



CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

BRANCH SEMINAR

“A PATHWAY TO AN EFFECTIVE, EFFICIENT, AGILE, AND ETHICAL YOUNG PROFESSIONAL.

EAST LONDON - BLUE LAGOON HOTEL

MENTAL WELLNESS OF A YOUNG PROFESSIONAL

04 - 05 MARCH 2024

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Certified CBT



If your life was presented as a
balanced sheet; what would the
statement of your life position tell
you?

#lifeaccounting101

CIGFARO VISION AND MISSION

■ Vision

- To be a leading professional body for the continuous development and capacitation of finance and governance practitioners in the public sector.

■ Mission

- Within the statutory framework, we aim to establish standards for effective and ethical financial management, governance, advisory support, and capacity building in the public sector, all for the benefit of the communities we serve.

Objectives

- To further the interests of practitioners in the financial and governance related areas:
 - Harnessing and development of knowledge within the Public Sector
 - Inculcating ethical behaviour amongst finance professionals
 - Promoting the image and corporate branding of the Institute

DR EMMANUEL NGCOBO CIGFARO PRESIDENT STATEMENT

- **CIGFAROs** aim in 2024 is to realize its ***VISION OF A SUSTAINABLE MUNICIPAL ENVIRONMENT***, align it with the transforming public sector political landscape, and social milieu and make it a reality for the **BENEFIT OF FUTURE GENERATIONS**
- It is in this vein **CIGFARO** reaffirms its dedication and commitment to supporting municipalities and all organs of state by focusing on conscious and **ACTIVE THOUGHT LEADERSHIP** as a means to economic and efficient and **EFFECTIVE SERVICE DELIVERY IMPERATIVES SO CRITICAL COMMUNITIES.**

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- Every organization has a **BRAND IDENTITY** that affects its ability to source and recruit candidates. Brand identity starts with the organization's brand itself, which may include its name, logo, website, buildings, employees, culture, tagline, values, and often its products.
 - That being said, what comes to mind when you or your potential clients think of your organizational brand.
 - Is your organization creating an identity which will help you source best candidates to achieve your organizational goals or growing your customer base?

MENTAL WELLNESS OF A YOUNG PROFESSIONAL

- Awareness and being alert to mental health problems.
- Mental health challenges and knowing when to seek help.
- Balanced work and social life.

MENTAL ILLNESS IN SA:

- 1 in 3 people have common mental health
- 1 in 10 people have depression
- 75% will not get treatment

GLOBAL MENTAL HEALTH STATS;

- 10.7% of the global population has a diagnosed mental health disorder.
- Around 450 million people suffer from mental health conditions. Mental health is the leading cause of poor health and disability worldwide.
- Every 40 seconds, one person dies from suicide. Nearly 800 000 people commit suicide every year.

ACCORDING TO THE WORLD HEALTH ORGANISATION (WHO);

- “Mental health is a state of wellbeing in which an individual realizes his or her abilities, can cope with the normal stresses of life, can work productively, and can **MAKE A CONTRIBUTION TO HIS OR HER COMMUNITY**”
- A person in a good state of mental health is not just one who doesn't have mental illness. Mental health is an ongoing state of **ACHIEVING COGNITIVE, EMOTIONAL, BEHAVIORAL, AND SOCIAL WELLBEING.**

You are the miracle that someone has prayed for. You are the blessing that someone has spoken of. You are here now.

Don't take yourself for granted.

Everything you've been through has prepared you for this moment.

It's always been you, go on and conquer...

MENTAL WELLNESS OF A YOUNG PROFESSIONAL ()

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STATE OF SOUTH AFRICAN MUNICIPALITIES

- The auditor general of South Africa on Wednesday highlighted how many municipalities, bar a golden few, are failing on almost every major metric of performance, good governance and integrity.
- Only 38 municipalities out of 257 achieved clean audits in the 2021-2022 local government audit outcomes, a consequence of skills shortages, poor accountability and poor leadership, the standing committee on the auditor general heard.
- Auditor general Tsakani Maluleke also told the committee that municipalities racked up R4.74 billion in fruitless and wasteful expenditure, R25.47 billion in unauthorised expenditure, and that the R1.6 billion spent on consultants had proven ineffective.
- “Local government has been characterised by dysfunctional municipalities, financial mismanagement, council and administrative instability, and crumbling municipal infrastructure.
- “This leads to deteriorating standards of living and service delivery failures, resulting in protests.
- Service delivery improvements will be enabled by capable, accountable and citizen-centric municipal leadership delivering on their mandates to improve the lives of ordinary South Africans,” said **Maluleke**.

THE PSYCHOLOGY BEHIND UNETHICAL BEHAVIOR WITHIN MUNICIPALITIES

The state of South African Municipalities scene encapsulates three psychological dynamics that lead to crossing ethical lines.

- First, there's **OMNIPOTENCE**: when someone feels so aggrandized and entitled that they believe the rules of decent behavior don't apply to them.
- Second, we have **CULTURAL NUMBNESS**: when others play along and gradually begin to accept and embody deviant norms.
- Finally, we see **JUSTIFIED NEGLECT**: when people don't speak up about ethical breaches because they are thinking of more immediate rewards such as staying on a good footing with the powerful.

OMNIPOTENCE

- **Omnipotence.** Many moral lapses can be traced back to this feeling that you are invincible, untouchable, and hyper-capable, which can energize and create a sense of elation. To the omnipotent leader, rules and norms are meant for everyone but them. Crossing a line feels less like a transgression and more like what they are owed. They feel they have the right to skip or redraw the lines.
- **Omnipotence is not all bad.** Sometimes the rush you get from bold action is what's required to make breakthroughs or real progress. But, the higher you climb on the ladder, the more it can become a liability. This is especially true if fewer and fewer of the people around you are willing and able to keep you grounded. If no one tells you “no,” you have a problem. One way to gauge whether you've reached “**PEAK OMNIPOTENCE**” is if your decisions are met only with applause, deference, and silence.
- The psychological counterweight to omnipotence is **OWNING YOUR FLAWS**. It's a mature capability to look in the mirror and recognize that you are not above it all. Especially if you're in a leadership position, assume you have weaknesses and think about them regularly.
- Sometimes, you'll need help with this. The best performing executives I see have close colleagues, friends, coaches, or mentors who dare to tell them the truth about their performance and judgment. You should cultivate a similar group of trusted peers who will tell you the truth even when it is unpleasant. In addition, make sure to encourage an “obligation to dissent” among your core team.

CULTURAL NUMBNESS

- **Cultural numbness.** No matter how principled you are, you must recognize that, over time, the bearings of your moral compass will shift toward the culture of your organization or team.
- From my work with government institutions, I have seen examples of how cultural numbness makes leaders cross lines. It usually starts subtly.
- The same kind of “moral capture” takes place in companies, not overnight, but gradually. Psychologically, you’re making a trade-off between fitting into the culture and staying true to what you value.
- So, start : those brief moments when you don’t recognize yourself and any other indications **LOOKING OUT FOR SIGNS OF MORAL CAPTURE** that you are subjecting your own personal agency to the deviant norms of the collective. Another regular gut-check you can use involves asking whether you would be comfortable telling a journalist or a judge about what’s going on.
- At the same time, you can’t always trust yourself in these situations. As with omnipotence, it can help to get an outsider’s perspective, turning to a trusted friend or family member, who might be able to detect changes in you that you are not able to see. Also remember to regularly extract yourself from your organization to compare and contrast its culture with others and remind yourself that the rest of the world may not work the same way.

JUSTIFIED NEGLECT

- **Justified neglect.** The human mind is skilled at justifying minor incursions when there is a tangible reward at stake — and when the risk of getting caught is low.
- Many leaders have faced a choice between getting the reward or doing the right thing. The slippery slope starts right when you begin to rationalize actions and tell yourself and others, “This is an exceptional situation,” or “We have to bend the rules a little to get things done here,” or “**We are here to make money, not to do charity.**”
- These initial slips cascade into more, which turn into habits you know are bad but which start to feel excusable and even acceptable, given the circumstances, and eventually, become part of your moral fabric. It is hard to pinpoint exactly when an important line is crossed, but it’s much easier to course-correct at the very start of the slippery slope than when you are gliding full speed away from what is right.
- Remember that power corrodes more than it corrupts, often as a result of clever justifications of ethical neglect. You can combat this psychological dynamic by **creating formal and social contracts that obligate both you and your colleagues to do right**; rewarding ethical behavior; and defining and sharing your boundaries. The latter could be as simple as making a list of things you will not do for profit or pleasure, keeping it in a convenient place to read regularly, and occasionally showing it to your team as a reminder.

CALL TO ACTION

- The reality is that, for many leaders, there is no true straight-and-narrow path to follow. You beat the path as you go. Therefore, ethical leadership relies a lot on your personal judgment. Because of this, the moral or ethical dilemmas you experience may feel solitary or taboo — struggles you don't want to let your peers know about.
- It can sometimes feel shameful to admit that you feel torn or unsure about how to proceed. But you have to recognize that this is part of work life and should be addressed in a direct and open way.
- Even though most companies have some cultural and structural checks and balances, including values statements, CSR guidelines, and even whistleblower functions, leaders must also be mindful of the psychological conditions that push people — including themselves — to cross ethical lines.
- Understanding the dangers of omnipotence, cultural numbness, and justified neglect are like installing the first few warning signs on the long road of your career. You will inevitably hit some bumps, but the more prepared you are to handle them, the likelier you are to keep your integrity intact.



Until you come to the realization that not all disabilities are physical, you will continue to catch feelings and overreact to each & every mad man whose exterior appears normal.



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*Emotional intelligence is the ability to **RECOGNIZE** and **UNDERSTAND** your own emotions and those of others in the moment and the skill to use that information to manage yourself and manage your relationships with others.*

”

Thought Model

First step -
Circumstances



A HUMAN BEING IS NOT A RESOURCE BUT A SOURCE

A resource is like a lump of coal; once you use it, it's gone, depleted, and worn out.

A source is like the sun—virtually inexhaustible and continuously generating energy, light, and warmth.

There is no more powerful source of creative energy in the world than a turned-on, empowered, human being.

-Sisodia, Sheth, and Wolf. Firms of Endearment, 2015

UNDERSTANDING OUR BRAIN

There are certain defining moments in your life, today you'll learn to tap into your personal excellence when it matters. The reason we struggle often comes down to the fact that we are unaware how our engine works.

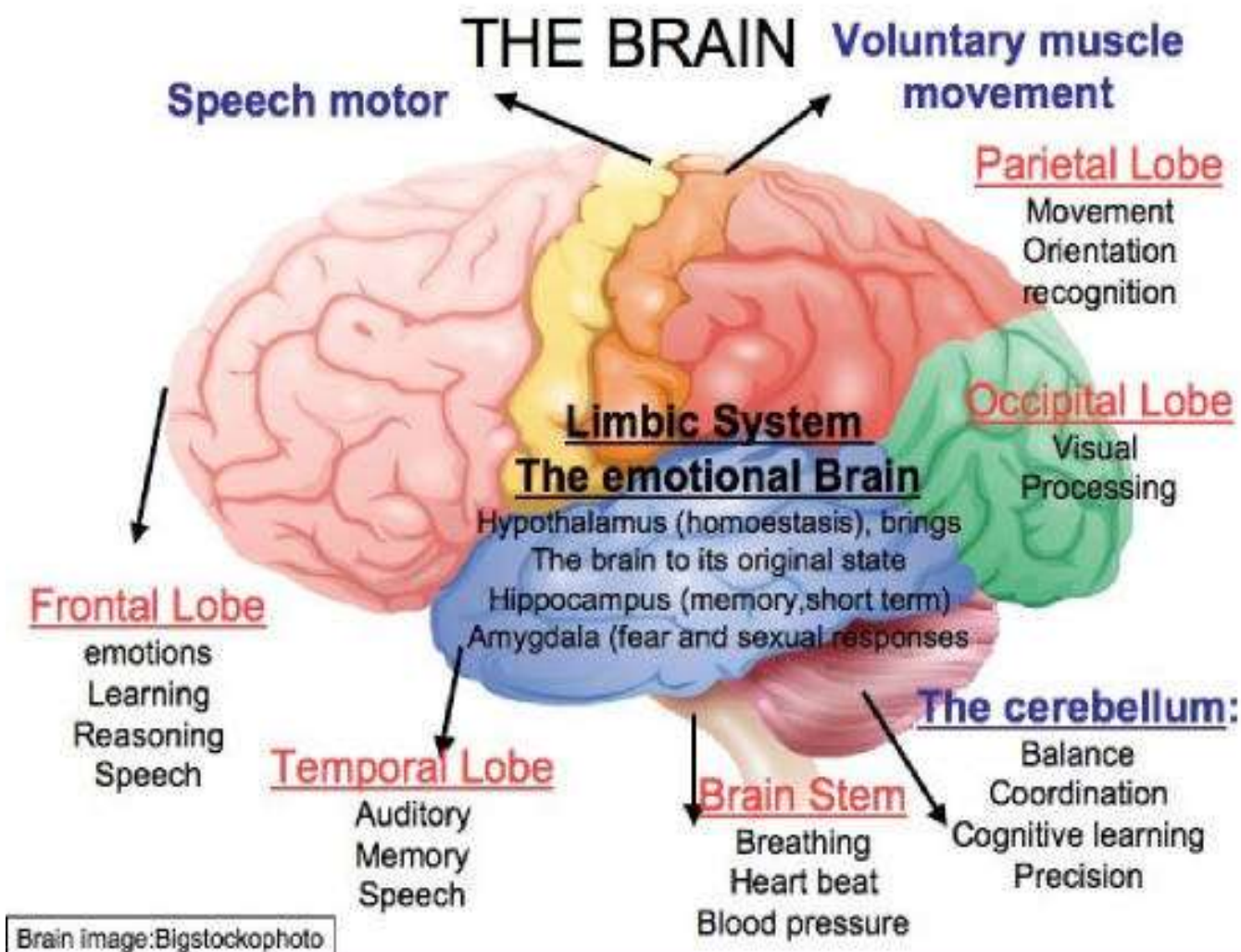
The engine, in this metaphor, is our **BRAIN**. It is the driving force behind our actions and behavior. Understanding how it works best is crucial to perform at your best. One of the key findings in neuroscience is **NEUROPLASTICITY**.

That's the brain's ability to change and adapt in response to experiences. Yes, the adult brain can change and grow. This means we can rewire our brains through practice repetition, and allowing us to develop new habits, skills, and ways of thinking that can lead to personal excellence.

By understanding how our brain works and how we can intentionally shape it, we can develop new habits, set meaningful goals, and cultivate self-awareness and self-compassion. This is a lifelong journey that requires dedication and effort, but the rewards are immense.

**EMBRACE INTENTIONALITY:
SET CLEAR INTENTIONS FOR
YOUR DAY AND LIFE, GUIDING
YOUR THOUGHTS AND ACTIONS
TOWARDS YOUR GOALS AND
VALUES**

AWARENESS AND BEING ALERT TO MENTAL HEALTH PROBLEMS.



'You are not required to set yourself on fire to keep other people warm',

Joan Crawford, 1942.

WHY IS KEEPING PEACE AT WORK CAN COST YOU YOUR HEALTH

When you keep the peace and never truly protect your own value you begin carrying the resentment that comes from suppressing how you actually feel.

And your body keeps score — through chronic inflammation, aches, pains, insomnia, depression, anxiety... the list could go on and on.

Your role is not to rescue everyone around you. It's your role to prioritize yourself. Lend a helping hand when someone needs you from time to time, but not at the expense of yourself.

And find a work environment that doesn't require you to sacrifice yourself.

**UNPROCESSED TRAUMA SHOWS UP
IN OUR BODY AS:**

- exhaustion
- sleep disturbances
- gastrointestinal issues
- dermatological disorders
- urological problems
- various types of cancer
- heart disease
- neurological (headaches, migraines)
- respiratory issues
- hormonal imbalance
- issues with weight
- chronic body pains

DAILY DEFINITION

Self-Care

Self-care refers to practices that promote physical, mental, and emotional well-being, and enhance overall quality of life.

When I work with

severe emotional dysregulation in

adult clients, one of the first

questions I ask is this:

"Who helped you calm down or regulate big feelings when you were distressed, sad, or angry as a child?"

'I don't know... I guess figured it out by myself."

"We didn't really do the emotion thing."

"Honestly, I can't remember."

"My parents didn't even know how to handle their own big emotions let alone mine."

And we wonder why adults have
trouble regulating emotions.

Why adult relationships are so
complicated.

Why people act out, struggle with
debilitating panic, anxiety, rage,
addiction, shame, or shut down?

Generations of *good* parents, trying their best, focused on meeting their kid's physical, developmental and academic needs while *failing to attune* to their child's emotional needs.

They didn't know better.

The good news is that the parenting
paradigm is **shifting**.

We now know better.

We understand that our kids need *more*
than food, water, shelter, and education
to thrive.

They need *support, empathy, a safe*
haven, and coregulation.

We finally realize that children

deprived of these needs tend to have

life-long struggles with mental



health and relationship issues.

**HOW DO YOU ALIGN YOUR
THOUGHTS, ACTIONS, AND
FEELINGS WITH THE LIFE
YOU'RE CREATING?**



Define Your Purpose.


Purpose is what gives life meaning and direction. It's dynamic, uniquely personal, always evolving, and never-ending.



**Take some time to reflect
on your purpose. Sit down,
get quiet, and write:**


Where do I feel inspiration, curiosity,
wonder, and motivation?

Do I have a sense of mission or vision?



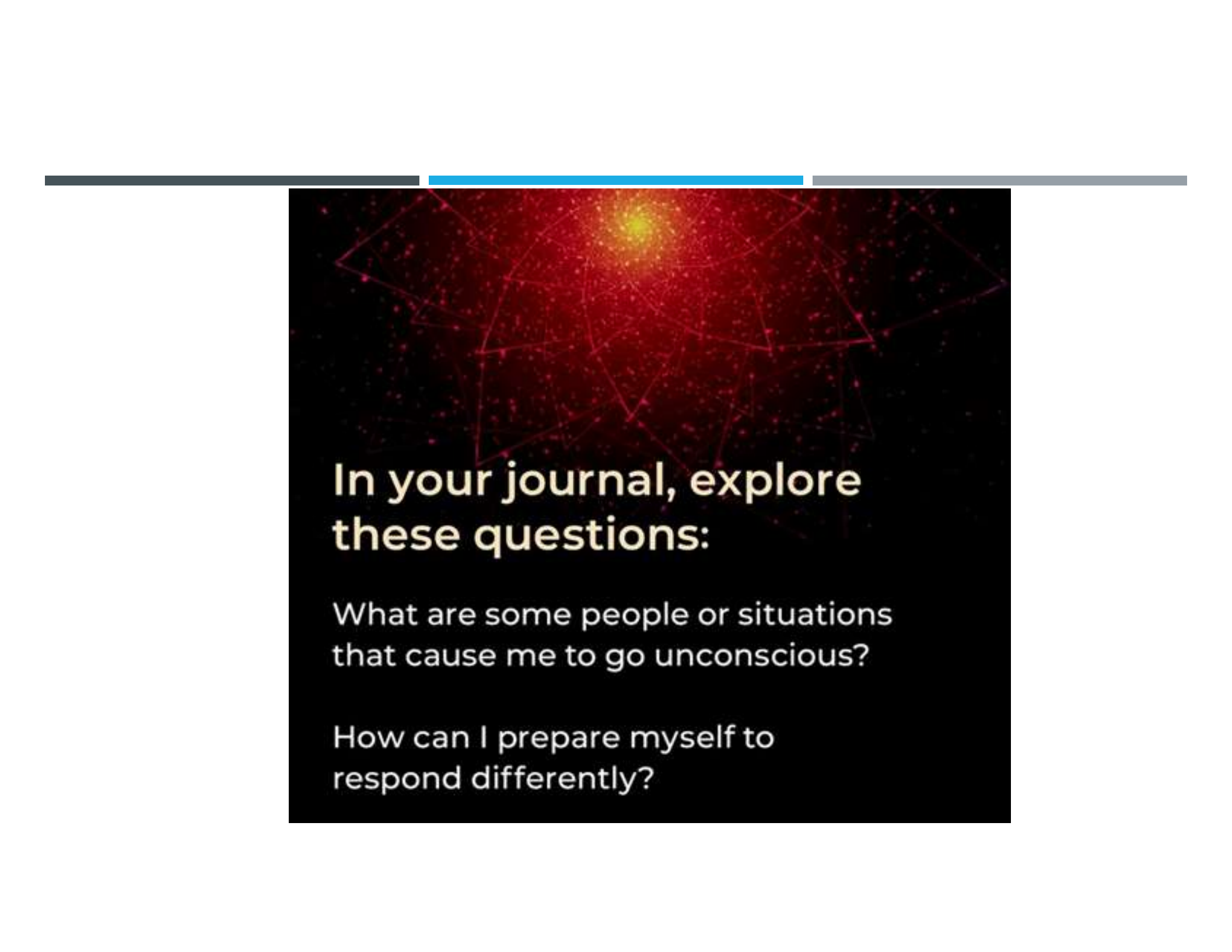
Set Goals That Support Your Purpose.

Write down five or six challenging, yet achievable goals. As you achieve them, add new ones so you keep making progress – and you keep challenging yourself.



Set the Intention to Make Different Choices.



Making the same choices each day will keep you in the same familiar, known life. To connect to your new future, you must become a new self.



**In your journal, explore
these questions:**

What are some people or situations
that cause me to go unconscious?

How can I prepare myself to
respond differently?



Learn to Create from 3-D *and* 5-D.

Experience how your future self will think, feel, and act as that new life unfolds. Practice combining a clear intention with feeling the elevated emotions of your future – so you can sustain those emotions in your daily life.



**Resolve, Reflect, Revise,
and Record – every day.**

Remind yourself of your purpose,
goals, and intentions throughout
the day and stay motivated to make
different choices.



Here are some ideas:

Work with an accountability partner.

Post inspirational quotes around the house or on your phone.

Record any feedback you get in your outer reality.



Focus on effort over result.

Get so lost in the act that it's no longer about the results, but rather your effort. You'll no longer feel the lack of not having your new future – because you're becoming it.

We have to develop a spiritual strength and stamina so when problems arise we don't react out of emotion but out of information, clarity, discernment and wisdom .

You've healed too much not to
raise the bar on who has
access to your energy.




**“LIFE DOESN’T GET EASIER
OR MORE FORGIVING, WE
GET STRONGER AND MORE
RESILIENT.”**

THANKYOU

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