedicated and motivated team and students of a calibre that allow the Department to face the future with confidence, the IPPM Department has reason to be proud of the doctoral degrees that were conferred on our postgraduates at our March 2016 and May/June 2016 graduation ceremonies. This is but a partial reflection of the significant research output contribution that our Department is making in keeping our body of knowledge at the forefront. Since postgraduate research is seen as a critical activity of the Department, here follows a short overview of the research by our doctoral students who graduated at these graduations.

**Bennett, Kathryn Enid (PhD)**

**Title of thesis: Making sense of and developing executive leaders' capability for uncertainty**

Kathy obtained a BSc (Hons) in Biochemistry and a postgraduate Diploma in HR Management from the University of Witwatersrand. She also holds a Master’s in Business Leadership (Unisa) and a Master’s in Professional Coaching (University of Middlesex, UK).

With increasing uncertainty defining the organisational context, executive leaders need to develop a 'capability for uncertainty'. The purpose of Kathy’s study was to propose a coaching framework and guidelines towards developing such capability, based on an integration of insights from (1) executive leaders’ lived experience of uncertainty; and (2) executive coaches’ experience of working with executives’ uncertainty. A qualitative research approach was adopted, using a cross-sectional, multi-perspectival and retrospective research strategy. The findings identified crucial components of a holistic capability for uncertainty, namely effective sense making, learning agility, an acceptance of uncertainty, a sense of positive identity and adopting a relevant leadership approach during organisational uncertainty. Leverage points from the experiences of both the leaders and the coaches, such as sense making and identity construction, informed a proposed coaching framework for developing these components. The original contribution of Kathy's study is the illumination of executives' experienced uncertainty, the clarification of a capability for uncertainty and a theoretically informed coaching framework for developing this capability. Her findings can assist organisations in determining purposes and strategies for developing leaders' capability for uncertainty. Executive coaches may adapt the coaching framework and guidelines into their coaching repertoires. Furthermore, the theoretical constructs underpinning the coaching framework need to be included in the development of coaches.

**Supervisor: Dr A Verwey**

**Co-Supervisor: Dr L van der Merwe**

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**Gama, Thandiwe Nomkhosi (PhD)**

**Title of thesis: Exploring mental models in business sustainability**

Thandiwe holds a Master's in Industrial Psychology (University of Western Cape). She has her own consulting practice, specialising in areas such as strategic organisational development, change and transformation management, performance management, business processes re-engineering and re-structuring, as well as medico legal assessments.

Mental models give meaning to, and serve as a frame of reference for the interpretation of our social world. The aim of Thandiwe's study was to investigate the current mental models of business leaders within the era of sustainability in which organisations face the challenge of surviving within the 21st century context of uncertainty and change. The study was conducted with CEOs of different business and government sectors within South Africa.

**Supervisor: Prof JS Uys**

Respondents endorsed the postulate that as leadership they experienced the 21st century as one of complexity, turbulence, paradox, speed and unpredictability. This called for a new mental model informing their thinking: a new leadership DNA. Respondents acknowledged that sustainability has become the ruling paradigm. However, due to the new realities and challenges faced, the focus has moved away from sustainability to dealing rather with complexity and unpredictability. Given the legacy of apartheid, the SA situation is worsened by poor relations between business, government and labour. Better relations are essential because of the dire need to implement the National Development Plan.

The contribution of Thandiwe's study is the confirmation of the need to instil in leadership a 21st century mental model, more aligned to the era’s challenges and demands. Also, in validating the criticality of the voice of business making the SA economy fit for the 21st century.
Joubert, Marius (PhD)
Title of thesis: A comprehensive engagement predictive model

Marius Joubert is the CEO of Nxt Lvl Southern Africa Pty Ltd. He holds a four-year Bachelor’s degree in Business Communications from North-West University and a Master’s degree in People Management from the University of Johannesburg.

Employee engagement has become a major management and leadership challenge in organisations. Complexity increasingly makes it difficult for management and leadership teams to optimally engage their workforce. Emanating from his master’s study, Marius set out to identify the relevant pull and push factors on three organisational levels, namely Individual, Team and Management engagement.

A quantitative cross-sectional survey (n = 425) was conducted in three different organisations that collectively employ about 2 000 people. Structural Equation Modelling was used to analyse the relationships between the various push and pull factors on their respective levels of engagement. Besides establishing the relationships between different push and pull factors and their respective engagement level, the study also found significant relationships and interactions between the three engagement levels when predicting engaging climate in organisations. For instance, it was found that Team and Management engagement impact Individual engagement and that Team engagement partially mediates the relationship between Management and Individual engagement. This is the first study that analysed employee engagement as a multi-level organisational construct. On a more practical level, it shows that different organisational levels create unique contexts in which different sets of push and pull factors operate, which have an impact on employee engagement on each level and ultimately on an engaging climate.

Supervisor: Prof G Roodt

Fourie, Christel (DPhil)
Title of thesis: The FirstRand founders’ story: exploring synergistic relationships

Christel Fourie holds a Master’s degree in Human Resource Management from the University of Johannesburg. Her fields of expertise include organisational and individual development and psychometric assessments.

FirstRand is one of South Africa’s most innovative and largest financial services groups. Its entrepreneurial history can be traced back to 1977, when GT Ferreira, Laurie Dippenaar and Paul Harris established a founding partnership. This study investigated the role of the FirstRand founders in the unfolding of a unique business success story.

The study followed a qualitative, explorative-descriptive case study design of the individual and collective contribution of the founders to FirstRand’s success. It is a retrospective glance from an outsider’s perspective. Sets of data were collected through extensive interviews, and analysed using narrative analysis.

The researcher’s overall impressions point to the founders having engendered a leadership style and culture that were lived and time-tested for more than three decades. The study illuminated the integrated leadership and culture practices of the founders who revealed their theories-in-use. The exploration enables a better understanding of synergistic relationships in a world with an increasing need for effective leadership. It was noted by the examiners that the study contributed uniquely to the field of industrial psychology and leadership.

Supervisor: Prof JS Uys

Le Roux, Suzette Johanna (PhD)
Title of thesis: A comparison between the mental models of entrepreneurs involved in successful and unsuccessful entrepreneurial activities

Suzette le Roux holds a Master’s in Physics (Electromagnetism) from the University of Johannesburg. Her expertise includes the development and execution of mentorship programmes for entrepreneurs.

The key objectives of the study were to identify the mental models of entrepreneurs involved in successful entrepreneurial activity, ascertain how these mental models differ from those of individuals involved in unsuccessful entrepreneurial activity, and suggest interventions for altering the mental models of entrepreneurs involved in unsuccessful activity to resemble the mental models of those involved in successful entrepreneurial activity.

By combining evocative and analytical autoethnography, Suzette integrated concrete experiences and views of eight entrepreneurs with relevant theoretical concepts. Entrepreneur participants ranged from internationally successful to failing to start up a business. The Mental Model Spectrum for Entrepreneurial Success (MMSES) was derived. Suzette also offers the TA2URE2C steps for changing a mental model by focusing on the learning experience of participants, incorporating steps for problem solving and utilising the seven capacities of the U movement of Scharmer (1999). She also contributes a mentoring framework to facilitate the transformation of limiting mental models in entrepreneurs to ones that support the growth of their business.

Supervisor: Prof WJ Schurink
Co-Supervisor: Dr MA Harrop-Allin
MASTER’S GRADUATES WITH THE TITLES OF THEIR MINOR DISSERTATIONS

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<td>Digwamaje, OB</td>
<td>Prof JE Coetzee</td>
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<td>Drivers of employee engagement</td>
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<td>De Beer, M</td>
<td>Dr MA Harrop-Allin</td>
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<td>Ramgulam, R</td>
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<td>Wekwete, VVM</td>
<td>Prof A Bosch Dr R de Braine</td>
<td>MPhil (HRM)</td>
<td>An exploration of identity work and identity play processes of female trailing spouses in South Africa</td>
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MAY /JUNE 2016

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<tr>
<th>Name of student</th>
<th>Supervisor</th>
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<td>Peral, SL</td>
<td>Dr M Geldenhuys</td>
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<td>De Beer, W</td>
<td>Prof WI Ukpere</td>
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<td>Dr LMM Hewitt</td>
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<td>Naidoo, S</td>
<td>Dr LMM Hewitt</td>
<td>MPhil (LEC)</td>
<td>Validating a leadership model for stimulating innovation</td>
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Community Engagement Project 2016 – Build-the-Future

Author: 2016 Psychometry students (First intake)

The UJ Psychometric students of 2016 embarked on a community project in order to give back to the community. Due to the nature of this course, it is very fitting that this is a requirement of its students. The project was therefore accepted with open arms, and ideas were quickly originated as to what they were going to do. They chose ‘Build-the-Future’ for their 2016 community project.

We looked at several organisations as possibilities for this project. After communicating with the organisations and determining which projects would be able to accommodate such a large group on the specific date of 9 April, we put together short summaries of the possible organisations and sent the information to the group. Everyone voted on the organisation that they would prefer to do the project with. The majority of the group indicated that they would like to work with Build-the-Future.

What we did on the day

They made use of work days (like Saturday) with groups of volunteers to help them to maintain and improve the grounds and facilities. They received a large donation of vegetables about a week before our scheduled work day (9 April) – so the top priority was for us to help them to plant the vegetables and do some basic upkeep work in the vegetable garden.
They have an existing bike track that the kids play on. The bricks marking the bike track had been slightly overgrown by grass and was buried under sand. We dug up the bricks, cleaned away the grass and levelled out the area to pack the bricks again.

There were a few things that needed to be painted that we helped them with:
- The jungle gym that they received as a donation
- The front fence
- The new bathroom that they built recently

We were divided into several groups working at the different stations. People moved to different stations and helped out wherever they saw it was necessary.

**Our experience on the day**

This is a few informal comments from some of the students regarding the day:

“I felt it was an amazing experience and that the day was a huge success. It was hard work and I was so tired afterwards, but it was so nice to actually be able to see the difference that we made. And there was such gratitude from the community, it was wonderful.”

A lot of the students felt that it was well worth the hard work we did on the day. It was a very enriching experience. It was interesting to see how much respect the community has for the Build-the-Future group and the school premises. They seem to truly appreciate what the organisation is doing in the community.

It is also interesting to see how the organisation involves the children in everything that is happening at the school. If the school gets a donation, the children help to “unpack.” They are also quite active on Facebook – regarding the photos that they post and the thanks for contributions and groups that help on work days.

A common theme of what we learnt on this day is that if you are in a position to help in any way or to make a contribution – you should do something to make a difference in someone else’s life. A day of work for us made a huge difference for the school.

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**Mandela Day 2016**

The Department of Industrial Psychology and People Management in the Faculty of Management delivered two vehicles FULL of non-perishable food and toiletry items to the Firlands Children’s Home (Salvation Army) in Linden. The home provides care and development opportunities for up to 60 children between the ages of 3 and 18. Stephan and Rochelle coordinated this project. Kalay and Agnes packed all the donations and Elmarie and Rochelle assisted with the delivery. IPPM will continue with this food drive for the rest of the year. If you would like to support this initiative, please drop off donations at D Ring 405 (APK) or C Blue 3 (APB).
TEAM MEMBERS ON THE MOVE!

Appointments

Praneschen (Che’) Govender
Che’ Govender joined our team as a Lecturer in January 2016. Che’ has previously worked at the University of KwaZulu-Natal for three years where he taught various undergraduate and postgraduate courses in Industrial Psychology, Human Resource Management and Industrial Organisational Labour Studies. He is currently completing his PhD research on improving frontline customer service in the casino industry through an action research intervention. He is a qualitative researcher with his research interests including Customer Service, Diversity Management and Leadership. His Master’s dissertation looked at West-African drumming as a means of enhancing diversity training and he has a keen interest in the mobilisation of the cultural arts to improve learning about interpersonal skills. Che’ is also passionate about the use of technology to enhance educational capabilities in both the tertiary and secondary education landscape in South Africa.

Che’ has a vast array of work experience across the automotive, mining and public sectors. At Toyota South Africa Motors, he gained experience in Human Capital and at Rio Tinto he was part of a facilitation team for the company’s Leadership Development Programme. Che’ also gained HR experience in local government departments in the United Kingdom. More recently, he has been involved in various consulting projects concerning customer service and diversity interventions for a host of blue chip companies. In the classroom, these projects provide rich learning material for bringing the theory to life through the use of storytelling and case studies.

Che’s educational philosophy is based on experiential learning and providing learners with an experience upon which to reflect and connect to theory. He is an avid marathon and trail runner aiming to finish the Comrades Marathon in the allotted time after two close attempts. He hopes to learn from others, contribute and add value to the IPPM team.

Elmarie Stapelberg
Elmarie was appointed as Programme Administrator in the Industrial Psychology and Leadership Programmes. She has been with the Department since 2010 as part time Administrator.

Welcome aboard Che’ and Elmarie. Our very best wishes accompany you on this exciting journey.

Achievements

• Congratulations to Wim de Beer having obtained his Master’s degree (MPhil Labour Law and Employment Relations). Our thanks also to Prof Wilfred who steered Wim in the right direction. What a major milestone!
• Joyce Sitemele graduated on 13 April 2016 after successfully completing the Diploma in Advanced Business Management.
• Rodene Dye has been nominated to the SABPP’s National Exam Committee for HR Occupational Qualifications. The Committee is tasked with designing and developing the national final integrated summative assessment that all students completing the NQF Level 4 and 5 qualifications in HR must undertake to qualify. Well done Rodene!
• Rene received the 2016 PPBA Best Conference Paper Award for her paper “The construct validity of the Van Wyk Team Altruism Measuring Instrument” at the 33rd Pan-Pacific Conference in Miri, Malaysia.

Sabbaticals

Anita Bosch will be on sabbatical during the second semester of 2016.
International Conferences

The following staff members presented papers at international conferences during the first semester of 2016:

- SIOP Conference, Anaheim, USA, 11-18 April 2016: Theo Veldsman
- Pan-Pacific Business XXXIII Conference, Malaysia, 25-28 May 2016: Rene van Wyk
- Past and future of Corporate Governance Conference, Rome, Italy, 24-27 May 2016: Wilfred Ukpere
- Test Commission (ITC) Conference, Vancouver, Canada, 1-4 July 2016: Aletta Odendaal and two full-time PhD students, Kirsten Richards and Sebastian Clifton
- Assessment Centre Study Group Conference, Somerset-West, 4-5 April 2016: Two presentations by Theo Veldsman

Personal Snippets

Congratulations to Mpho Maqau and his wife Zandi on the birth of their baby boy on 9 February 2016 and also to Kholofelo Masola on the birth of his baby girl on 8 July 2016. Our best wishes accompany these families into the future.

We believe that our publication makes a unique contribution to our readers and we would like to invite you to participate. Please write to us and let us know what you would like to see in our newsletter. Send all contributions for consideration to Rochelle Niemand, Department of Industrial Psychology and People Management, PO Box 524, Auckland Park, 2006 or email her at: rniemand@uj.ac.za.