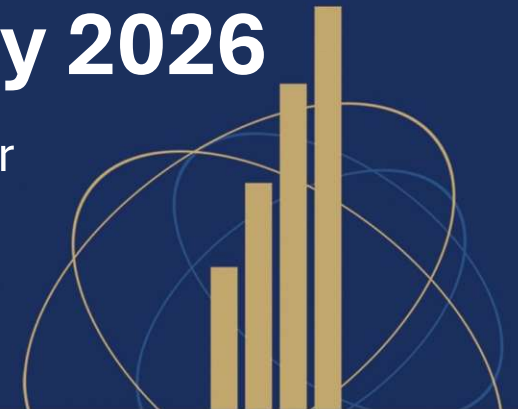




26 February 2026

Building Institutional Capacity for Effective PFMA Implementation



www.cigfaro.co.za

Christelle Marais



LUCIDUM

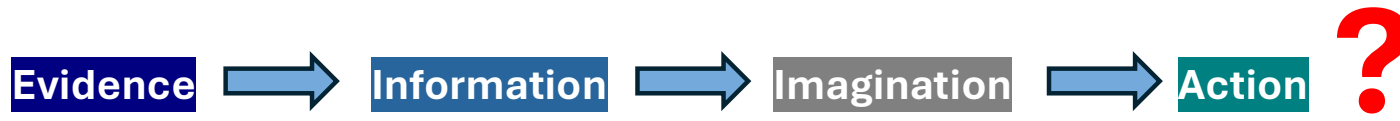


SAQA Recognised Professional Body

Capacitating for PFMA Implementation

The Method in the Madness: From DAVOS to Your Desk
Turning Global Risk Intelligence into Local Action

Disclaimer: This is not an ideological discussion. It is about survival. It is straight talk. Because Africa is not for sissies...



ROOT CAUSES & KRIs

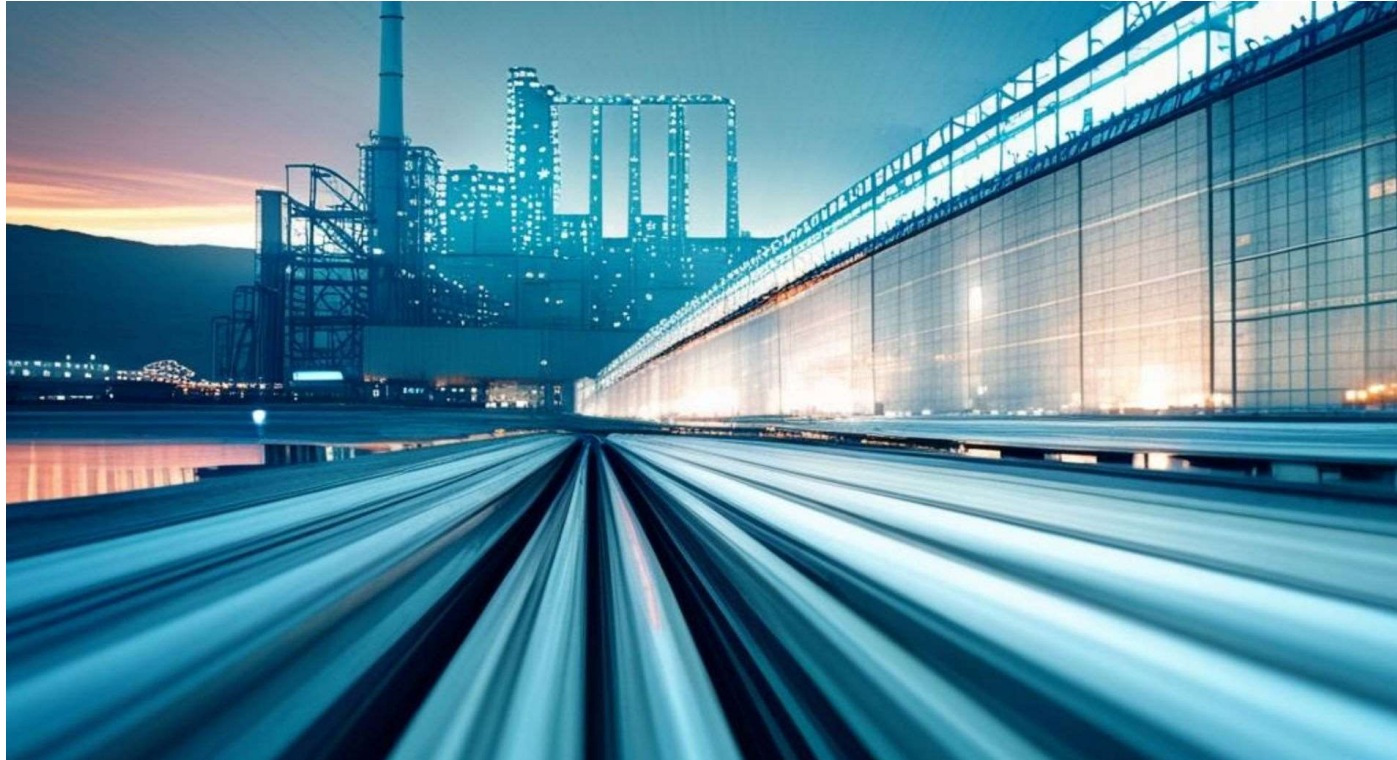
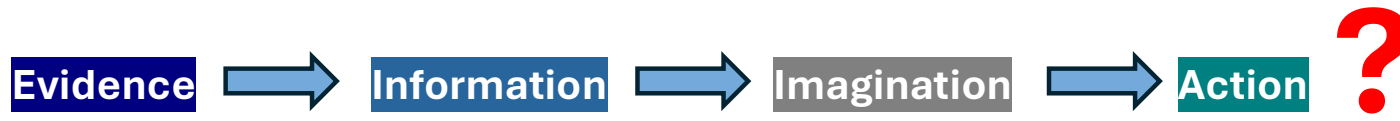
'We have no choice. We must build ONE resilient system, driven by the right people.'



From Davos to Your Desk

Building Institutional Capacity for Effective PFMA Implementation
Example: Turning Global Risk Intelligence into Local Action

Disclaimer: This is not an ideological discussion. It is about survival. It is straight talk. Because Africa is not for sissies...



ROOT CAUSES & KRIs

*'We have no choice. We must build ONE resilient system, driven by **COMPETENT** **INCORRUPTIBLE** **PSYCHOLOGICALLY SAFE** people.'*



Content

1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?

4 Do we even understand our system? How does it work?

5 How and why did we fall apart?

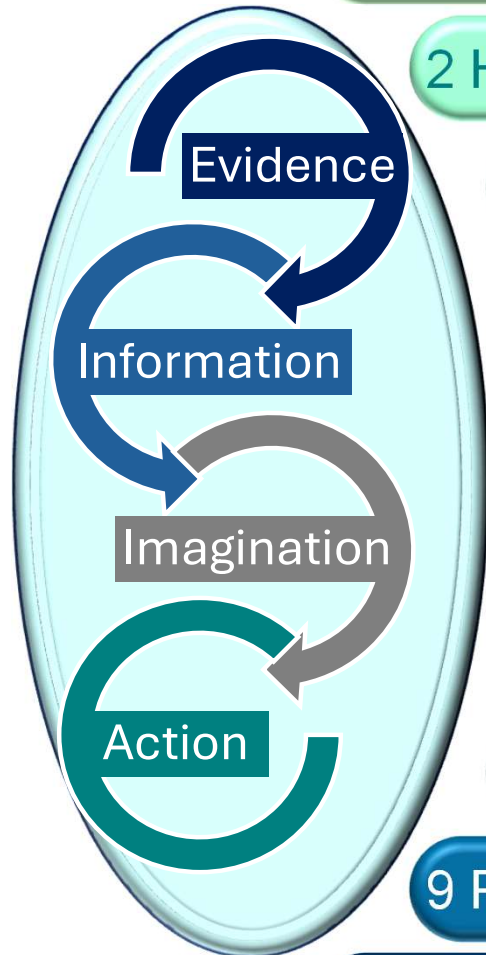
6 If that's the case, how do we reorganise ourselves?

7 If we can reorganise ourselves, can we manage the system?

8 How do we take everyone with us?

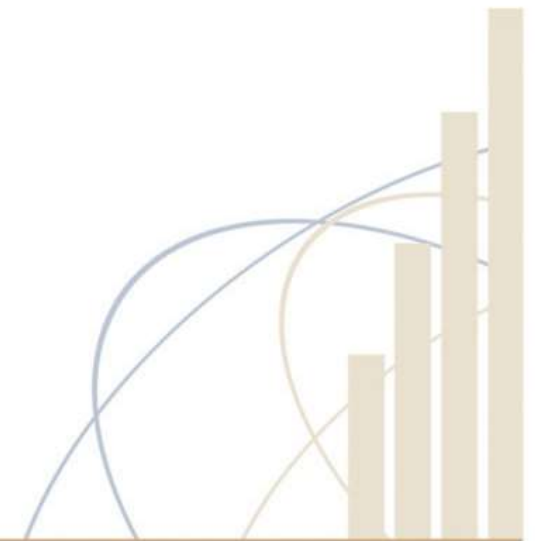
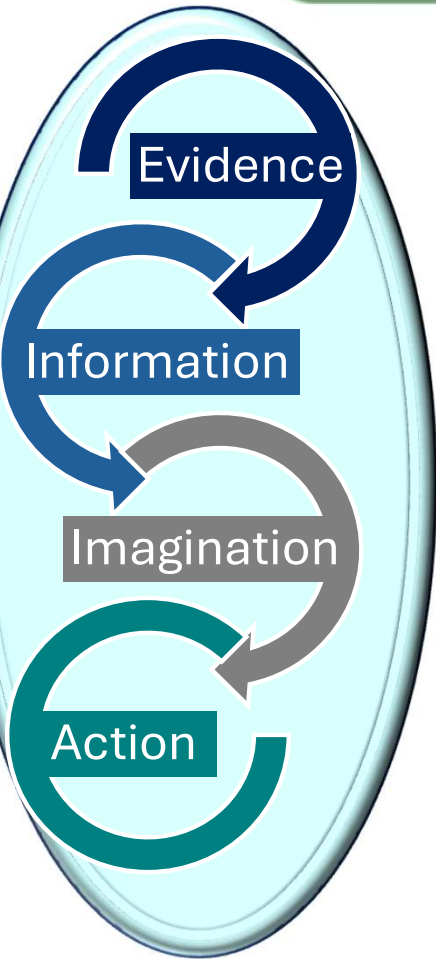
9 Play the long game – Hold...! Hold...! Hold!!!

10 Good warriors win first – then they go to war.



Content

1 Who are we? Why do we matter? What are we dealing with?



Who are we? Why do we matter?



You are an individual

You are part of a family

You live in a society

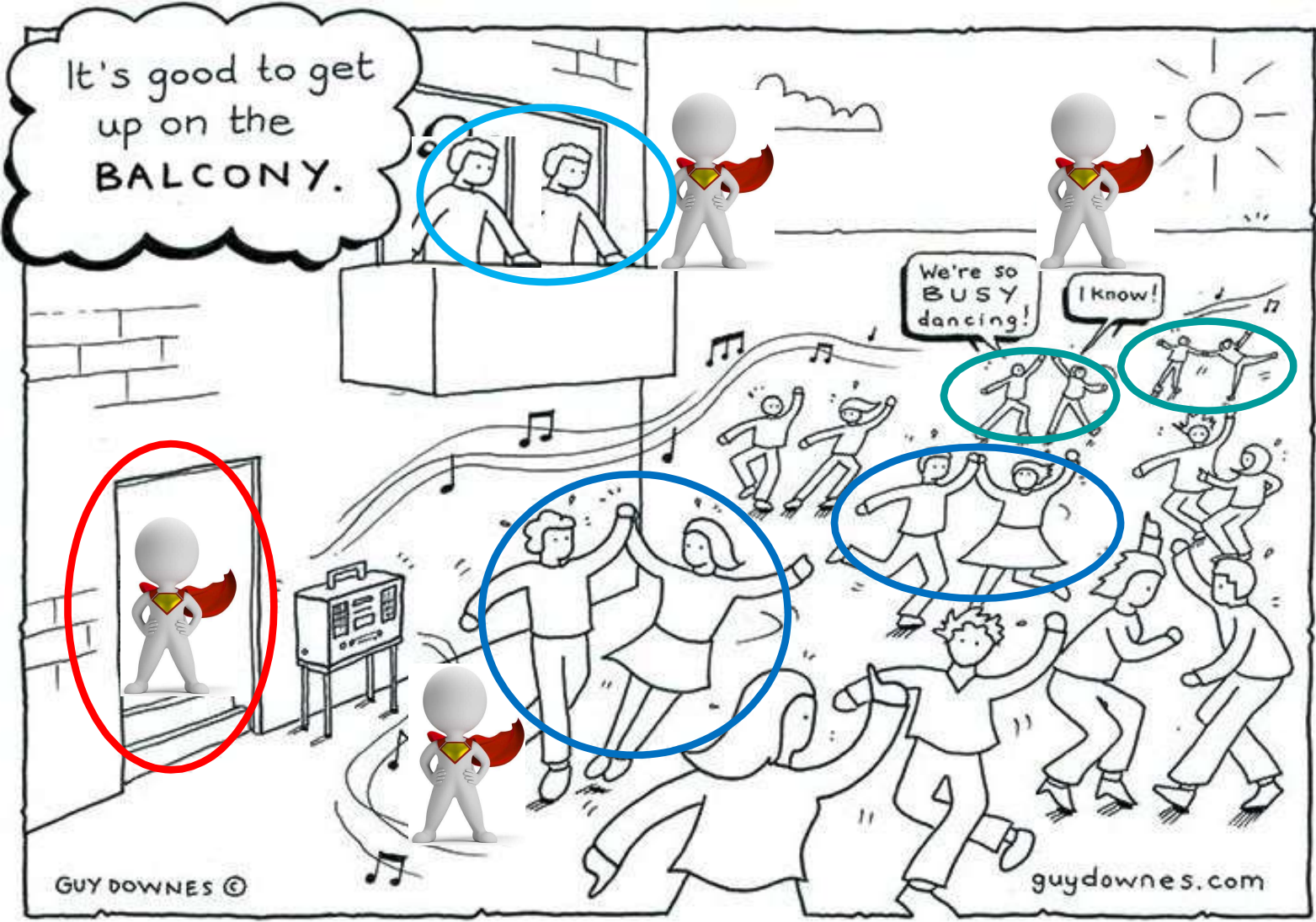
You are an expert, professional or leader

You are an employee or public servant

You live on a planet



Who must WANTS to pay our salaries?



Why must DO they want to pay our salaries?



ANALYTICAL THINKING
Interrogating data, turning random data points into information, not discarding data points without clear confirmation of their irrelevance.



CRITICAL THINKING
Distinguishing between claims with evidence and those without evidence; openly seeking more facts to inform a conclusion.



SYSTEMS THINKING
Seeing wholes, inter-relationships rather than things, historical trends and future possibilities, patterns of change rather than static snapshots.



PROBABILITY THINKING
Considering the possible outcomes of random events (which may be any one of several) where the actual outcome is determined by chance or yet unknown information.



GAME THEORY
Interrogating interactive decision-making about uncertain futures, where the outcome for each participant depends on the actions of all participants, including themselves.



COGNITIVE BIASES
Understanding decisions and actions are taken based on subconsciously selective use of data, in an unknowingly irrational way, based on emotions, past experiences and subjective future views.



MOTIVATION THEORY
Understanding and incorporating that people's attempts at fulfilling their basic needs can create internal pressures that can influence their behaviours knowingly or unknowingly.



Research
Collect all the dots

Apply
Connect the dots

Report
Facilitate the decisions

Minute
Facilitate the actions

Report
Deliver the change



- ✓ Zero poverty
- ✓ No inequality
- ✓ Zero unemployment
- ✓ Per capita income
- ✓ GDP Growth
- ✓ All children
- ✓ All Gr
- ✓ Hea
- ✓ s
- ✓ A...
- ✓ Univer...
- ✓ Food su...
- ✓ Social secur...
- ✓ Capable ethical State
- ✓ Fair criminal justice/minimal crime
- ✓ Lead Africa development



But did you die? But can you climb a ladder?



Our education system doesn't give us the muscle-memory we need to cope with our reality

- **Theory-to-Practice Gap**

- Emphasis on rote memorization over problem-solving: we struggle to apply concepts to real situations
- We can recite principles, but we cannot (1) diagnose issues, (2) adapt solutions to context, or (3) troubleshoot when standard procedures fail.

- **Loss of Systems Thinking**

- We cannot connect our tasks to our organisation's objectives.
- We think in siloes and complete our tasks without (1) understanding dependencies, (2) downstream impacts, or (3) how our work enables broader goals.
- Our results is poor coordination and missed opportunities for improvement.

Reduced Adaptability

- Rigid, formulaic education kills our creative problem-solving ability.
- When things change, we default to 'this is how we've always done it' rather than reassess our approaches.
- We lack the analytical flexibility to pivot, so our organisation's responses to market shifts/crises are slower.

Diminished Resilience

- Because we are not taught critical thinking, we respond to failure by (1) personalising setbacks, (2) becoming paralysed under pressure, and (3) burning out faster.
- We struggle to reframe challenges or manage ambiguity, and workplace stress overwhelms us.

And the world doesn't wait for us to catch up either

Combined Effect

- For organisations, productivity is lower, training costs more, innovation is missing, and people leave easier.
- For people, physical health declines, mental health suffer, families break up, societal fabric breaks down.

So, are we all imposters?



Am I an imposter? No. I am short. I can't be taller.

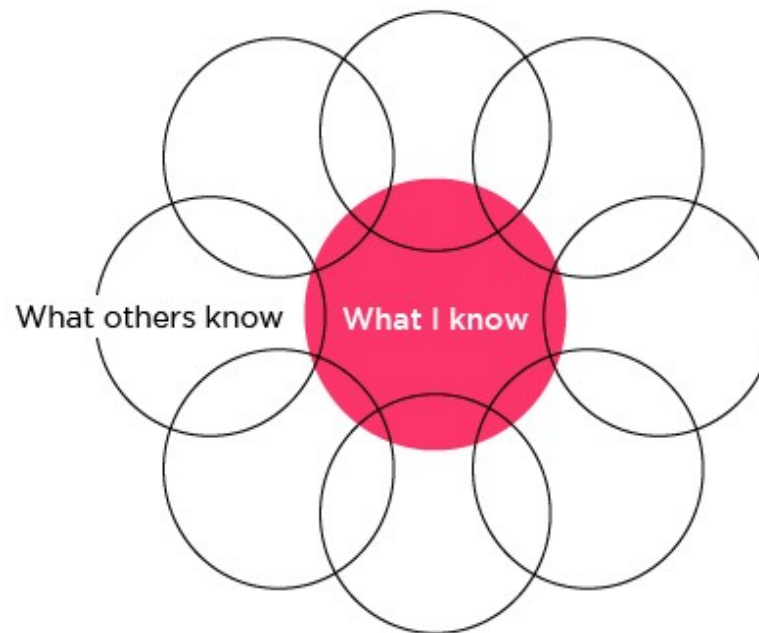
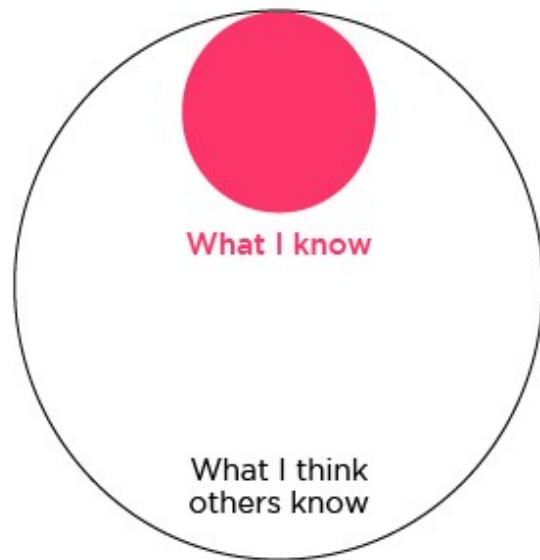
And I don't always know how to climb the funny ladders I face.

Therefore, I surround myself with people who will hold my ladder, and I hold theirs when they need me to.

So, will you hold my ladder?

- We have too much information – and it is always available.
- In the bigger ecosystem, our competencies all equal out.
- What we lack, is understanding how it all fits together and what to do with it.
- The only way to succeed, is to work with people who know what don't.
- We all need people who will hold our ladders.

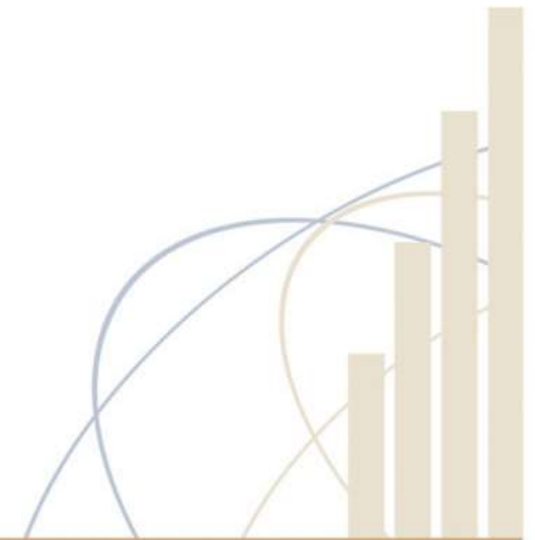
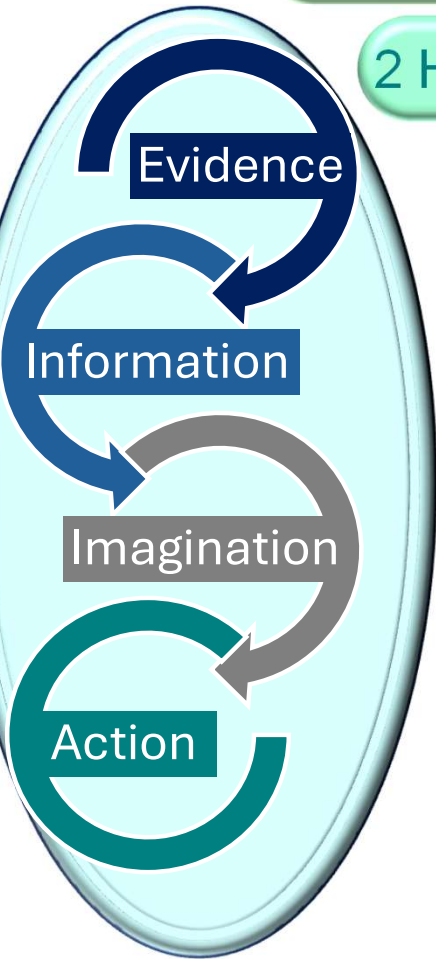
IMPOSTOR SYNDROME VS REALITY



Content

1 Who are we? Why do we matter? What are we dealing with?

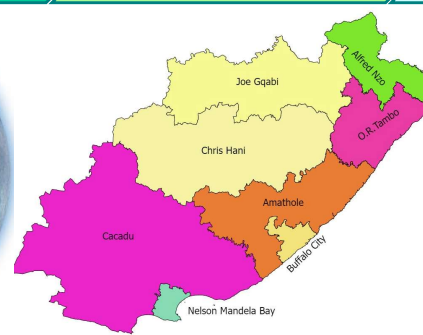
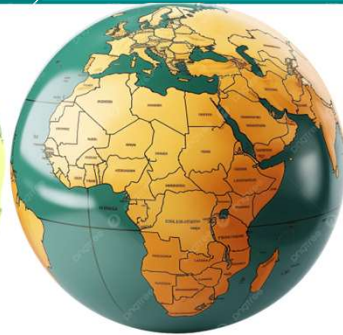
2 How do we respond? What do we do with this information?



How do we respond?

Gerd Leonhard

- ‘The future doesn’t just happen. The future gets happened.’
- ‘Are you driving change, or is change driving you?’
- HOW do I drive change to influence the future? Evidence -> Information -> Imagination -> Action
- Can you see the top of your ladder?



Evidence ✓

Information ✓

Imagination ✓

Action ?

How do we respond? THE WORLD



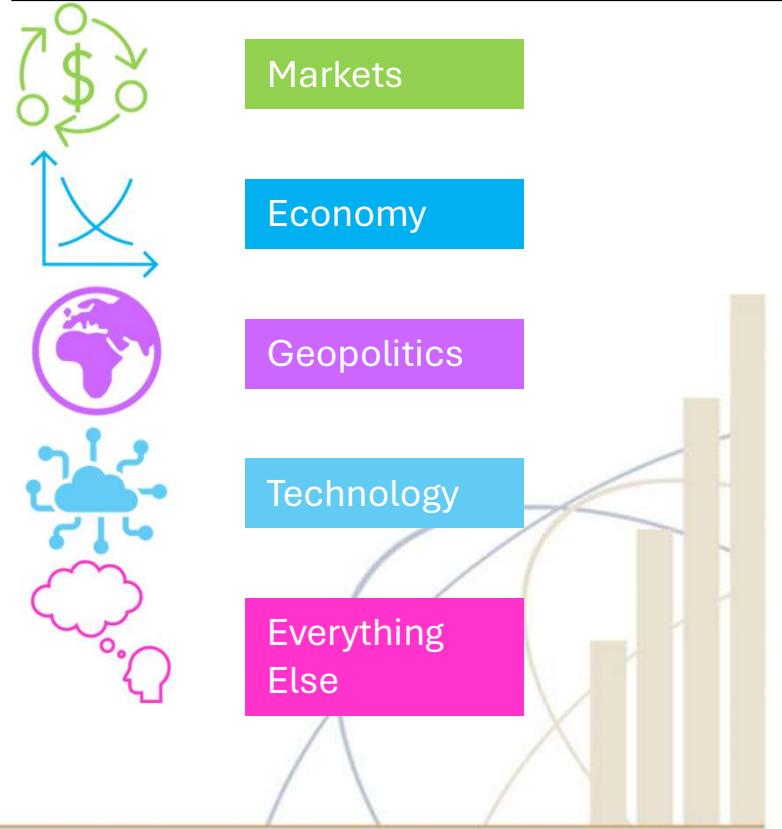
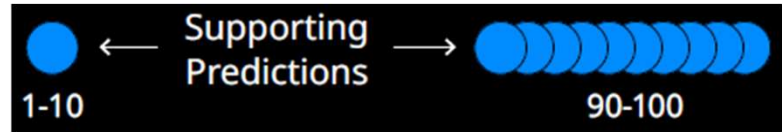
- **Rebuild and strengthen multilateral cooperation**
 - Prioritize cooperation/dialogue with the State, business, and civil society.
 - Tackle interlinked global risks, despite rising geopolitical competition.
 - Collaborate to manage volatility and accelerate joint solutions.
- **Accelerate efforts to combat misinformation & enhance digital literacy**
 - Reduce societal polarisation and information integrity.
 - Improve digital literacy and develop credible content frameworks.
 - Help societies resist manipulation and build trust.
- **Invest in environmental resilience and long-term sustainability**
 - Include climate adaptation/biodiversity protection in policy and strategy.
 - Build natural capital and resilience into economic / infrastructure decisions.
- **Strengthen governance of emerging technologies**
 - Develop robust governance frameworks for AI and cybersecurity.
 - Innovate responsibly, build cyber resilience, mitigate impact of technology.
 - Improve AI risk oversight, ethical standards, and public-private coordination.
- **Encourage inclusive leadership and equitable risk-sharing**
 - Promote inclusive decision-making and leadership practices.
 - Tackle inequality and rebuild trust in institutions.
 - Empower stakeholders to participate in shaping risk mitigation and readiness.



Well, it's cloudy – but there is 100% chance of stars

<p>China Leans on Exports and Manufacturing</p>	<p>Widespread Investment in Agentic AI</p>	<p>Global GDP Growth Moderates to ~3% <small>Below pre-pandemic average but not recessionary</small></p>	<p>AI-Powered Cyber Defense Gains Ground</p>	<p>AI Finally Shows Up in Productivity</p>
<p>Space Becomes the New Fad Trade</p>	<p>AI Threatens Professional & Graduate-Level Jobs</p>	<p>Equities Still Powered by AI & Big Tech</p>	<p>GLP-1s Spark Ethical Enhancement Debate</p>	<p>1.5°C Target Officially Off the Table</p>
<p>Treasury Curve Steepens <small>Widens to levels not seen since 2021</small></p>	<p>Hyperscaler Clean Power Deals Accelerate</p>	<p>Double-Digit Gains for S&P 500 <small>Targets: 7,400-8,000</small></p>	<p>Data Center Build-Out Becomes a Macro Theme</p>	<p>Tariffs Become the New Normal</p>
<p>Stablecoins Go Quietly Mainstream</p>	<p>Marketing and Personalization Supercharged by AI</p>	<p>Continued Erosion of Rules-Based Order</p>	<p>Fiscal-Monetary-Deregulation Trifecta Acts as Tailwind</p>	<p>Defense Spending Marches Upward</p>
<p>"Higher for Longer" Era Fades <small>Policy rates drift to low-3% range</small></p>	<p>Gold's Super-Cycle Hits \$4,500+</p>	<p>Gray-Zone Provocations Increase <small>Adversaries Poke the US and NATO at the Margins</small></p>	<p>India as the Standout Growth Engine</p>	<p>Risk Assets Beat Cash</p>

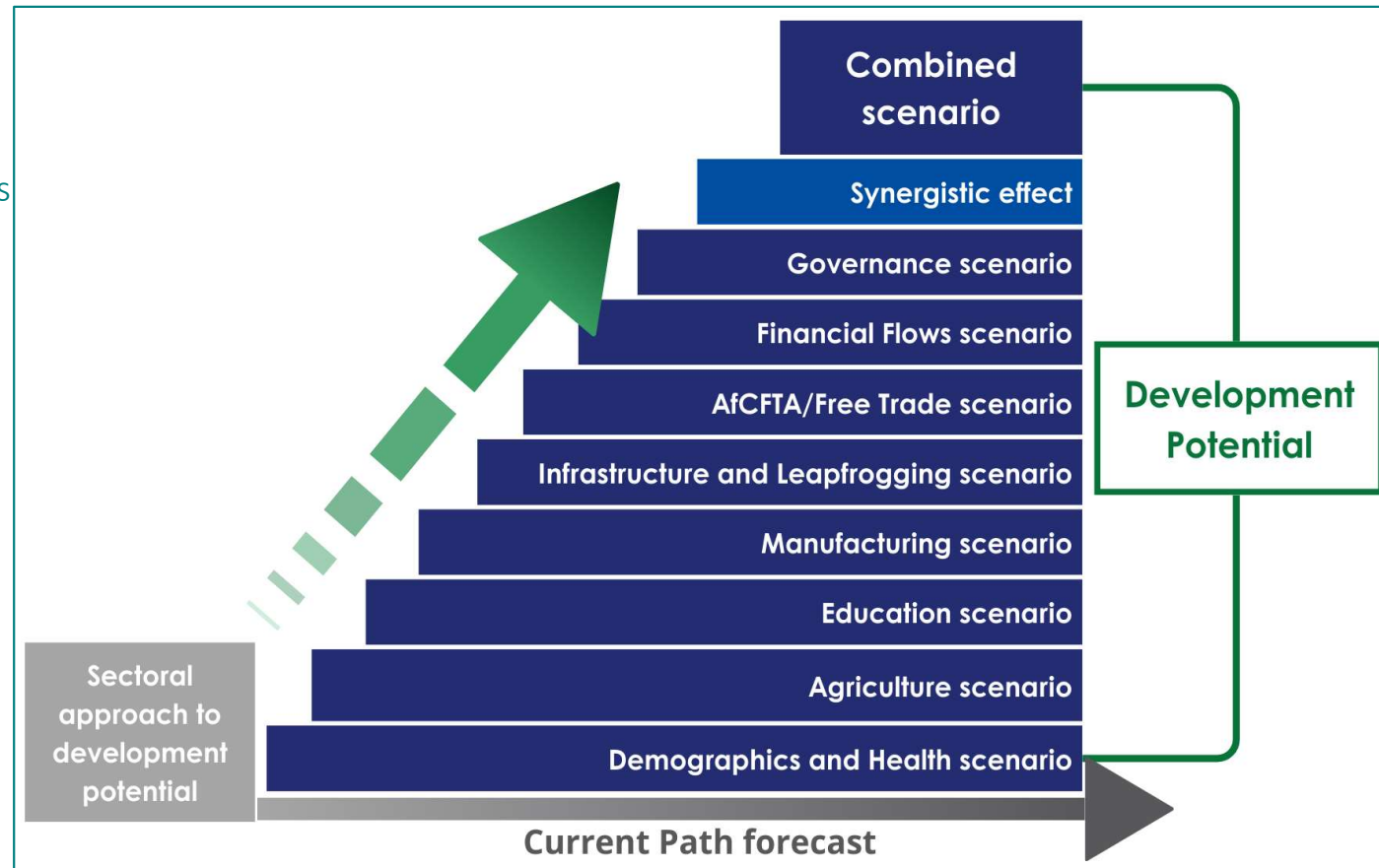
We analyzed over 2 000 predictions from articles, reports, podcasts, and interview to see what experts are predicting for the coming year.



Source: Visual Capitalist

How do we respond? AFRICA

- ISS African Futures (AUDA-NEPAD)
 - Data-driven forecasting and scenarios
 - Policy-relevant decision-making
 - Capacitated institutions
- Integrates dynamically connected sub-themes (model simulates how changes in one, cause change in others)
- E.g., **governance** (incl. stability) affects **economic growth**.
 - Government finance affects **health and education**, which affect economic growth.
 - Finance also affects **infrastructure** (e.g., changes in transport, electricity, water, IT).
 - **International relations** shape international **money flows**.
 - Money flows shape debt/asset balances, **investability, prosperity**.



Source: Institute of Security Studies African Futures (www.futures.issafrica.org)

How do we respond? SADC

16 Members

Angola
Botswana

Comoros
DRC
Eswatini

Lesotho
Madagascar
Malawi

Mauritius
Mozambique
Namibia

Seychelles
South Africa
Tanzania

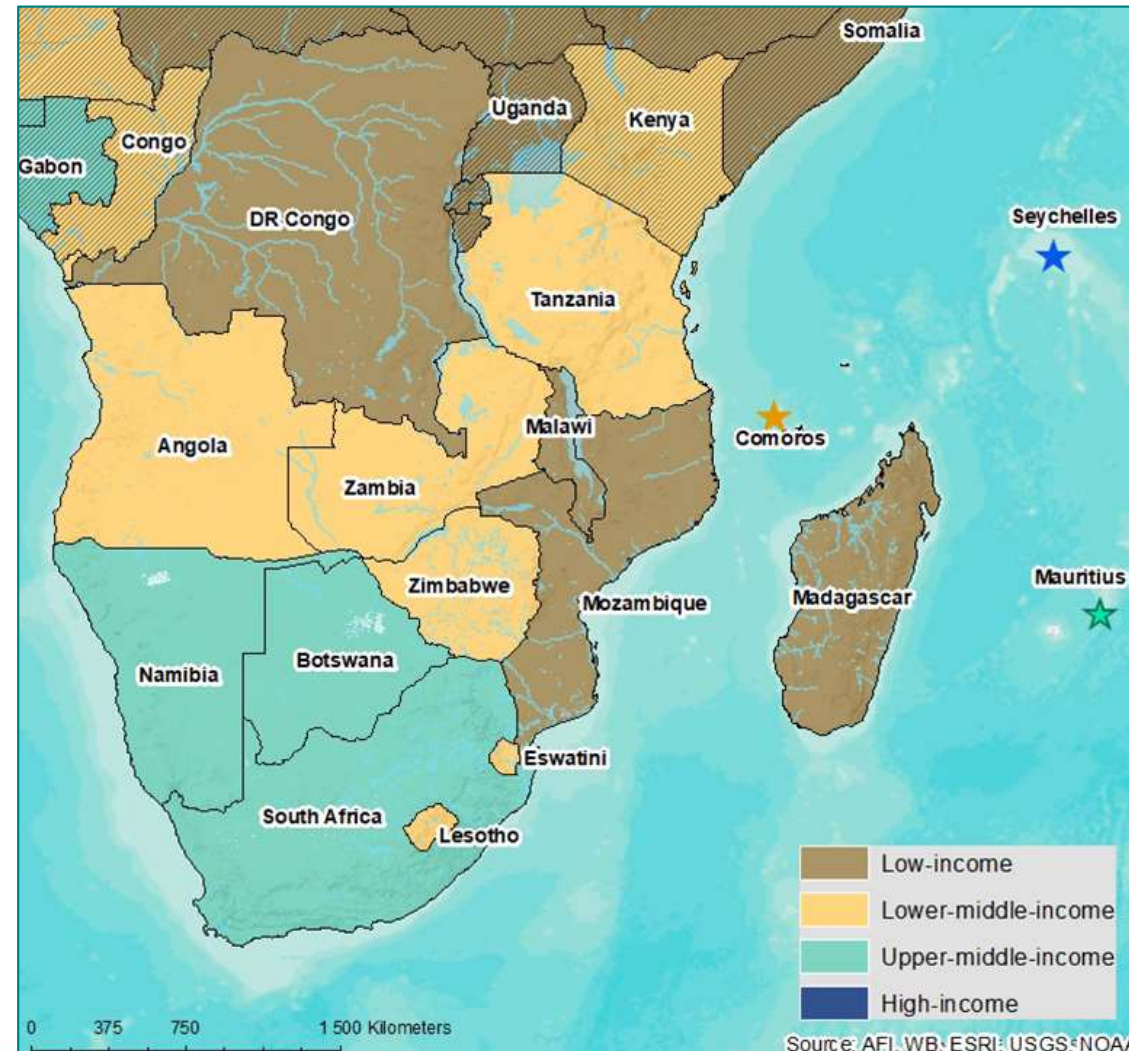
Zambia
Zimbabwe

Current Path to 2043

- Modest demographic and income gains (GDP per capita ~\$5 720)
- Energy and emissions rise
- Urbanisation and services expand unevenly across member states
- Persistent inequality and structural constraints limit inclusive gains

Best Path 2043

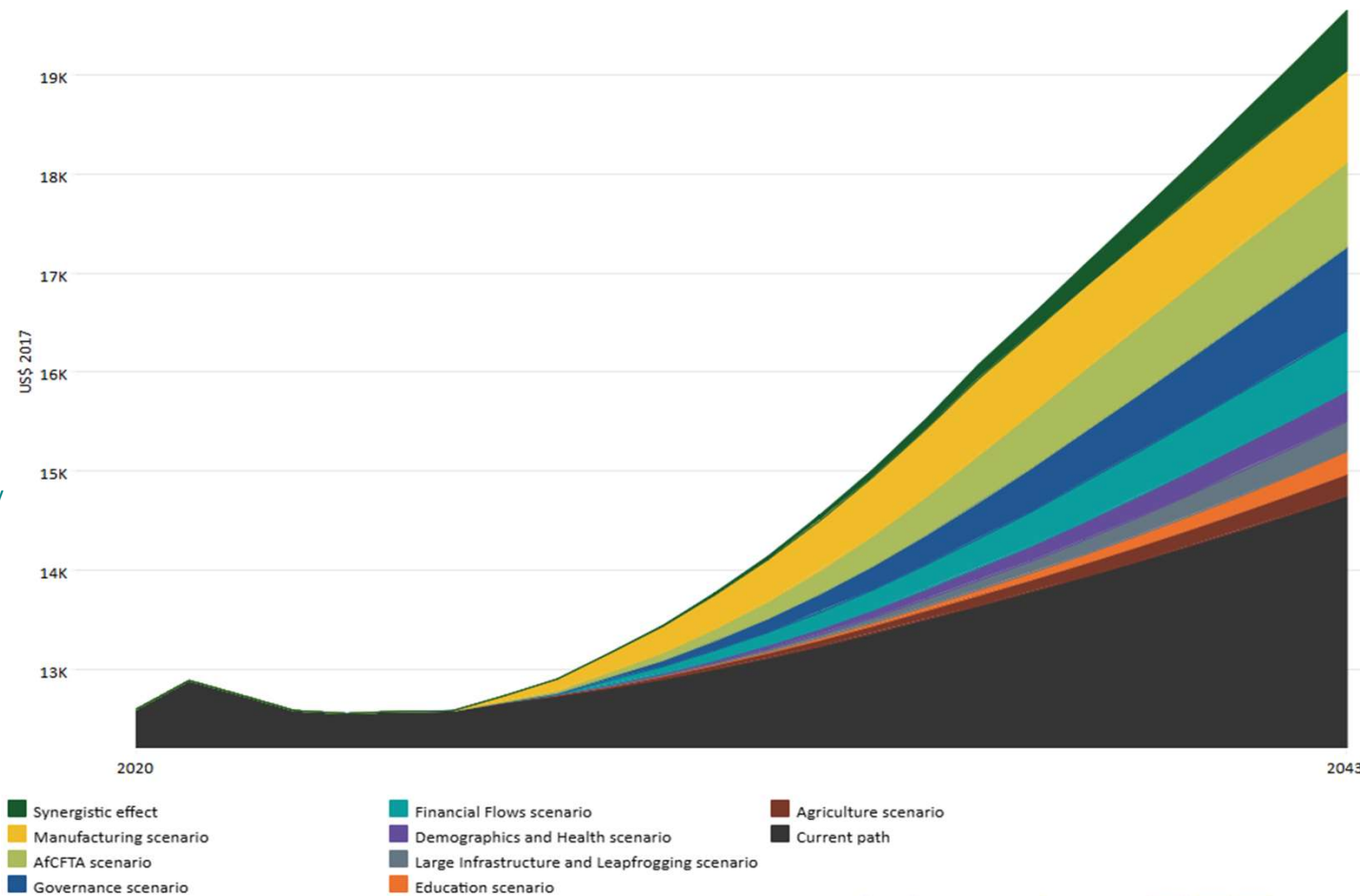
- Incomes raise markedly (GDP per capita ~\$9 360)
- Faster structural transformation (ICT and services grow as shares of GDP)
- Carbon emissions increase relative to Current Path, trade-offs for green policy needed



Source: Institute of Security Studies African Futures (www.futures.issafrica.org)

How do we respond? South Africa

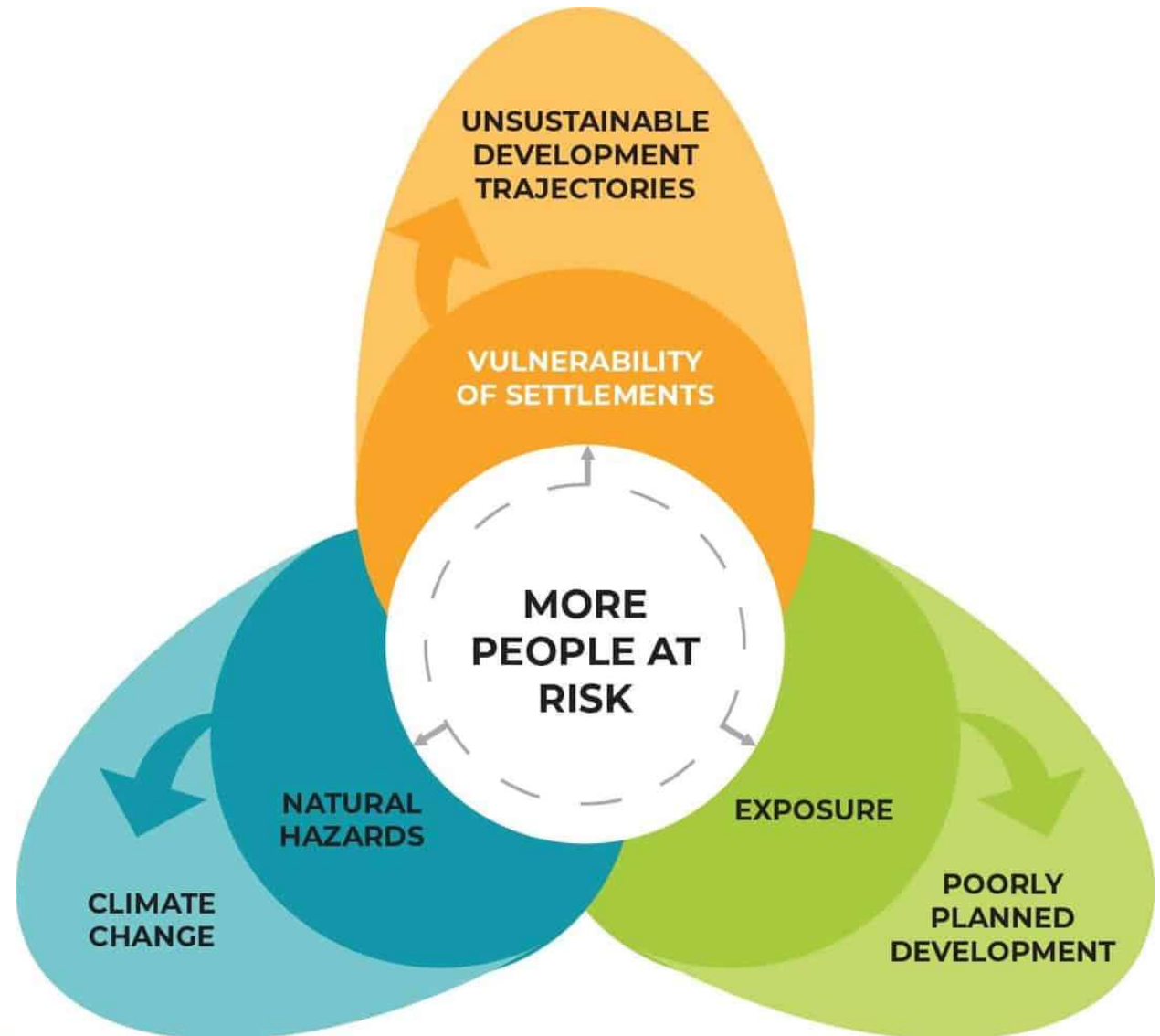
- **Govern better and be more accountable**
 - Base policy on evidence & prioritise competence
- **Employ more people**
 - Pursue flexible labour practice & incorporate informal sector
- **Pursue export-led growth strategy**
 - Promote trade and investment
- **Attract increased FDI**
 - Embed policy stability & ease of doing business
- **Prioritise education and healthcare**
 - Enable healthy, competent, and happy people
- **Create employment**
 - Improve mining, tourism, manufacturing
- **Reform land ownership**
 - Build infrastructure & support in former homelands
- **Diversify energy mix**
- **Make SA safe**
 - Build integrated criminal justice system
- **Promote opportunities for all**
- **Connect more people digitally**



Source: Institute of Security Studies African Futures (www.futures.issafrica.org)

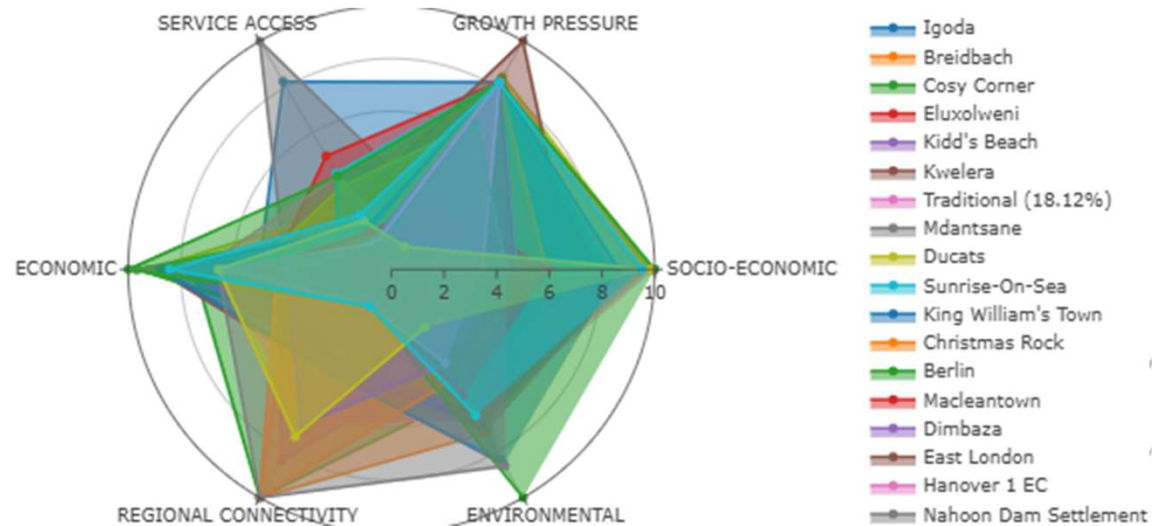
How do we respond? Eastern Cape

- **GreenBook Online Planning Tool**
 - Quantified scientific evidence
 - Likely impacts of climate change and urbanisation on **cities and towns**
 - Proposed **adaptation actions** for local government to support **resilience**
- Designed with National Disaster Management Centre
 - Identifies **risk drivers**
 - Strives to **integrate climate change adaptation into local government planning** processes.
- **5 key risks for next 5 years:**
 - Severe **flooding** and **infrastructure damage**
 - **Intensifying drought** conditions
 - **Water scarcity** impacting **food security**
 - Increased **crop failure** and agricultural losses
 - High **multidimensional vulnerability** to climate change at household level



Source: The Green Book

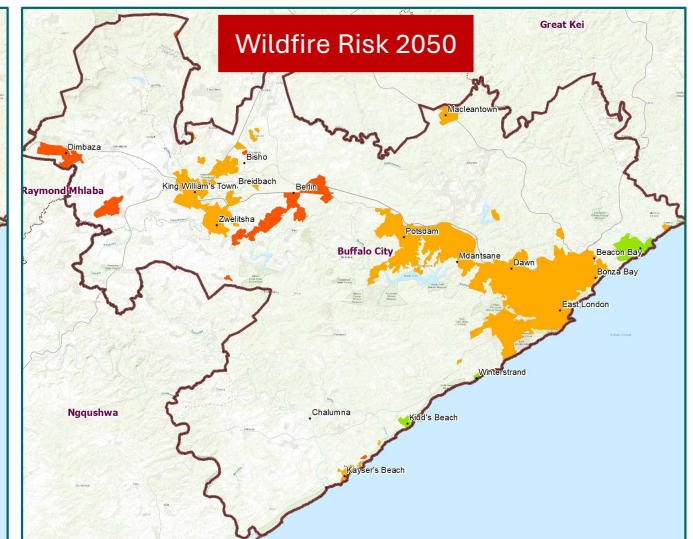
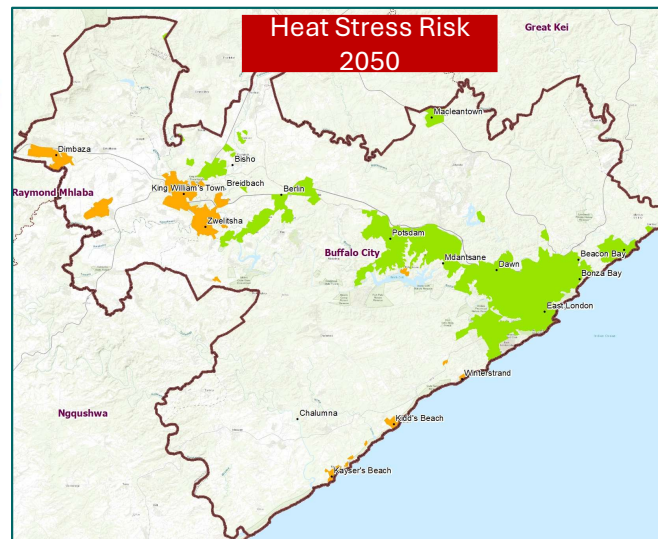
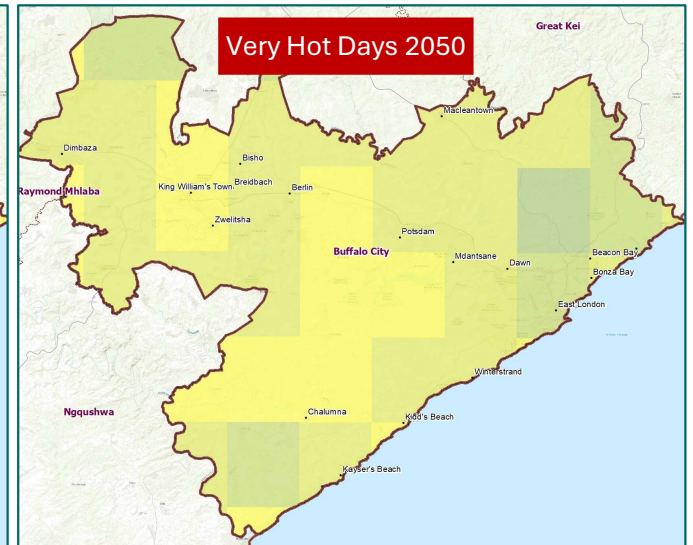
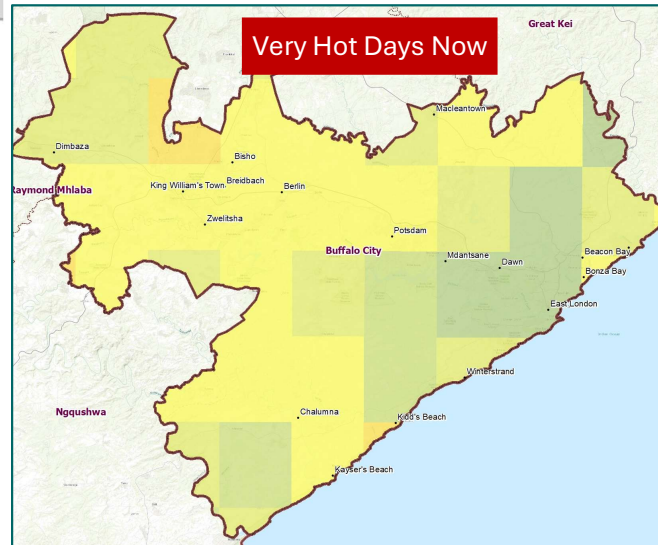
How do we respond? BUFFALO CITY



Source: The Green Book

How do we respond? BUFFALO CITY

- BuffaloCity_CC2050_45_AveRainfall_Chng
- BuffaloCity_CC2050_45_AveTemp_Chng
- BuffaloCity_CC2050_45_ExtRainfallDays_Chng
- BuffaloCity_CC2050_45_VHotDays_Chng
- BuffaloCity_CC2050_85_AveRainfall_Chng
- BuffaloCity_CC2050_85_AveTemp_Chng
- BuffaloCity_CC2050_85_ExtRainfallDays_Chng
- BuffaloCity_CC2050_85_VHotDays_Chng
- BuffaloCity_CoastalFlooding_CoastalFloodHazardIndex
- BuffaloCity_CoastalFlooding_CoastalFloodRisk_2050
- BuffaloCity_CurrentClim_AveRainfall
- BuffaloCity_CurrentClim_AveTemp
- BuffaloCity_CurrentClim_HeatWaveDays
- BuffaloCity_CurrentClim_VHotDays
- BuffaloCity_Drought_Tendencies_1995-2024
- BuffaloCity_Drought_Tendencies_2015-2044
- BuffaloCity_DroughtRisk_2050
- BuffaloCity_Flooding_Chng_ExtremeRainfallDays(RCP8.5)
- BuffaloCity_Flooding_FloodHazardIndex
- BuffaloCity_Flooding_FloodRisk_2050
- BuffaloCity_Groundwater_DependentSettlements
- BuffaloCity_Groundwater_DepletionRisk_2050
- BuffaloCity_Groundwater_RechargePotential_2050Chng
- BuffaloCity_Groundwater_RechargePotential_Current
- BuffaloCity_HeatStressRisk_2050
- BuffaloCity_Pop_GrowthPressure_2050
- BuffaloCity_Wildfire_Likelihood
- BuffaloCity_WildFireRisk_2050
- BuffaloCity_Wildfires_FireDangerDays_2050



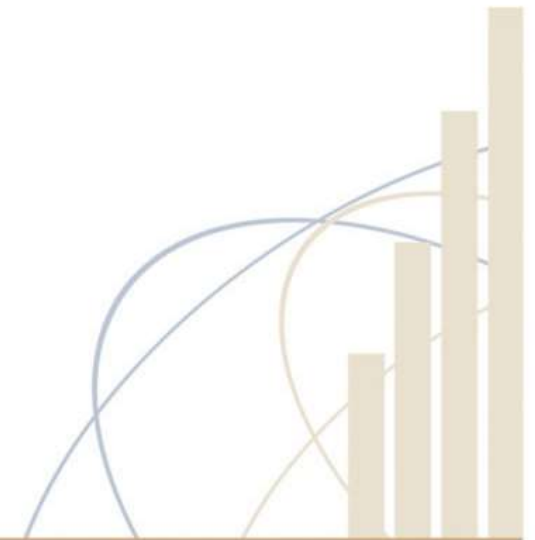
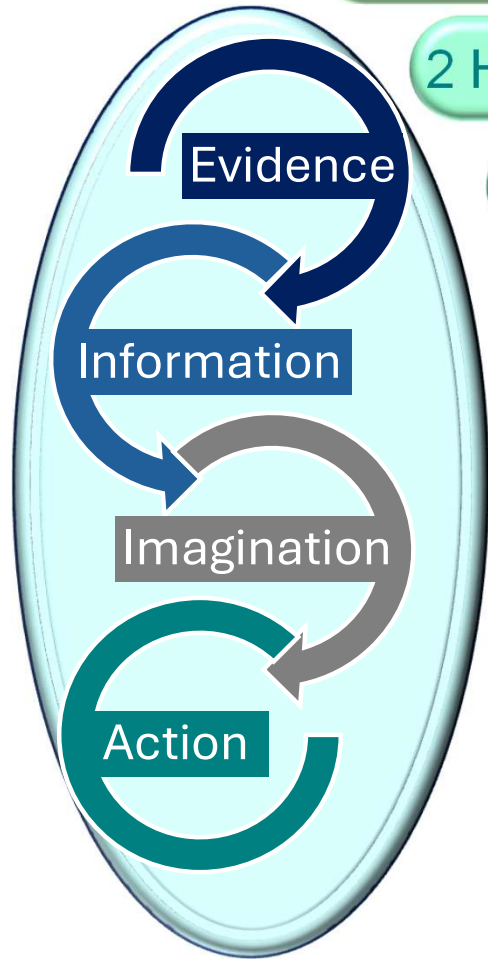
Source: The Green Book

Content

1 Who are we? Why do we matter? What are we dealing with?

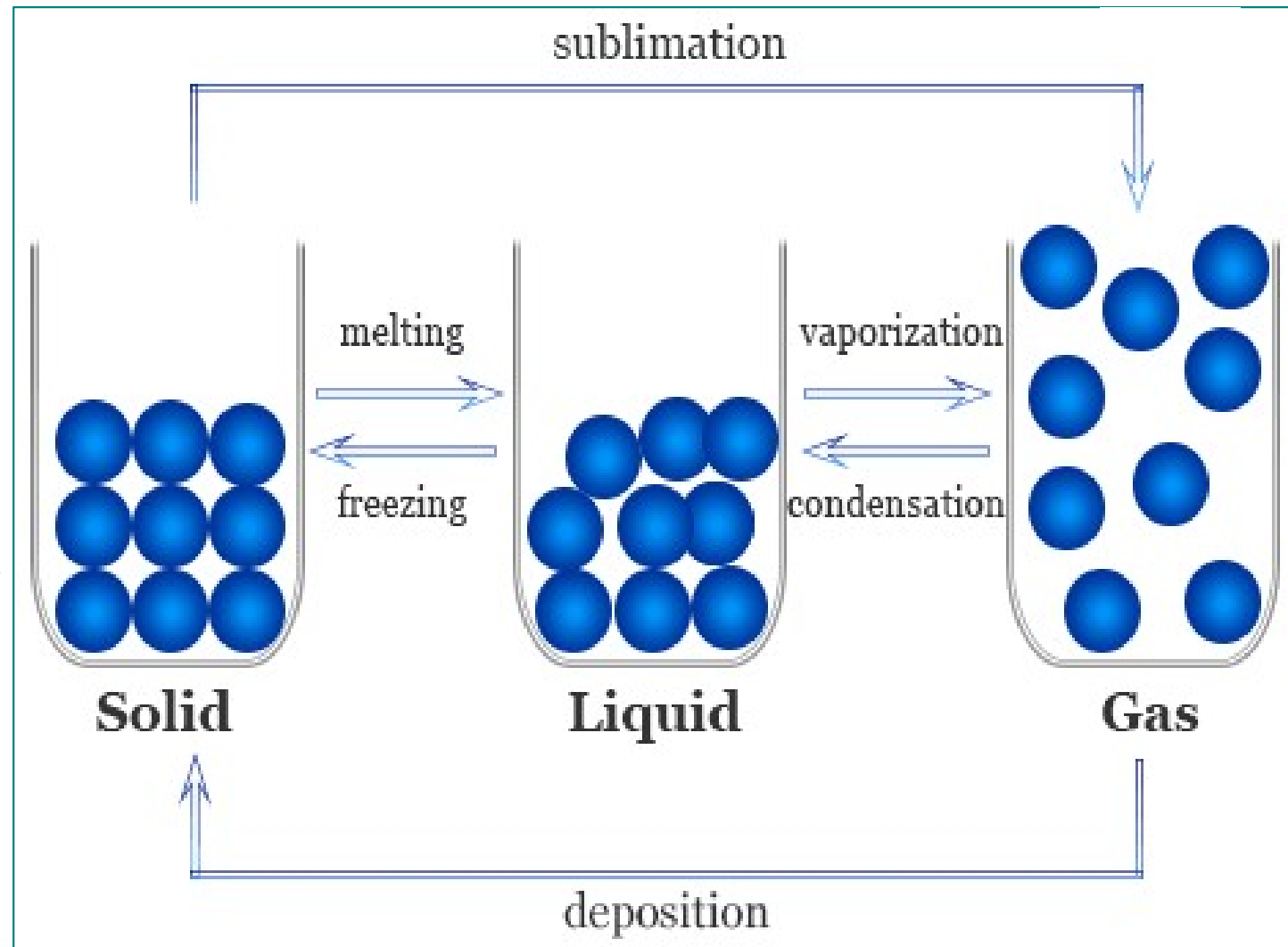
2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?



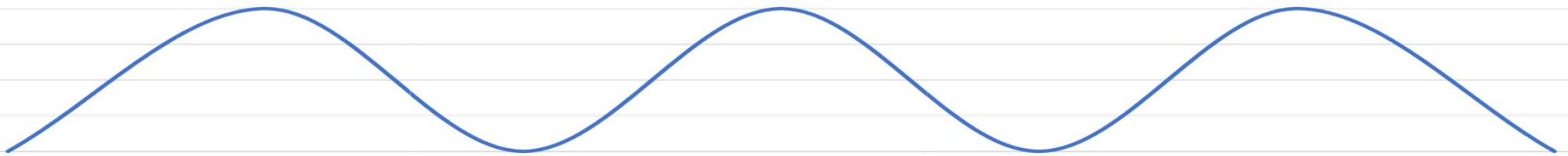
Entropy – Things Fall Apart...

- Entropy means 'change **within**' a system and measures –
 - a system's **disorder**; or
 - the **energy unavailable to do work**.
- It tells us how many **different states** of a system are possible).
- Moving from one state to another requires **energy from** the system.
- A system has higher entropy if it has more moving parts (i.e., a **greater degree of disorder**).
- Entropy describes the **flow of time and behaviour** of a system based on its inherent properties.

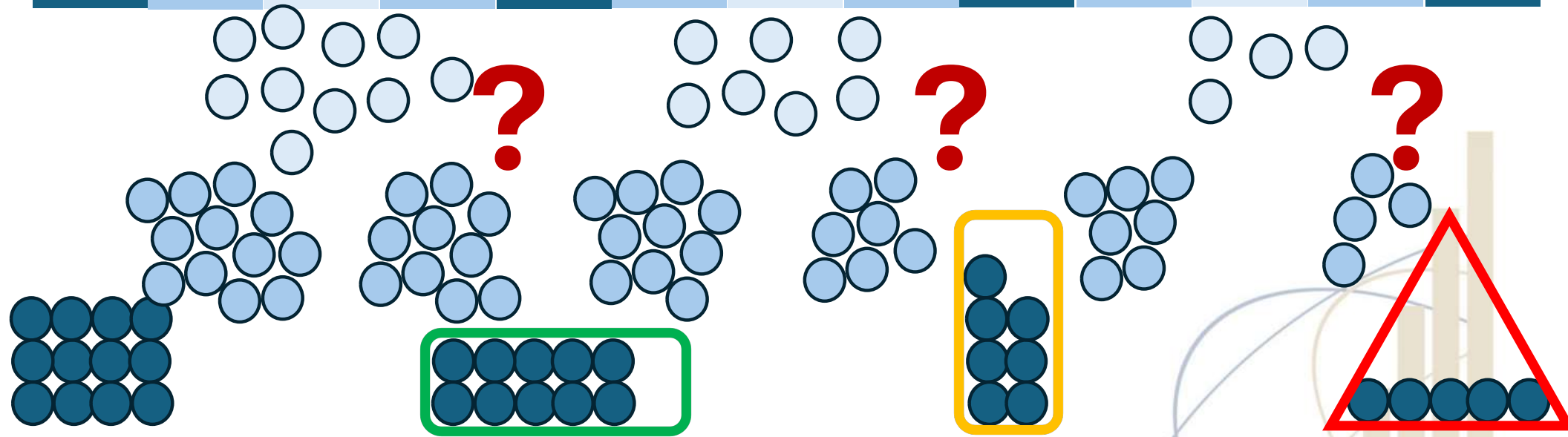


Road to redemption Change the system from within

Timeline: Speed of Entropy vs Speed of Adaptation

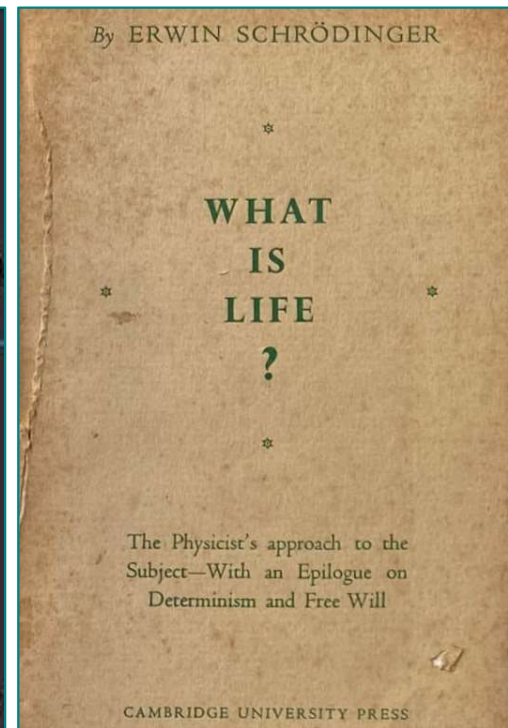
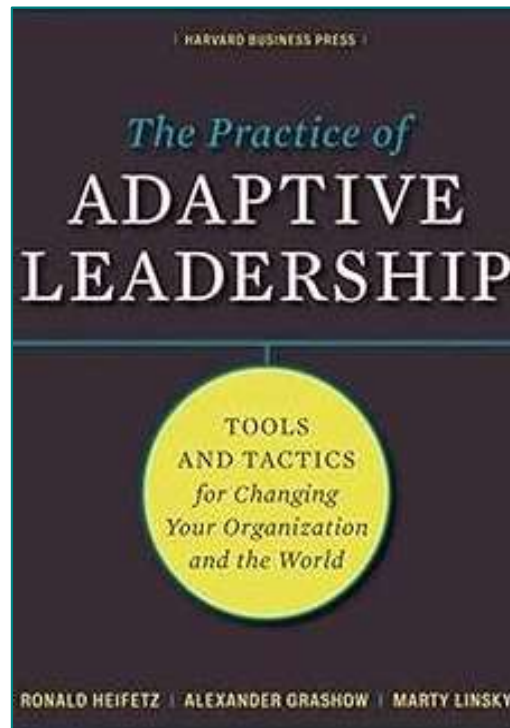
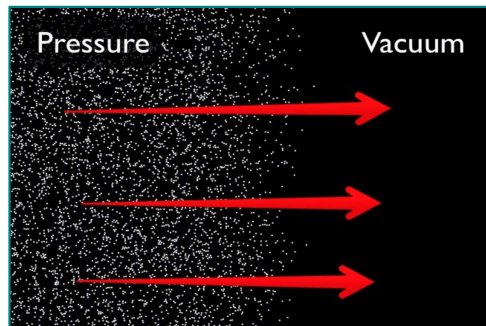


Solid Liquid Gas Liquid **Solid** Liquid Gas Liquid **Solid** Liquid Gas Liquid **Solid**



Who creates unless he has a vacuum to fill?

A vacuum gets filled.



Syntropy

- Traditional physics and chemistry alone cannot fully explain the complexities of living organisms.
- Life extracts order from its environment to maintain its structure and function.
- Economic and business management alone cannot fully explain the complexities of socio-economic populations.
- Organisations extract from societies what they need to maintain legitimacy.
- Syntropy means the 'distance to normality'.
- Extraction can only happen via information.

- “Your silence creates a vacuum for others to fill. The key is to stay present and keep listening. The silence of holding steady is different from the silence of holding back.”
- Creation arises from need.
- To know there is need, you must see it in time...

When do you see the vacuum?

Social Entropy – We can build back better

Societies –

- are **systems** exchanging energy, resources, and information;
- lose **shared meaning and institutional performance**, unless they **counteract** it.

Drivers

- **Complexity**, **unreliable information**, **poor communication**, and **poor coordination**.
- **Loss of norms, trust, legitimacy**, or **shared values** which lead to **conflict, deviance**, and **instability**
- **Scarcity** or **mismanagement** of resources, **weakening of institutions**.

How to reduce entropy

- **Import information** (education, communication, science, culture).
- **Reorganise**: innovate, reorganize, reform; build **feedback loops** (monitoring, learning, correction).
- **Strengthen** institutions and governance and increase **adaptability, resilience, redundancy**

Role of information

- Good information **creates order**; bad information **creates disorder** and institutional breakdown.
- **High-quality information** = coherence, coordination, trust.

Feedback loops

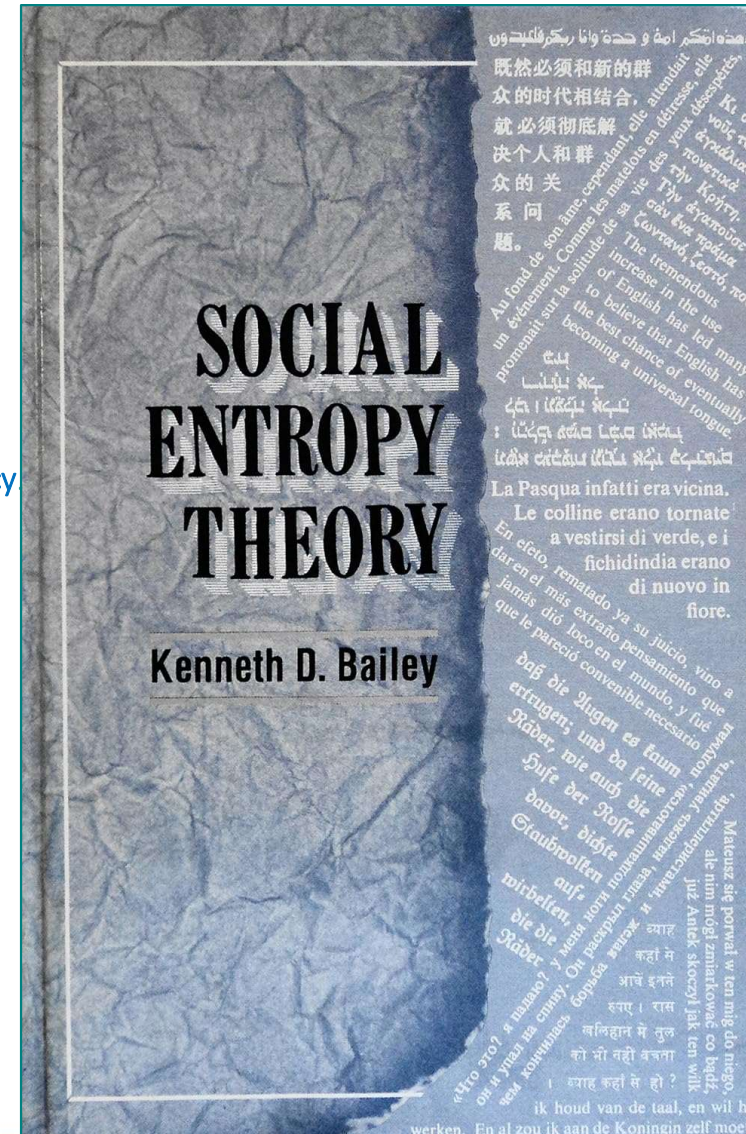
- **Negative feedback** = **stabilising force** (regulation, checks, and balances).
- **Positive feedback** = **destabilising force** (crises that reinforce themselves).

Social decline occurs when –

- **entropy rises faster than society can adapt** because institutions **fail to reorganise**;
- information becomes **unreliable** and resources are **depleted or misallocated**.

Social renewal occurs when –

- **new organising principles** emerge because innovations inject **new information and energy**;
- institutions **restructure to restore order**; and society **adapts faster than disorder grows**.



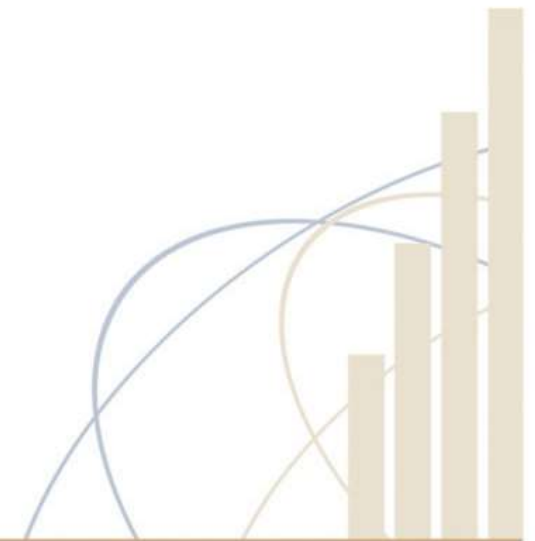
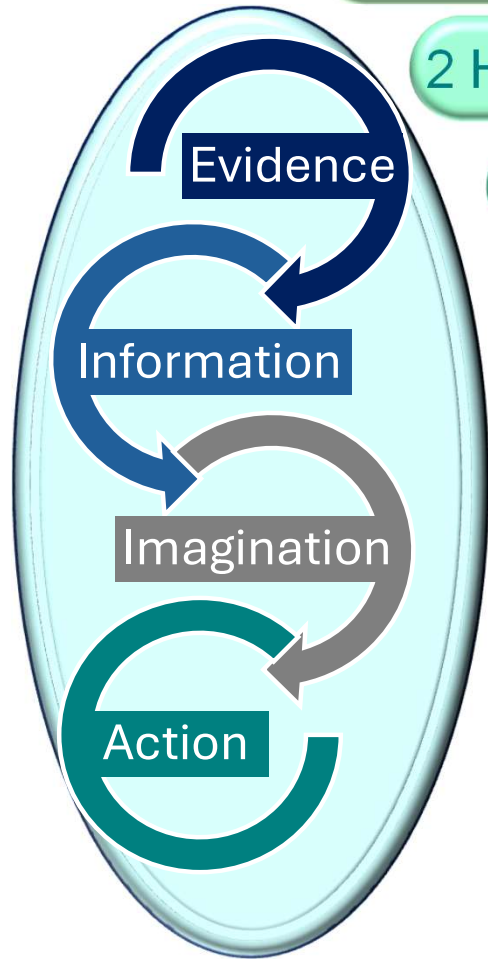
Content

1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

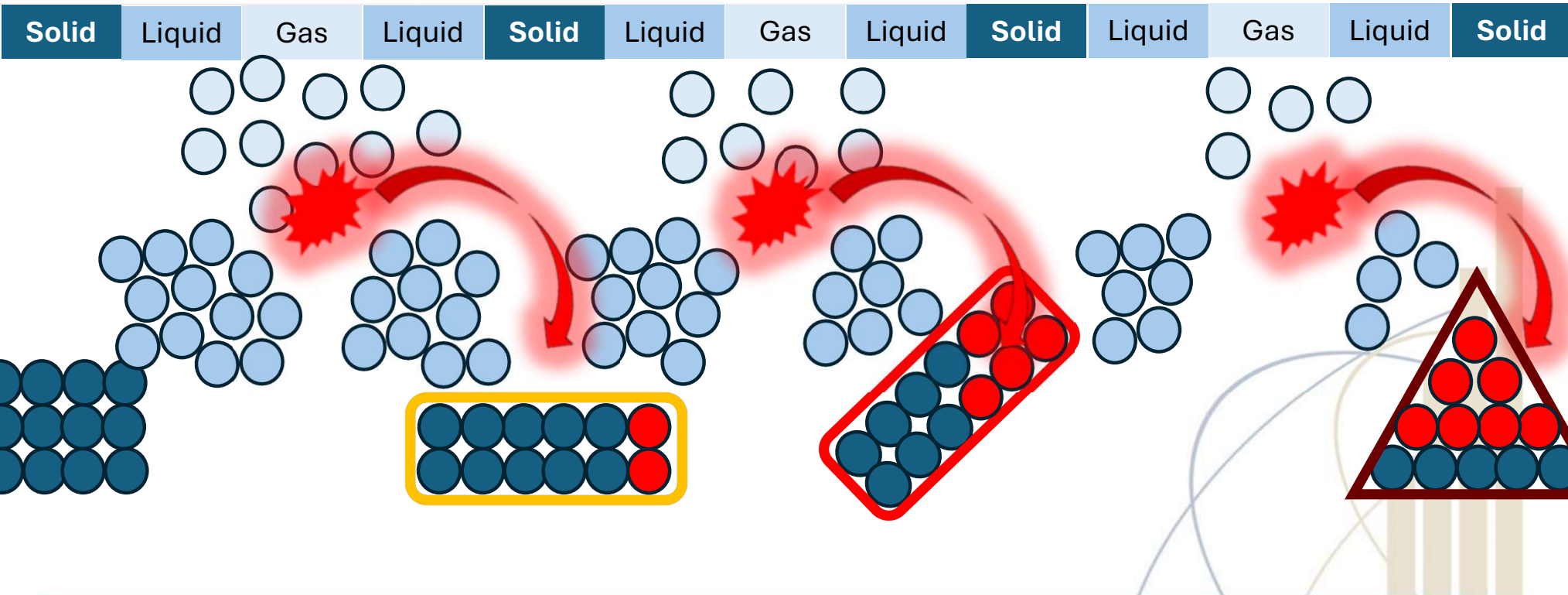
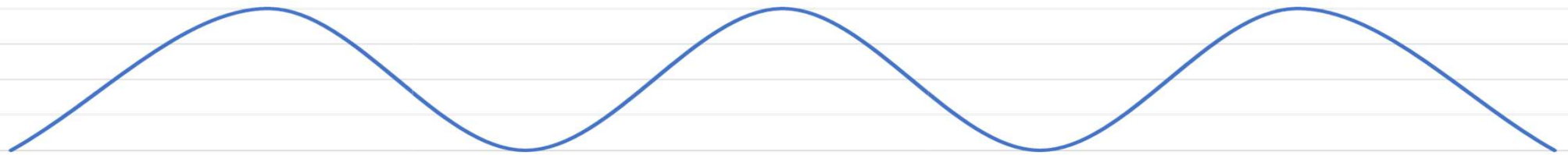
3 Are we just cogs in a system? Are we made to fall apart?

4 Do we even understand our system? How does it work?



Road to redemption: change the system from within

Timeline: Speed of Entropy vs Speed of Adaptation

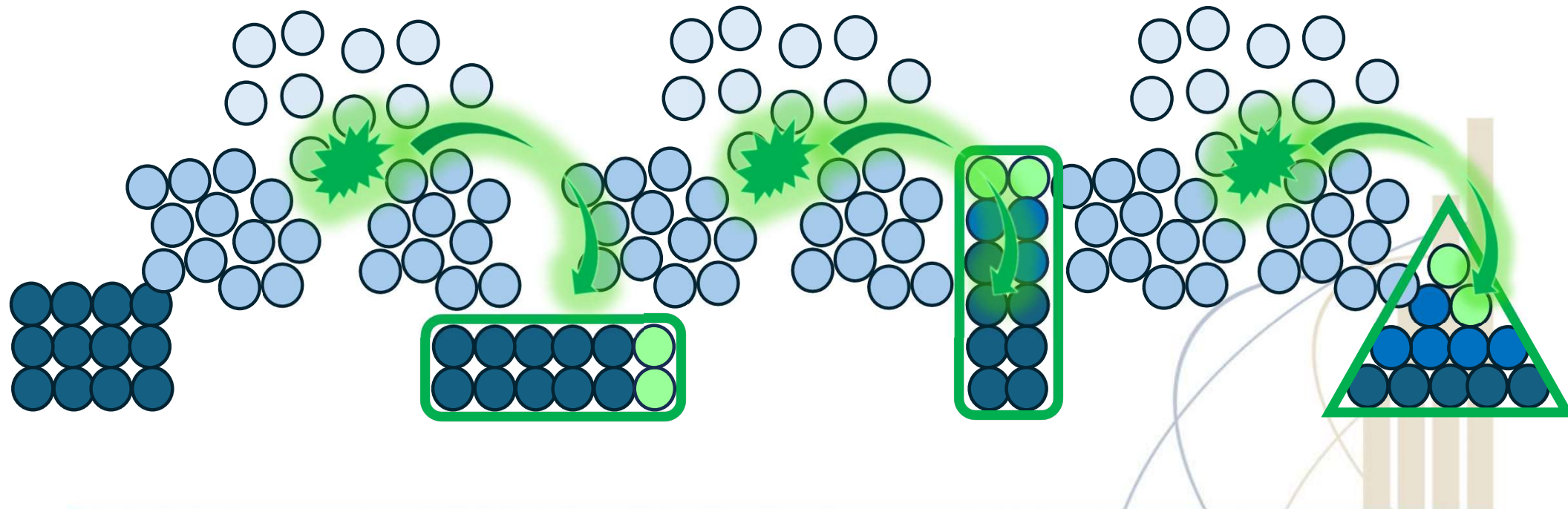


Road to redemption: change the system from within

Timeline: Speed of Entropy vs Speed of Adaptation



Solid Liquid Gas Liquid **Solid** Liquid Gas Liquid **Solid** Liquid Gas Liquid **Solid**

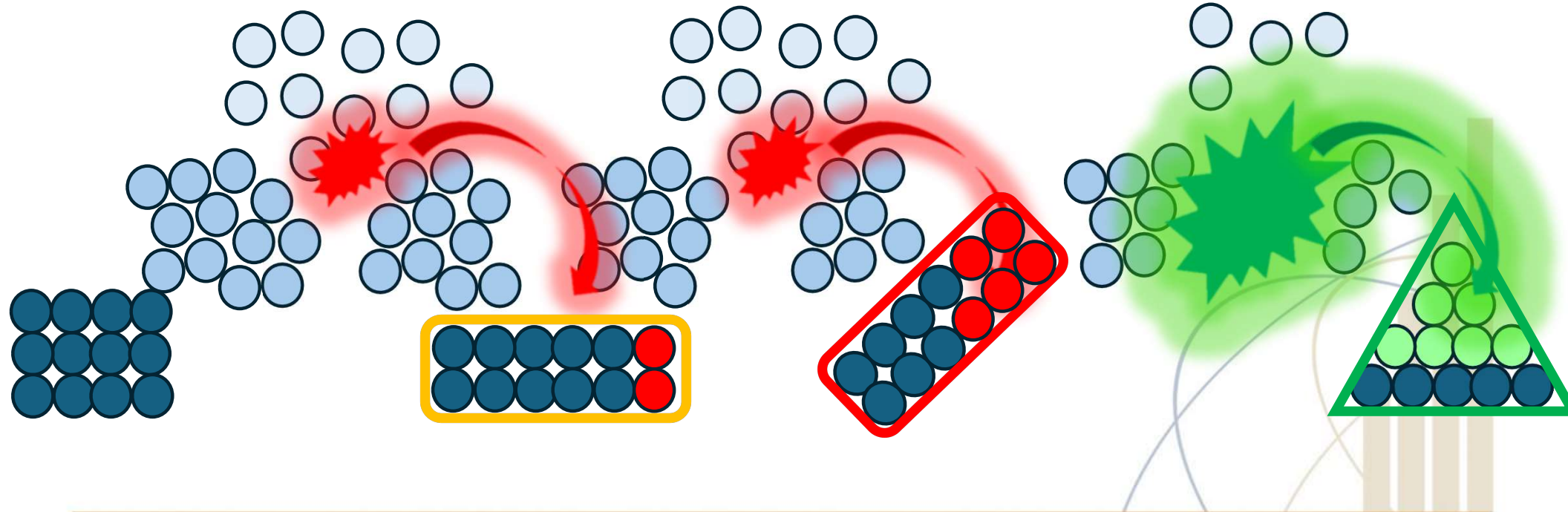


Road to redemption: change the system from within

Timeline: Speed of Entropy vs Speed of Adaptation



Solid Liquid Gas Liquid **Solid** Liquid Gas Liquid **Solid** Liquid Gas Liquid **Solid**



Cometh the hour, cometh the man...

- When a critical moment arrives, the **right person** will step forward to meet the challenge.
- When circumstances become tough or decisive, **everyone can rise** to meet the moment and do what is needed.




INSTITUTE OF DIRECTORS SOUTH AFRICA



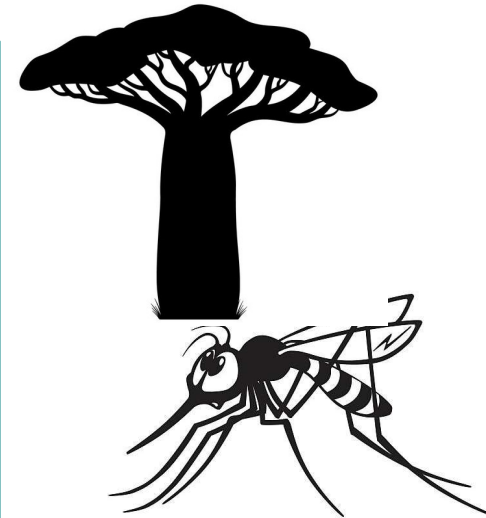
KINGV
CODE
ON CORPORATE GOVERNANCE
FOR SOUTH AFRICA
2025

Lethokwa George Mpedi

FROM THE BAOBAB TO THE MOSQUITO



Rethinking Leadership Through African Sayings



When do you recognise the vacuum?

Content

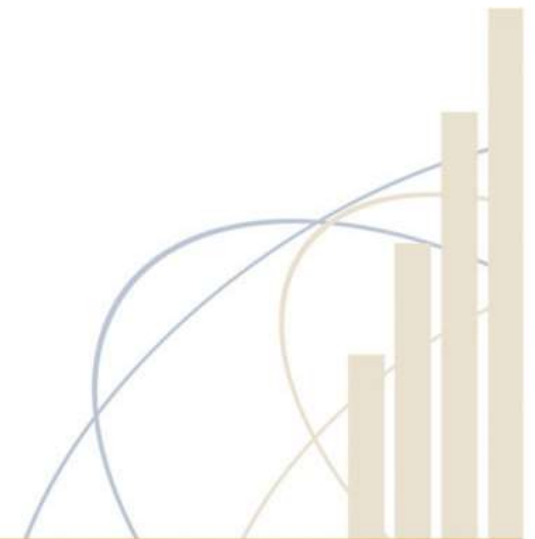
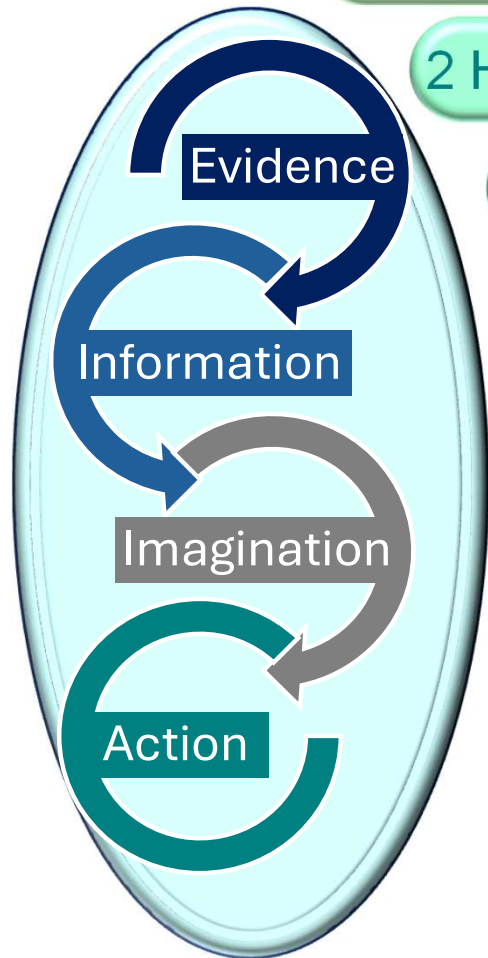
1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?

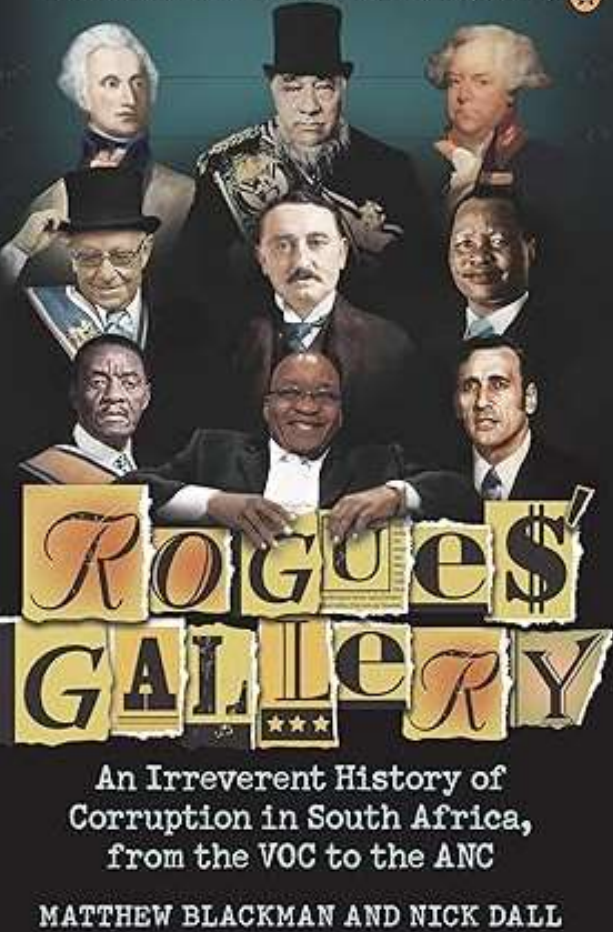
4 Do we even understand our system? How does it work?

5 How and why did we fall apart?



From the start of time to the end of time

'A well written, superbly researched and highly entertaining history of the crookery of our rulers from time immemorial' – Andrew Feinstein, author of After the Party



PIETER-LOUIS MYBURGH
author of the bestselling *The Republic of Gupta*

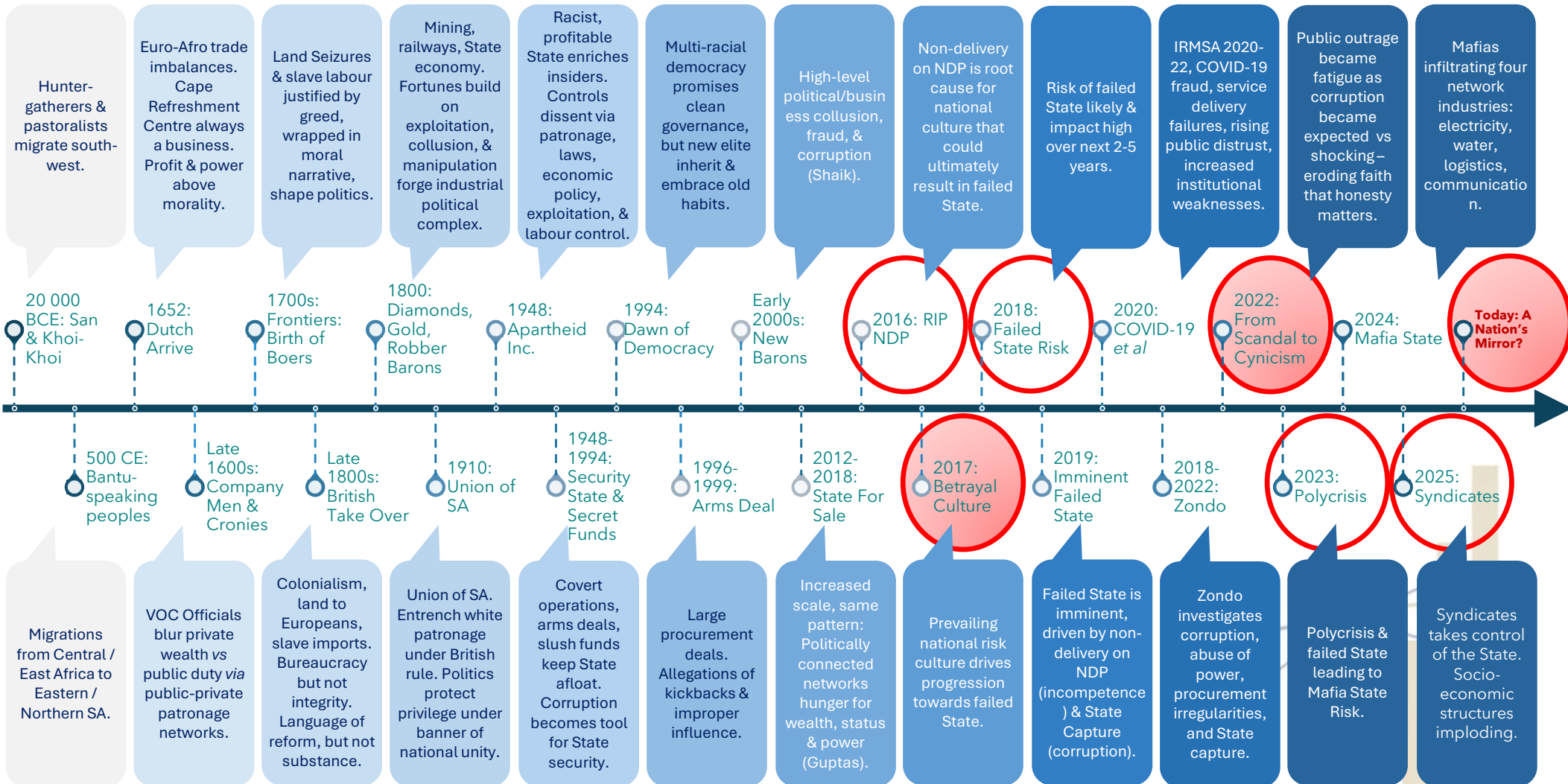
GANGSTER STATE

**Unravelling Ace Magashule's
Web of Capture**

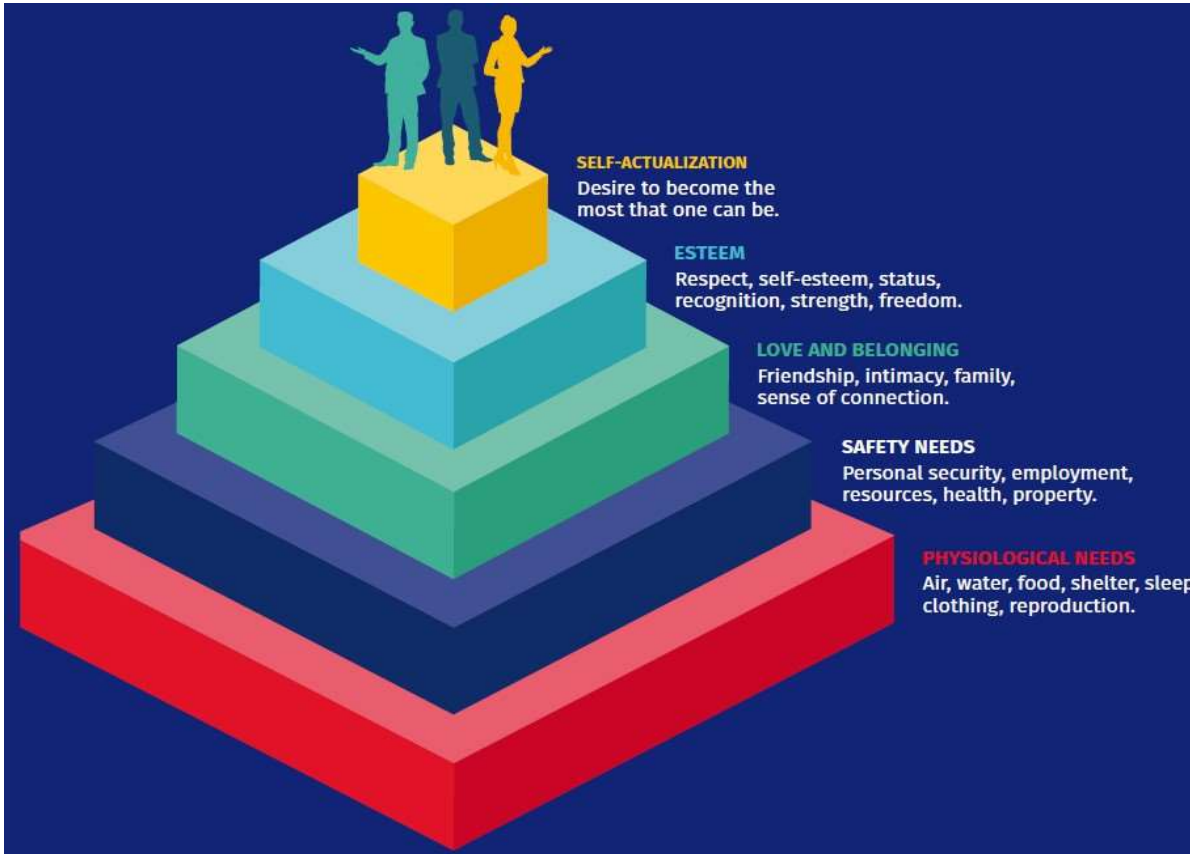


“Power tends to corrupt
and absolute power
corrupts absolutely.
Great men are almost
always bad men, even
when they exercise
influence and not
authority: still more
when you superadd the
tendency or certainty of
corruption by authority.”
– Lord Acton

How we fell apart: There's no THEM, just US



People at rock bottom with nowhere to go...



“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness...it was the season of light, it was the season of darkness, it was the spring of hope, it was the winter of despair.”

“I see a beautiful city and a brilliant people rising from the abyss... Nothing that we do, is done in vain. I believe, with all my soul, that we shall see triumph.”

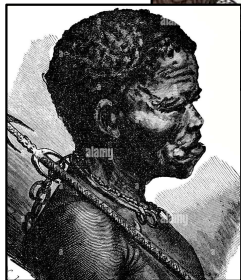
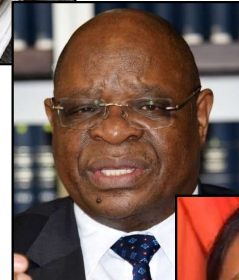
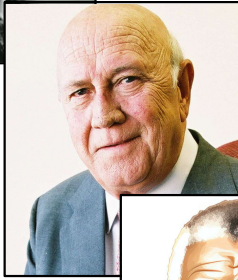
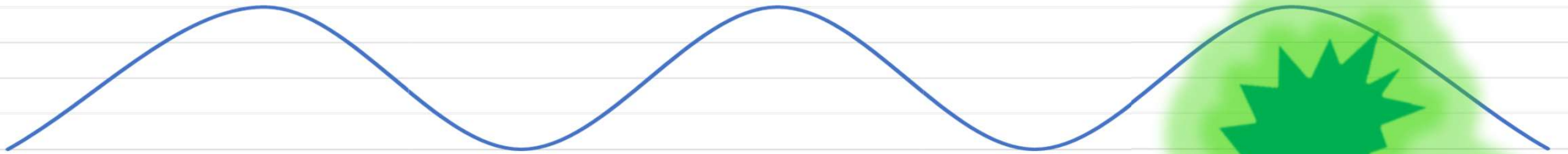
– Charles Dickens, A Tale of Two Cities



Source: IRMSA Risk Report 2024 | The Institute of Risk Management South Africa (www.irmsa.org.za)

Road to redemption: change the system from within

Timeline: Speed of Entropy vs Speed of Adaptation



Content

1 Who are we? Why do we matter? What are we dealing with?

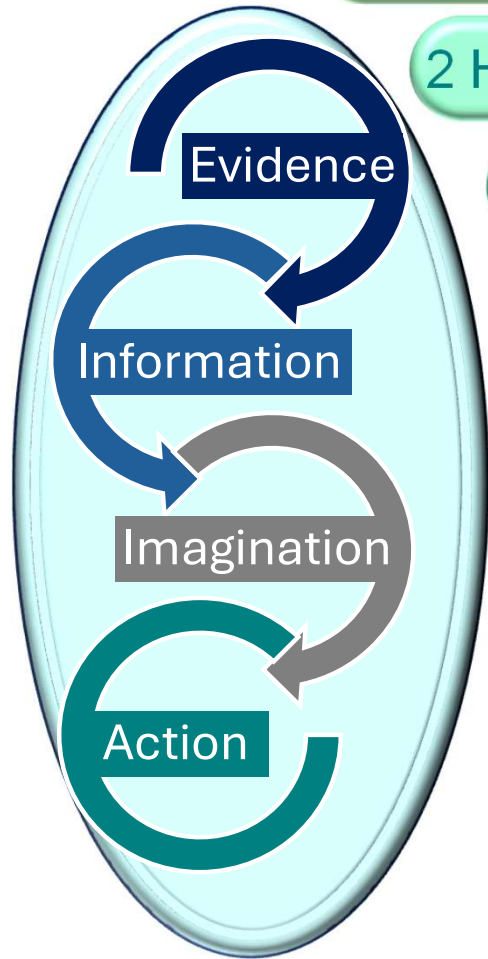
2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?

4 Do we even understand our system? How does it work?

5 How and why did we fall apart?

6 If that's the case, how do we reorganise ourselves?



A vacuum always gets filled...

The single highest risk we face, is disengaged people.
If you disengage, you are making space

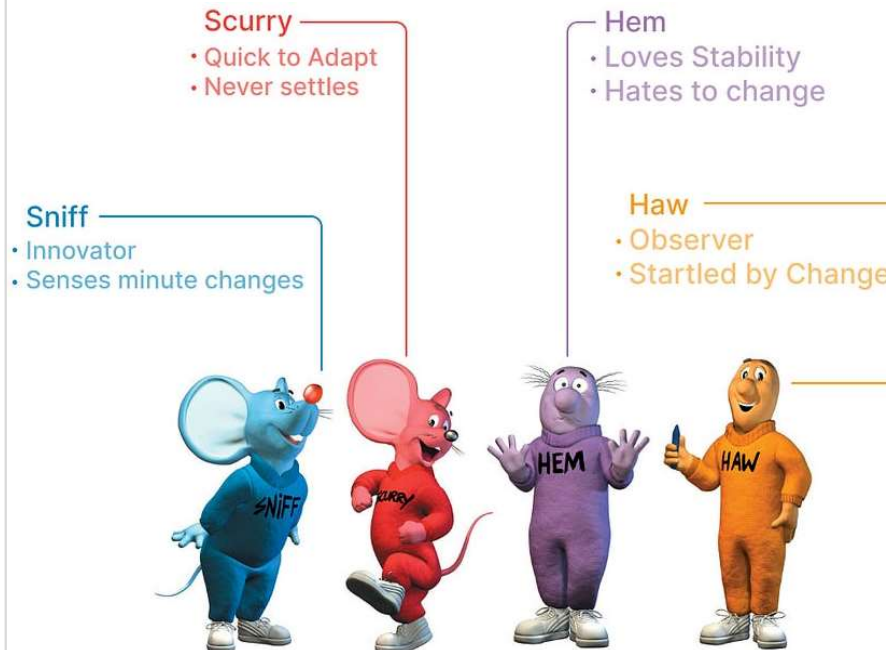
*"know yourself
and you will win
all battles"*



#1 BESTSELLER
An A-Mazing Way to Deal with Change
in Your Work and in Your Life

Who Moved My Cheese?

Spencer Johnson, M.D.
Foreword by Kenneth Blanchard, Ph.D.
coauthors of **The One Minute Manager**
The World's Most Popular Management Method



Thinking,
fast
and slow

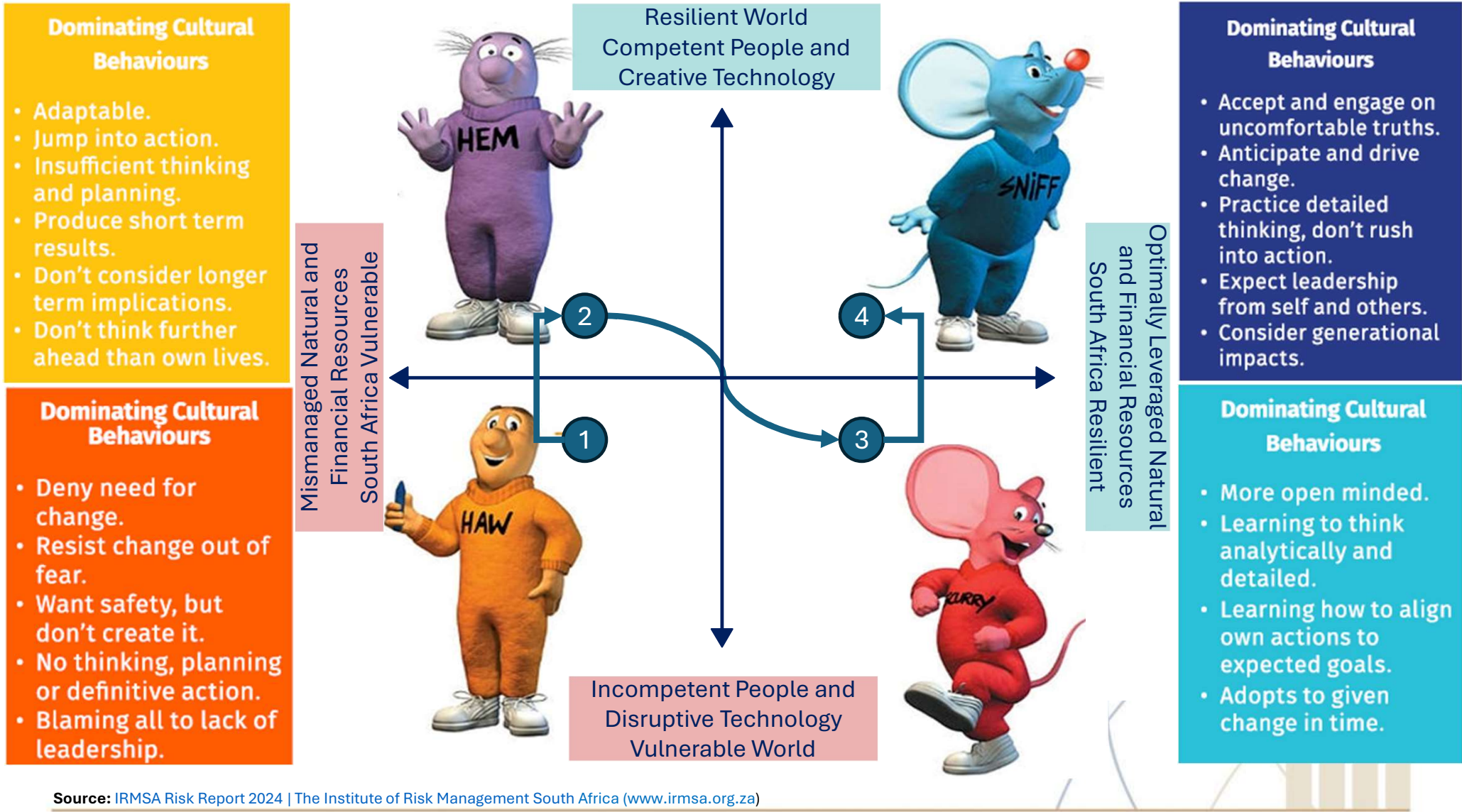


DANIEL
KAHNEMAN

NOBEL LAUREATE IN ECONOMICS

'Certainly the most important
psychologist alive today'
STEVEN PINKER

Know yourself and you will win all battles

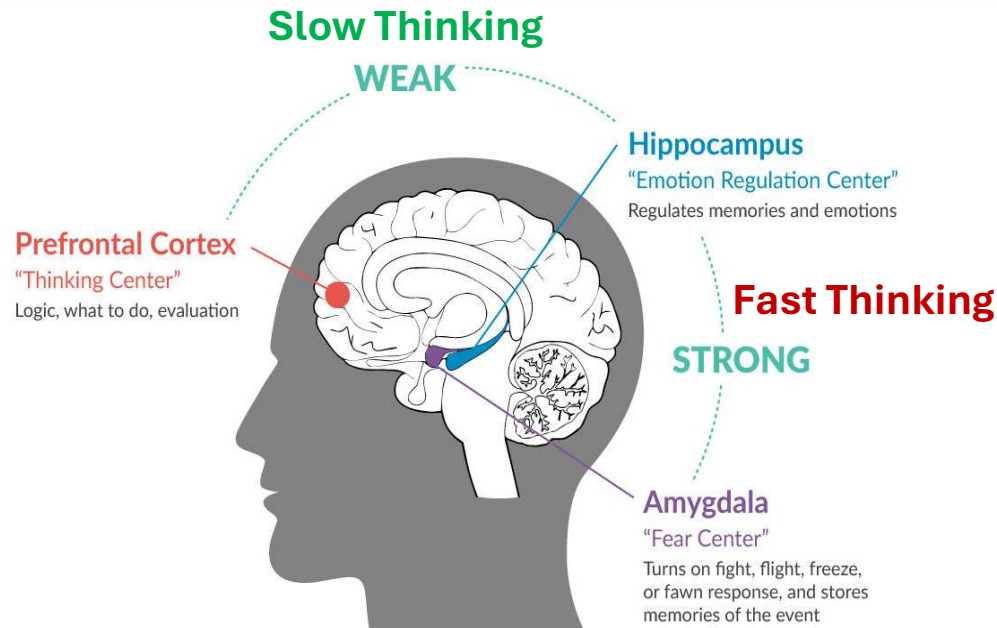


Source: IRMSA Risk Report 2024 | The Institute of Risk Management South Africa (www.irmsa.org.za)

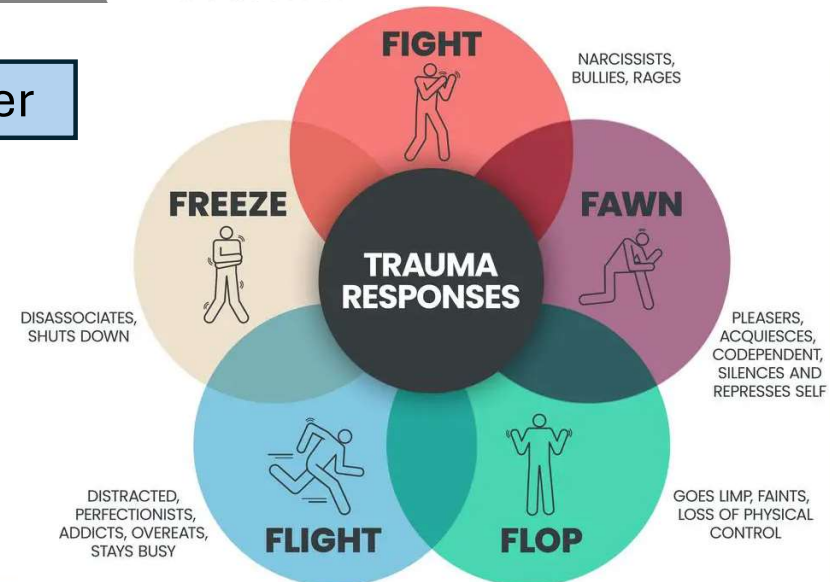
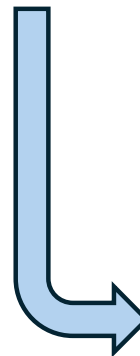
The human condition

Your brain:

- Is wired to **protect** you all the time
- Runs on **autopilot** (heuristics) to save energy to survive if you are in danger
- Continuously scans for **negativity (e.g. uncertainty, risk)** which represents danger
- Therefore, it **resists the risk message – it wants to know** so as to make you safe
- To create predictability, it will accept **any news**, even bad news, **as better than no news**; or worse, it will accept **wrong news** (harmful long-term decisions)
- It tries to “know” by **filling in the gaps** of missing information by using **information from the past**
- This false “knowing” **prevents wasted energy** (rumination) and helps planning in danger
- This is safer (in times of danger), because **learning** new things uses **>25% more brain energy** than autopilot
- Without managing the **brain’s natural dynamic**, humans **CANNOT deal with risk and uncertainty**.

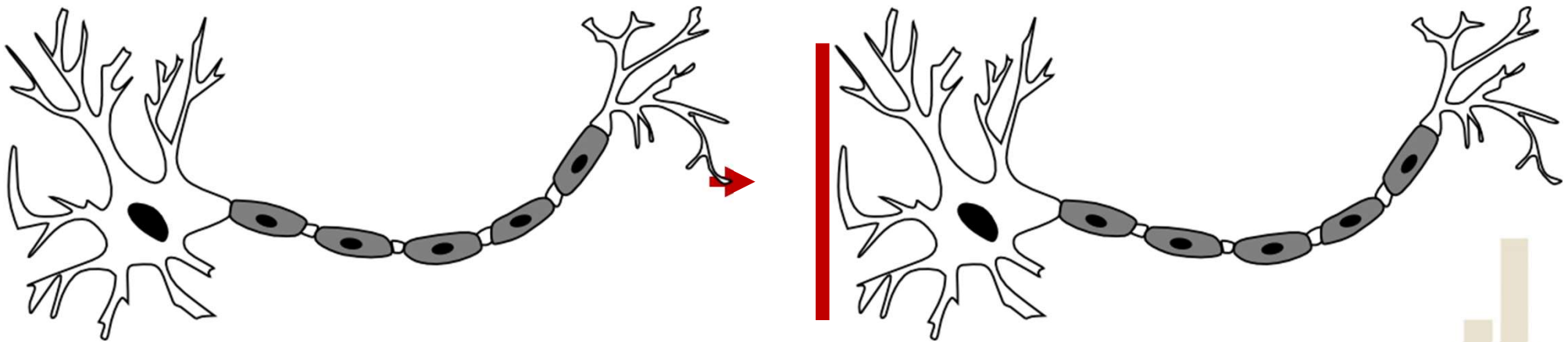


Build back better



Biochemistry DANGER – Inhibitory Effect

Cortisol... decrease the likelihood that the neuron will fire an electrical impulse to build a neural pathway

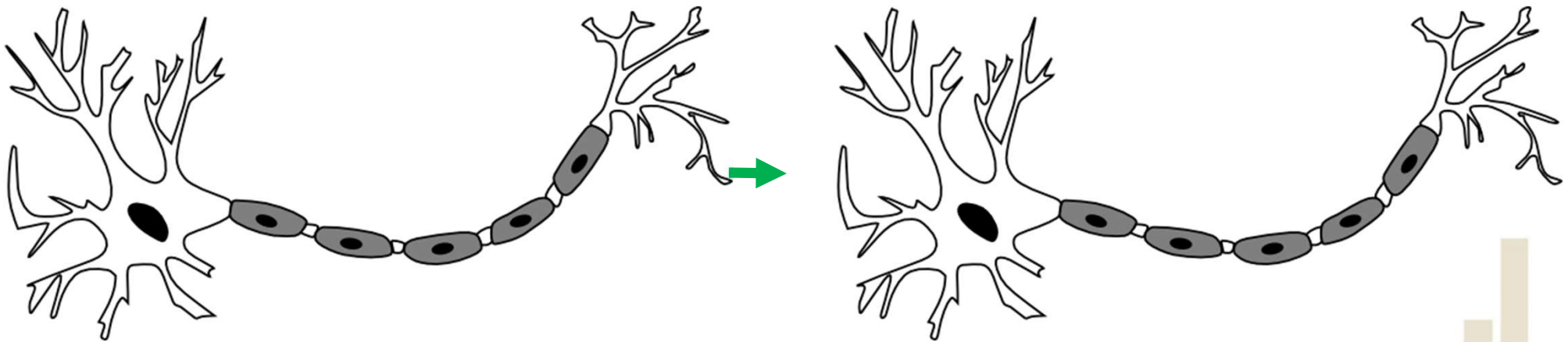


Continued Negative Emotions, Stress, Fatigue, Threats => Bad Fuel!



Biochemistry SAFETY – Excitatory Effect

Dopamine, Serotonin... increase the likelihood that the neuron will fire an electrical impulse to build a neural pathway



Continued Positive Emotions, Relaxation, Solutions => Good Fuel!

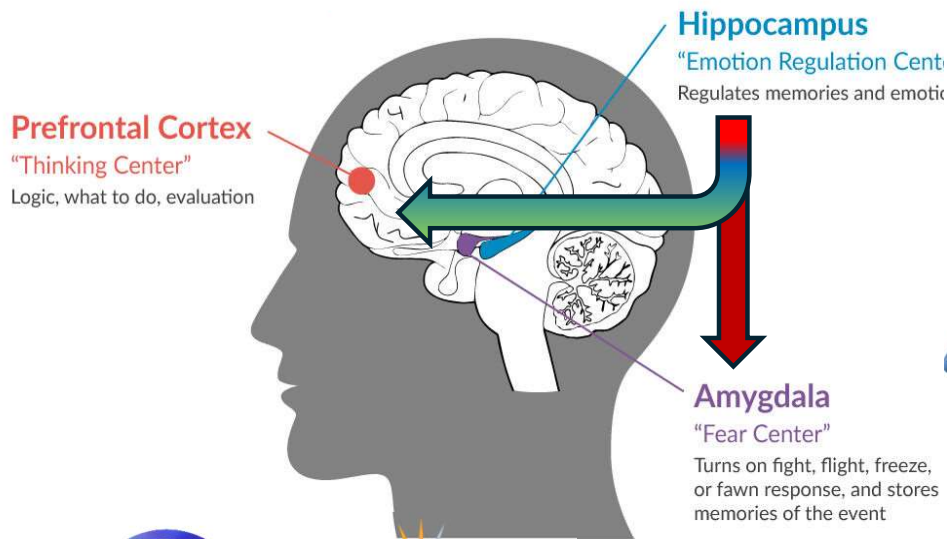
Neuroplasticity – Train your brain



Short Term: Accept and process biological responses

Medium Term: Build neural pathways (creating conscious “pasts to use in danger”)

Long Term: Fall back on learned emotional regulation to be risk resilient



neuro-link

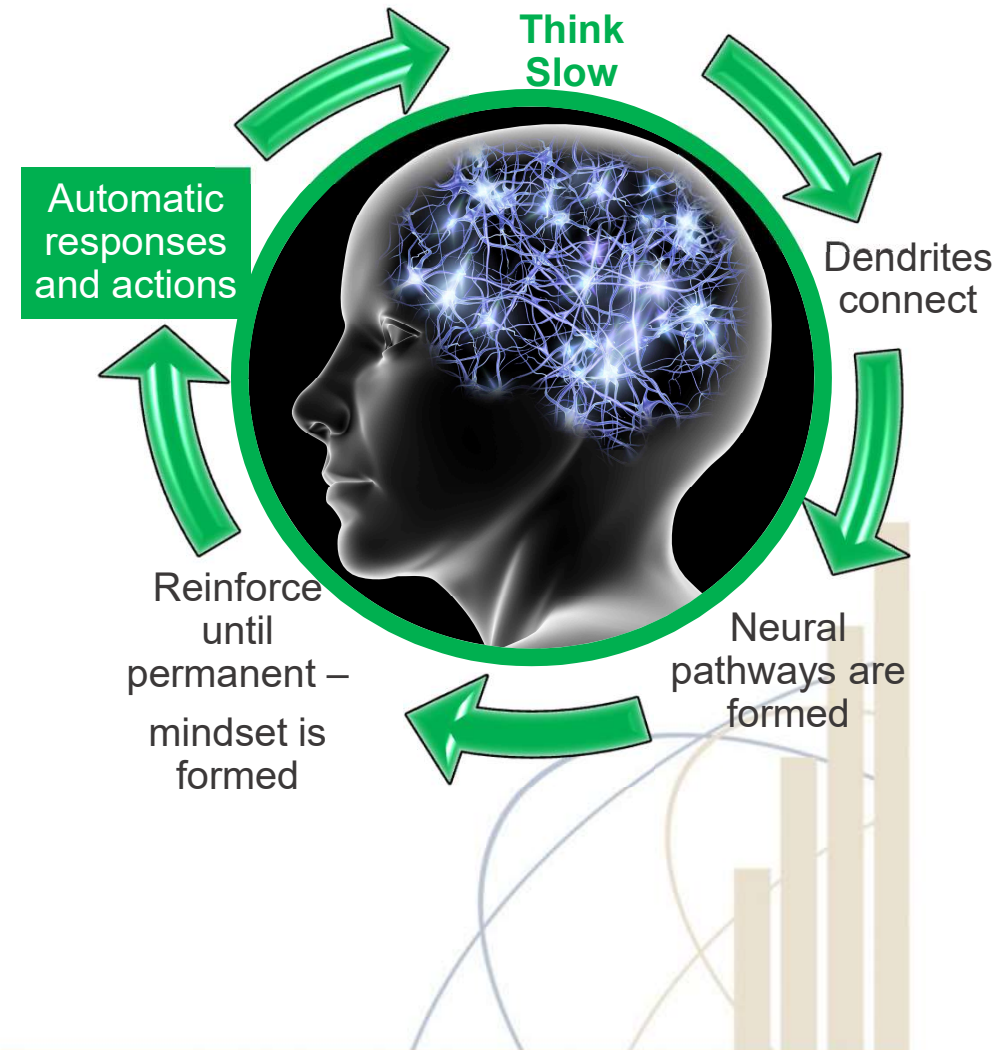
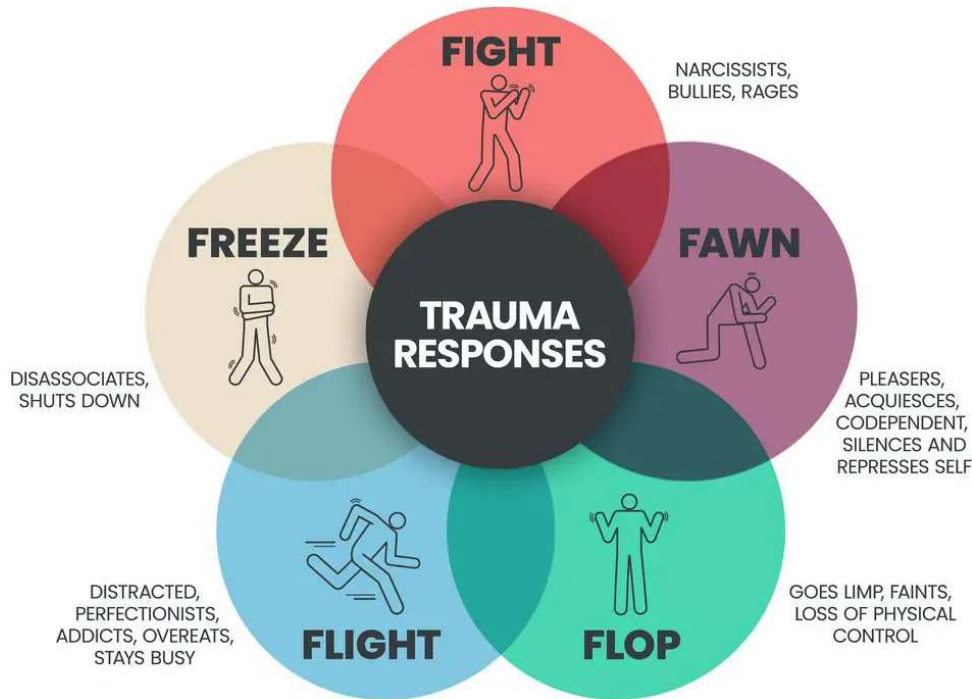
NEURO AGILITY
FLEXIBLE | FAST | FOCUSED
www.neurolink.company

Source: Dr A Vermeulen, CEO NeuroLink

www.cigfaro.co.za

Structural Change – Build Neural Pathways

*"know yourself
and you will win
all battles"*



Content

1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

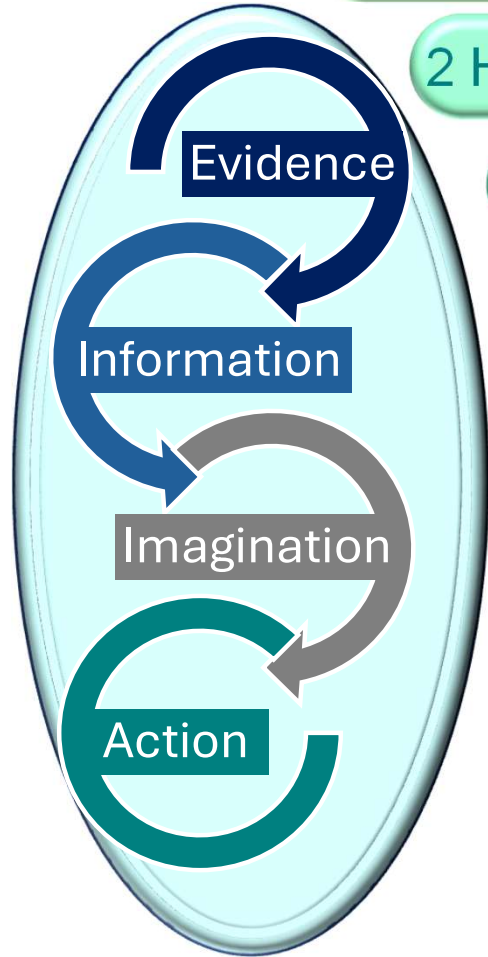
3 Are we just cogs in a system? Are we made to fall apart?

4 Do we even understand our system? How does it work?

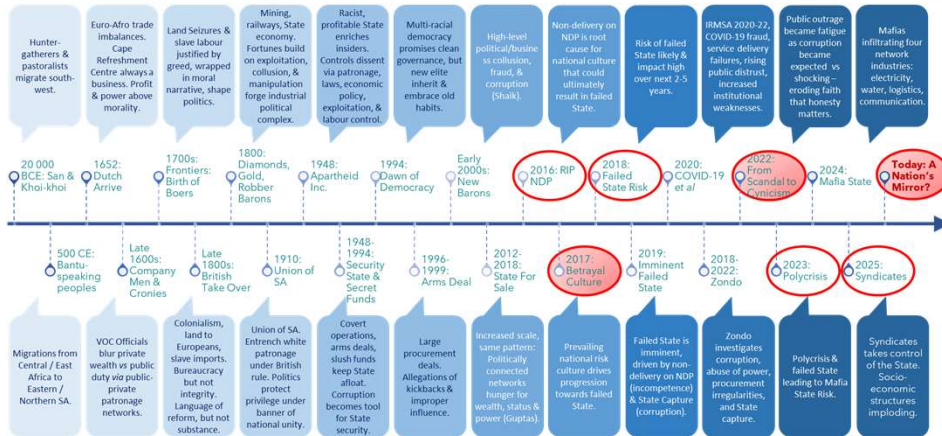
5 How and why did we fall apart?

6 If that's the case, how do we reorganise ourselves?

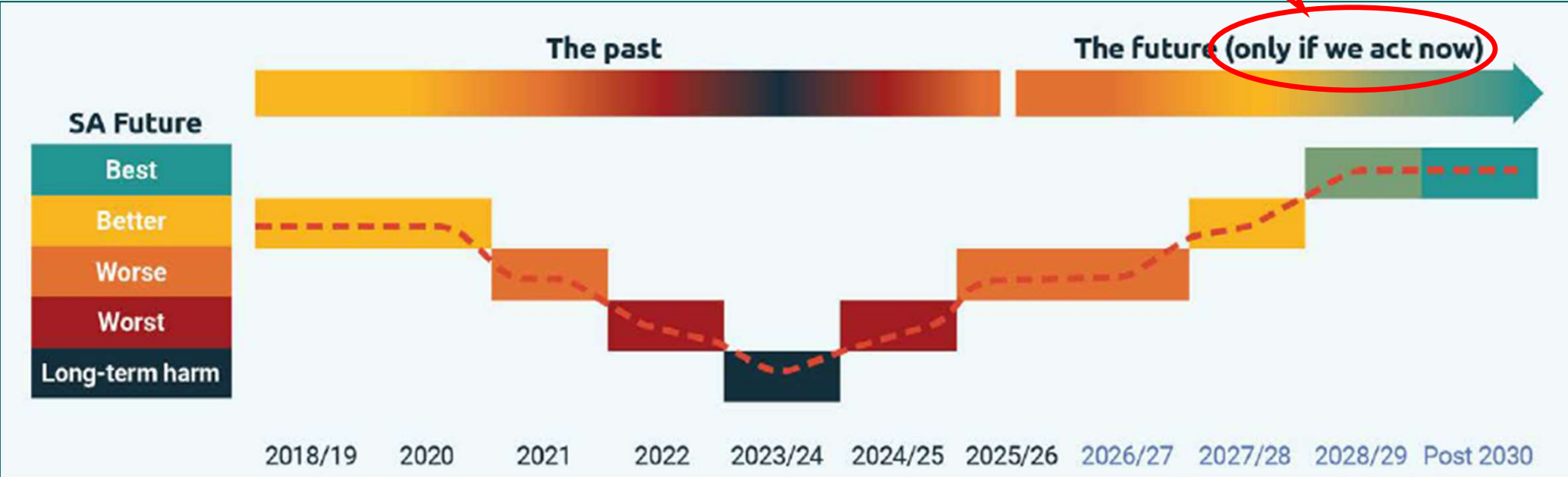
7 If we can reorganise ourselves, can we manage the system?



A working model to re-energise the system

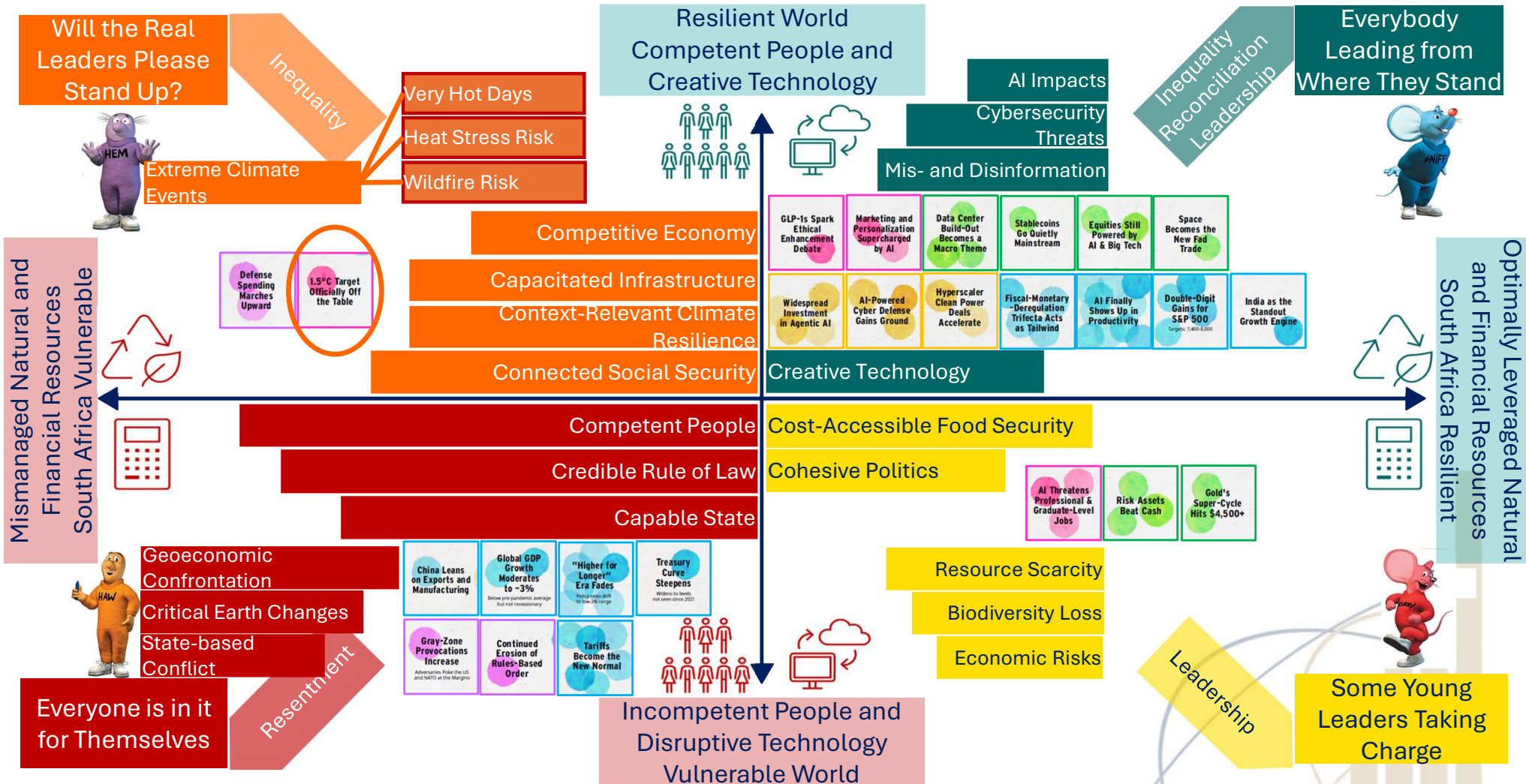


We can drive a better the future.



Source: Risk Report 2025 | The Institute of Risk Management South Africa (www.irmsa.org.za)

Risk-based scenarios, opportunities, and risks



Source: Risk Report 2025 | The Institute of Risk Management South Africa (www.irmsa.org.za)

www.cigfaro.co.za

Content

1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?

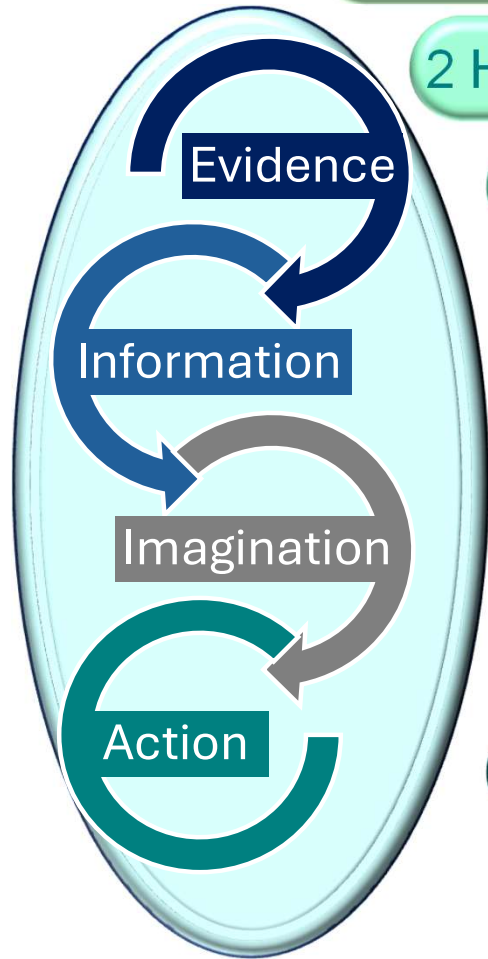
4 Do we even understand our system? How does it work?

5 How and why did we fall apart?

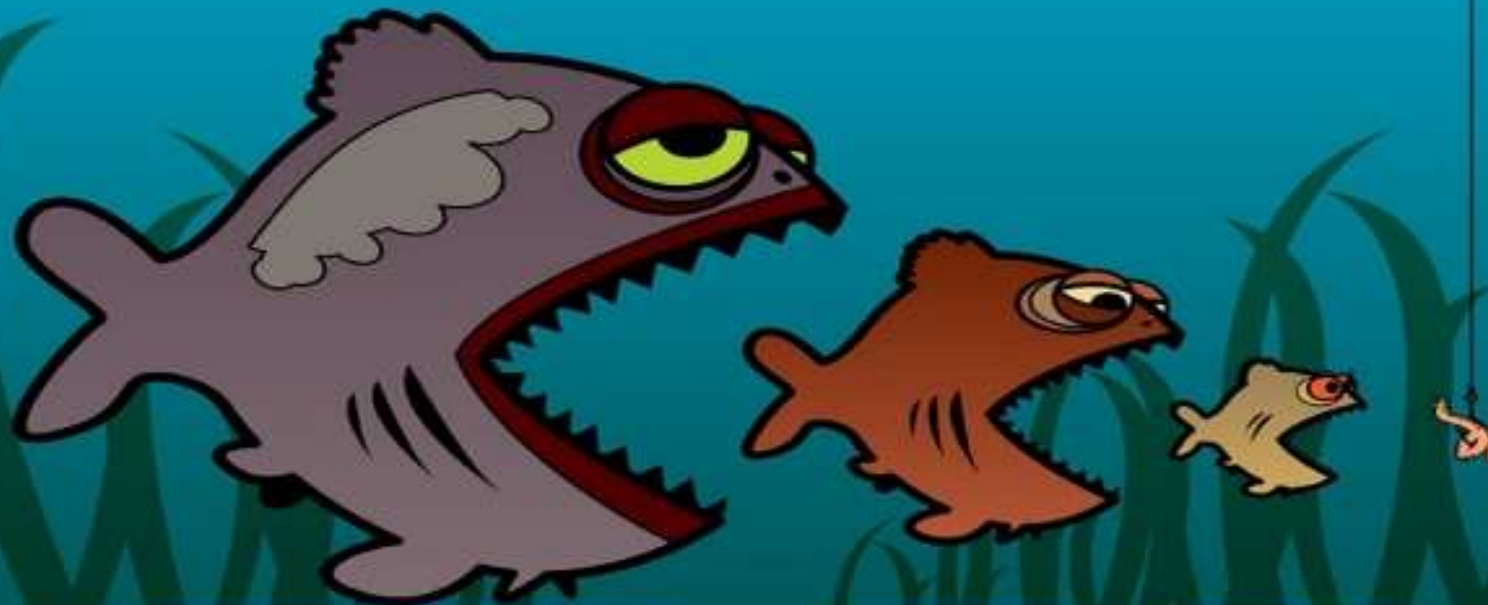
6 If that's the case, how do we reorganise ourselves?

7 If we can reorganise ourselves, can we manage the system?

8 How do we take everyone with us?



Enable the middle to release the magic



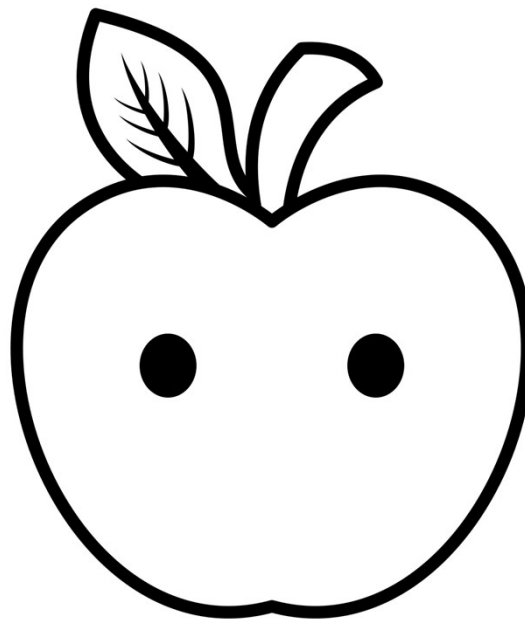
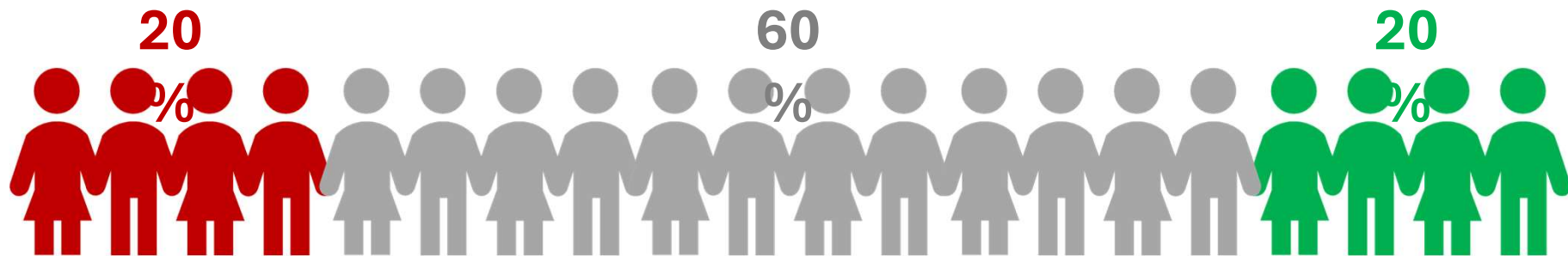
Psychological Safety
in Local Settings*

Culture

Strategy

*team, crews, departments

The magic sits in the middle...



Content

1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?

4 Do we even understand our system? How does it work?

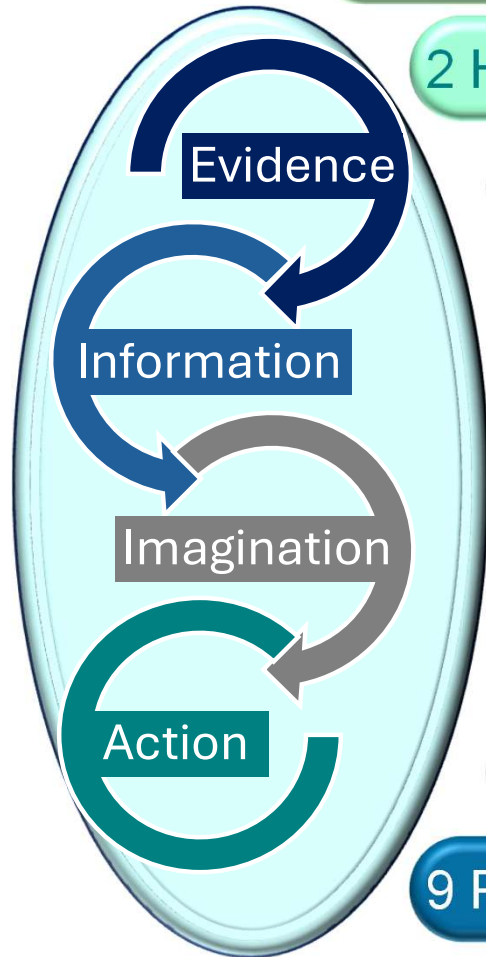
5 How and why did we fall apart?

6 If that's the case, how do we reorganise ourselves?

7 If we can reorganise ourselves, can we manage the system?

8 How do we take everyone with us?

9 Play the long game – Hold...! Hold...! Hold!!!



Hold...! Hold...! Hold!!!



In the shield wall – hold steady, NOT back

Compliance Officers
Risk Managers
Investigators
Auditors

Executives
Politicians
Leaders

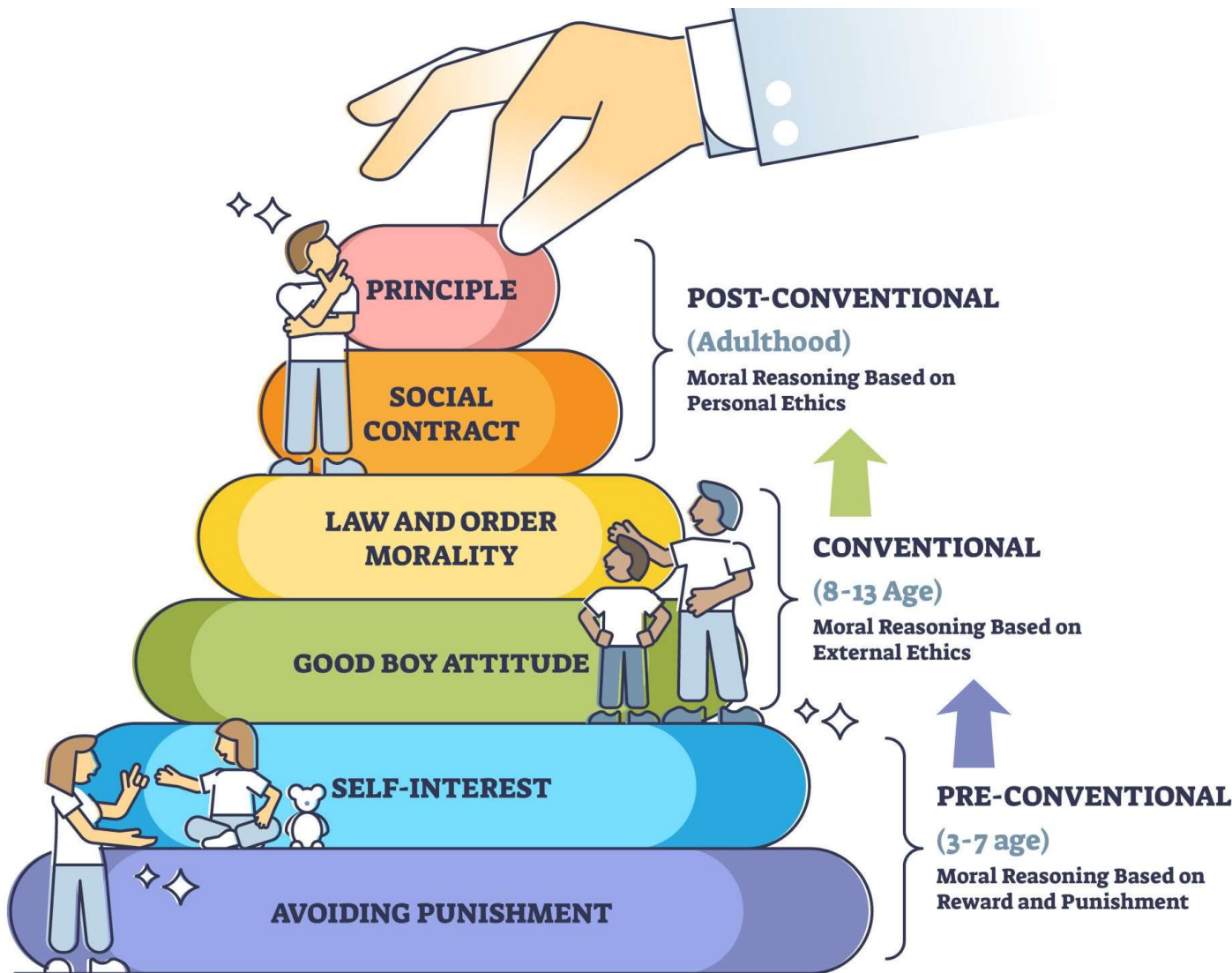


Share-
holders
Citizens

Directors
Members of Parliament
Ward Councillors



Meet them where they are...



- Our system is diverse (high entropy) – reduce the disorder.
- Identify where all the players are in the stages of moral development.
- Enable the positive 20% – multiply networks, create support, keep giving, never stop engaging.
- Understand what ‘swings’ the middle 60% – decrease their risk, increase their reward.
- For the negative 20% – fix what you can and move on.

Content

1 Who are we? Why do we matter? What are we dealing with?

2 How do we respond? What do we do with this information?

3 Are we just cogs in a system? Are we made to fall apart?

4 Do we even understand our system? How does it work?

5 How and why did we fall apart?

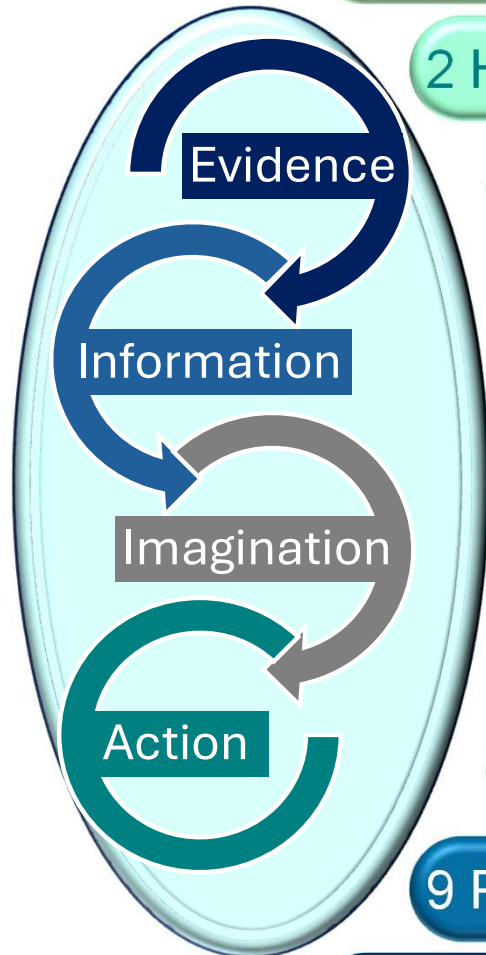
6 If that's the case, how do we reorganise ourselves?

7 If we can reorganise ourselves, can we manage the system?

8 How do we take everyone with us?

9 Play the long game – Hold...! Hold...! Hold!!!

10 Good warriors win first – then they go to war.



Good warriors win first, then they go to war

It's a long game...

Consciously choose between greed and survival

- Given our history, South Africans have different views, beliefs, and ideals – honour them.
- We have only one thing in common: **SURVIVAL**.
- If we don't **CHOOSE SURVIVAL CONSCIOUSLY**, we will eat each other.

Find the Middle Ground

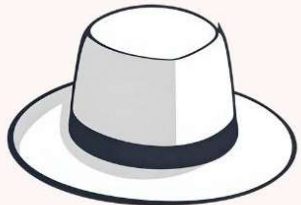
- **Avoid alienating** the middle 60%, it will give the dishonest 20% a **weapon against you**.
- Manage the dishonest 20% consciously and carefully: **understand what they weaponise**.
- If you respond wrongly to them, it will reduce the **energy needed for the system to survive**.

Help Others Think

- Remember the past, think of the future, but live today: **"What if?"**
- **Engage** on a better future and changing our system for the better – **follow the leaders**.
- Making people think about that **"better future"** will fuel the system with **positive energy**.
- Win hearts and minds – **give perspectives, don't take offence**.
- Be **unafraid of exposure**, preach what you truly believe, **respect who oppose your views** – this will **gain respect from the middle**, allowing the **positive 20% to influence the 60%**.

Know which system you're dealing with

The six thinking hats



The white hat

Data, facts & information
What we know, and what we ought to find out



The blue hat

Manages the process
Listens, directs attention, integrates, moves forward



The red hat

Feelings, reactions + vibes
How we feel: gut instincts, honest emotions, intuition



The green hat

Creativity & surprise
Alternatives, reframing, out-of-the-box ideas, what-ifs



The yellow hat

Sunshine & positivity
Optimism, possibilities, upsides, potential



The black hat

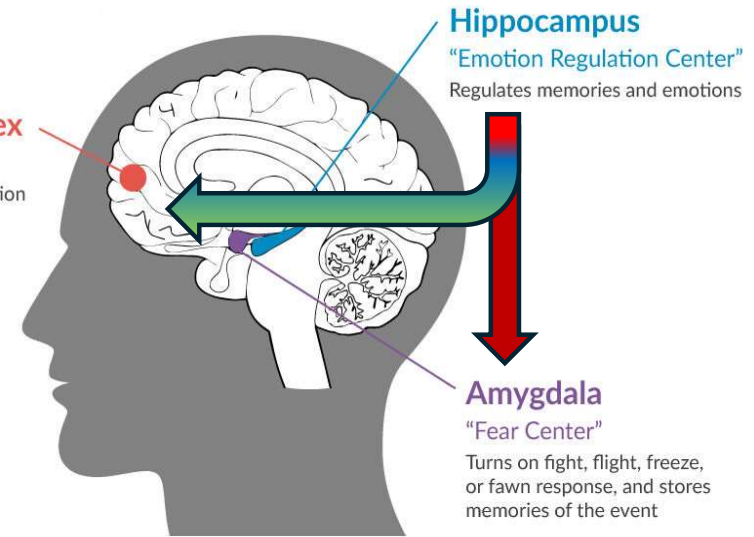
Caution & skepticism
Dangers, threats, risks, drawbacks, worst-case scenarios

BiteSize Learning

concept by Edward de Bono, 1985.



Prefrontal Cortex
"Thinking Center"
Logic, what to do, evaluation



It won't be pretty, but we've run out of time

Ugly
actions
beats
unfinished
perfection



NTATE
GAVIN
SHARPLES

083 303 2229

Are you in the right WhatsApp group?

WHAAAA?!?!?



Join Our
WhatsApp
Group

Christelle Faul Marais
082 453 7948
christelle@lucidum.africa
www.lucidum.africa
LinkedIn: Lucidum
LinkedIn: Lucidum #leadwhereyouare

Qualifications, Assumptions, Limiting Conditions



This document is for the exclusive use of Lucidum purposes. It is not intended for general circulation or publication nor is it to be reproduced, quoted or distributed for any purpose without the prior written permission of Lucidum. There are no third-party beneficiaries with respect to this information, and Lucidum do not accept any liability to any third party.

Information furnished by others, upon which all or portions of this document are or may be based, is believed to be reliable and provided in good faith but has not been independently verified and no representation or warranty, express or implied, is made as to the accuracy or completeness thereof, unless otherwise expressly indicated. Public information and industry and statistical data are from sources we deem to be reliable; however, we make no representation as to the accuracy or completeness of such information. The opinions contained in this document may contain predictions based on current data and historical trends. Any such predictions are subject to inherent risks and uncertainties. Lucidum accepts no responsibility for actual results or future events that may occur as a result of anyone basing any decisions or opinions on the information in this document.

The opinions expressed in this document are valid only for the purpose stated herein and as of the date of this document. No obligation is assumed to revise this document to reflect changes, events or conditions, which occur subsequent to the date hereof.

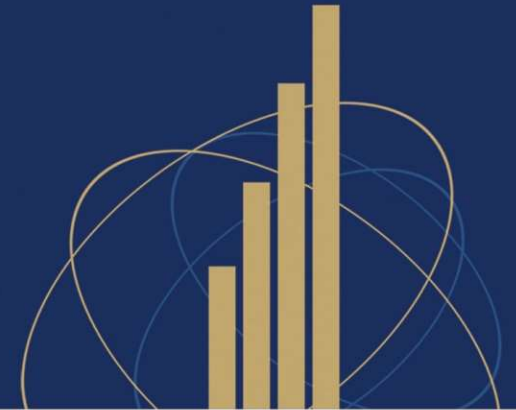
The vendor names mentioned in this document do not represent all possible vendors, are the trademarks of their respective owners, and are mentioned for identification purposes only. Lucidum is not, by means of including such vendor names herein, advocating for or against any specific vendor or product.

All decisions in connection with the implementation or use of advice or recommendations contained in this document are the sole responsibility of the user of this document. This document does not represent investment advice, nor does it provide an opinion regarding the fairness of any transaction to any and all parties.

This document highlights factors, risks, and insights which are not to be considered exhaustive.



Thank You!



Christelle Marais



CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

www.cigfaro.co.za



LUCIDUM



SAQA Recognised Professional Body