

SAPICS SPRING SUMMIT

29 AUGUST
2024

Focus Rooms, Modderfontein,
Johannesburg
12:00 – 19:00

THE IMPACT OF LEADERSHIP STYLE AND CULTURE ON ORGANISATIONAL RESILIENCE AND AGILITY



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think

supply chain

think SAPICS

Sponsored by:



Covid – 19 Pandemic

5 Mar 2020

- ❖ The first case of COVID-19 was reported in South Africa from a traveller who had returned from Italy.
- ❖ 15 March 2020 President Cyril Ramaphosa declared a national state of disaster.
- ❖ 18 March 2020 Announcement of school closures
- ❖ 23 March, a national lockdown was announced, starting on 27 March 2020
- ❖ 21 September 2020, restrictions were lowered to alert level 1
- ❖ In December 2020, the country experienced a 2nd wave of COVID-19 infections
- ❖ On 17 February 2021, the national COVID–19 vaccination programme was officially rolled out

Suez Canal Blockage

23 Mar 2021

- ❖ On 23 March – 29 March 2021 the Suez Canal was blocked for six days by a 400-metre-long (1,300 ft), 224,000-ton, 20,000 TEU container ship.
- ❖ The blockage significantly slowed down trade between Europe, Asia, and the Middle East and by 28 March at least 369 ships were queuing to pass through the canal, stranding an estimated US\$9.6 billion worth of trade.
- ❖ On 29 March, the canal was reopened allowing vessels to pass through.

July 2021 Riots

12 Jul 2021

- ❖ During 12 - 16 July 2021, widespread riots and looting broke out across KwaZulu-Natal and Gauteng, home to more than 27 million South Africans, following the arrest of former President Jacob Zuma.
- ❖ In its path of destruction, the looting left over 200 shopping centres completely ruined, with hundreds of retail stores burnt and destroyed.
- ❖ According to the Consumer Goods Council of South Africa (CGCSA), this devastation resulted in an estimated cost of R5 billion to the retail sector.
- ❖ Further to this, the South African National Treasury estimated this to be 1% of the Gross Domestic Product in 2021.

KwaZulu Natal Floods

12 Apr 2022

- ❖ In 8 -12 April 2022, days of heavy rain across KwaZulu- Natal led to deadly floods, particularly in and around Durban.
- ❖ At least 435 people died across the province, with an unknown number of people missing as of April 22.
- ❖ Several thousand homes were damaged or destroyed, while critical infrastructure including major roads, transportation, communication, and electrical systems, were also impacted hampering recovery and relief efforts.
- ❖ It is one of the deadliest disasters in the country in the 21st century, and the deadliest storm since the 1987 floods.
- ❖ A national state of disaster was declared.

SOUTH AFRICA TODAY

29 Aug 2024

❖ UNEMPLOYMENT

❖ VIOLENT CRIME

❖ SKILLS SHORTAGE

❖ FAILING INFRASTRUCTURE

❖ SHEIN/ AMAZON SA

❖ CLIMATE CHANGE

CONCEPTUALISING



Resilience

Agility

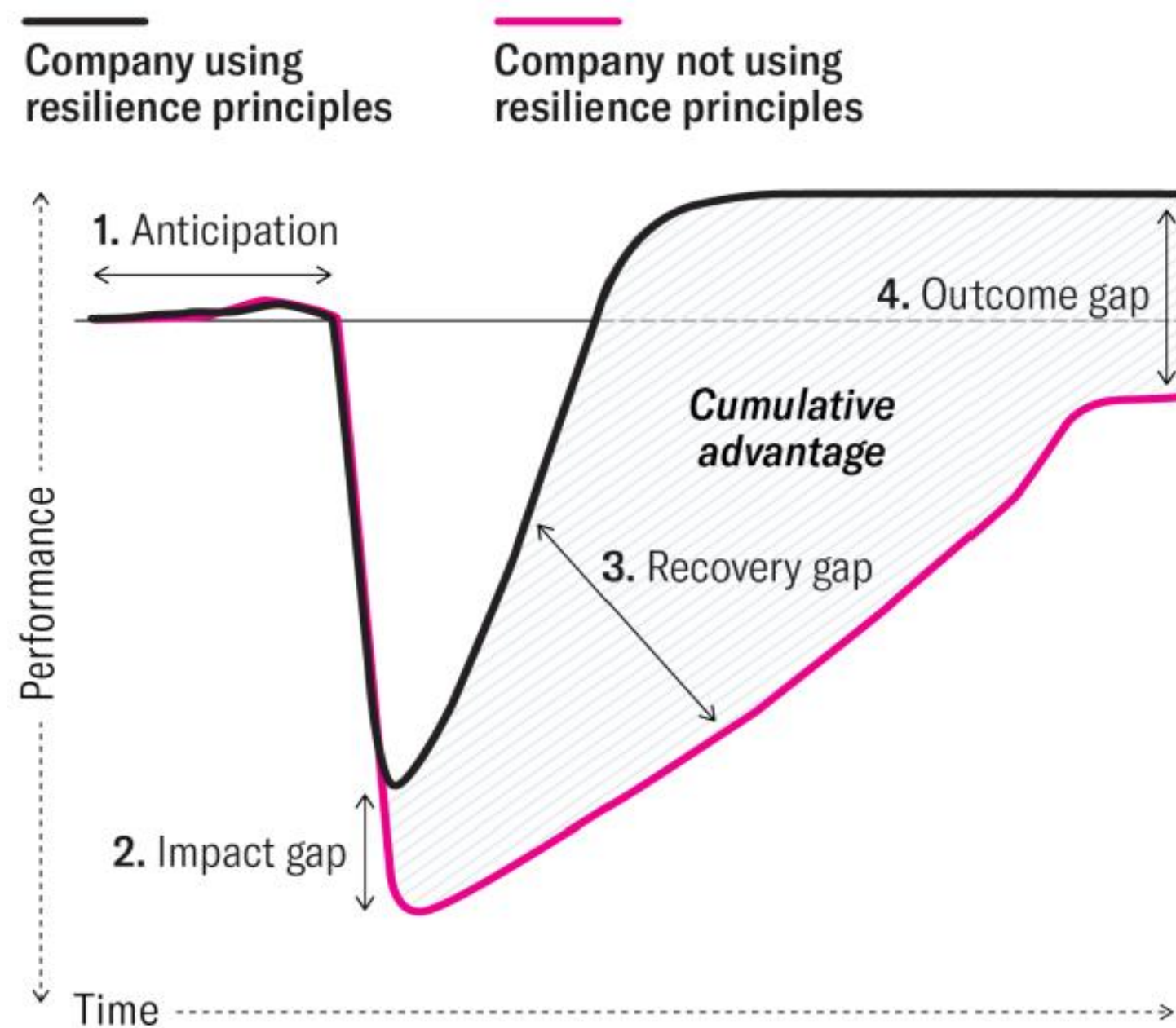


Leadership

Org Culture



The resilience capability recovery gap comparison



1. The anticipation benefit

Can you identify the risk and quickly respond to it?

2. Impact benefit

Do you have the ability to withstand and absorb the initial impact by limiting ongoing shock through an agile response?

3. Recovery gap

How long does it take the organisation to bounce back to operations against set performance standards?

4. Outcomes benefit

The organisation's ability to respond to opportunities after the disruption, which enables the business to navigate through the new environment more effectively.



Parsons 8 Key traits of resilient organisations



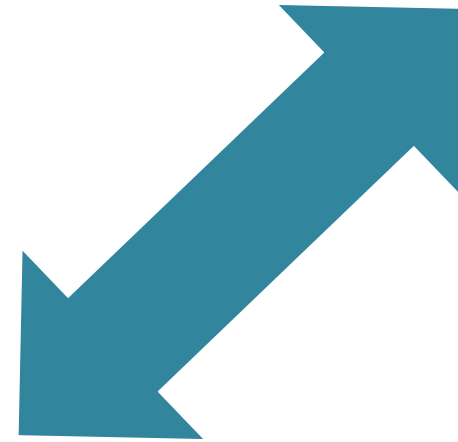
Adapted from Parsons, D. (2010, April). Organisational Resilience. *The Australian Journal of Emergency Management*, 25(2), 18-20.

Strategic Agility - Unlocking 3 high-level capabilities

Agility



**Strategy Innovation
Capabilities**



Adapted from Battistella, C., De Toni, A.
F., De Zan, G., & Pessot, E. (2017).
Cultivating business model agility
through focused capabilities: A multiple
case study. *Journal of Business Research*,
65-82.

**Networking
Capabilities**

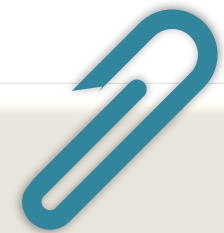


**Resource
Capitalisation
Capabilities**

Leadership styles that promote resilience & agility



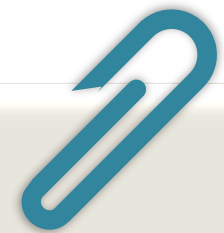
Leadership



01

Transformational Leadership

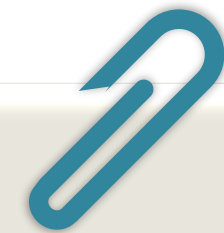
- Vision
- Trust
- Drive org goals
- Empowerment
- Influence
- Problem Solving



02

Servant Leadership

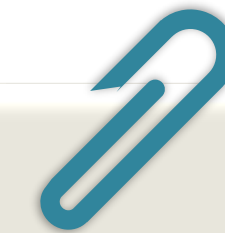
- Trust
- Personal connection
- Listening
- Awareness
- Stewardship
- Empathy



03

Authentic Leadership

- Ethical
- Lead by example
- Long term objective
- Instill hope
- Contingency plans
- Awareness



04

Crisis Leadership

- Influence (int & ext) stakeholders
- Confidence
- Empathy
- Charisma
- Personal Power

Resilient and agile organisational cultures

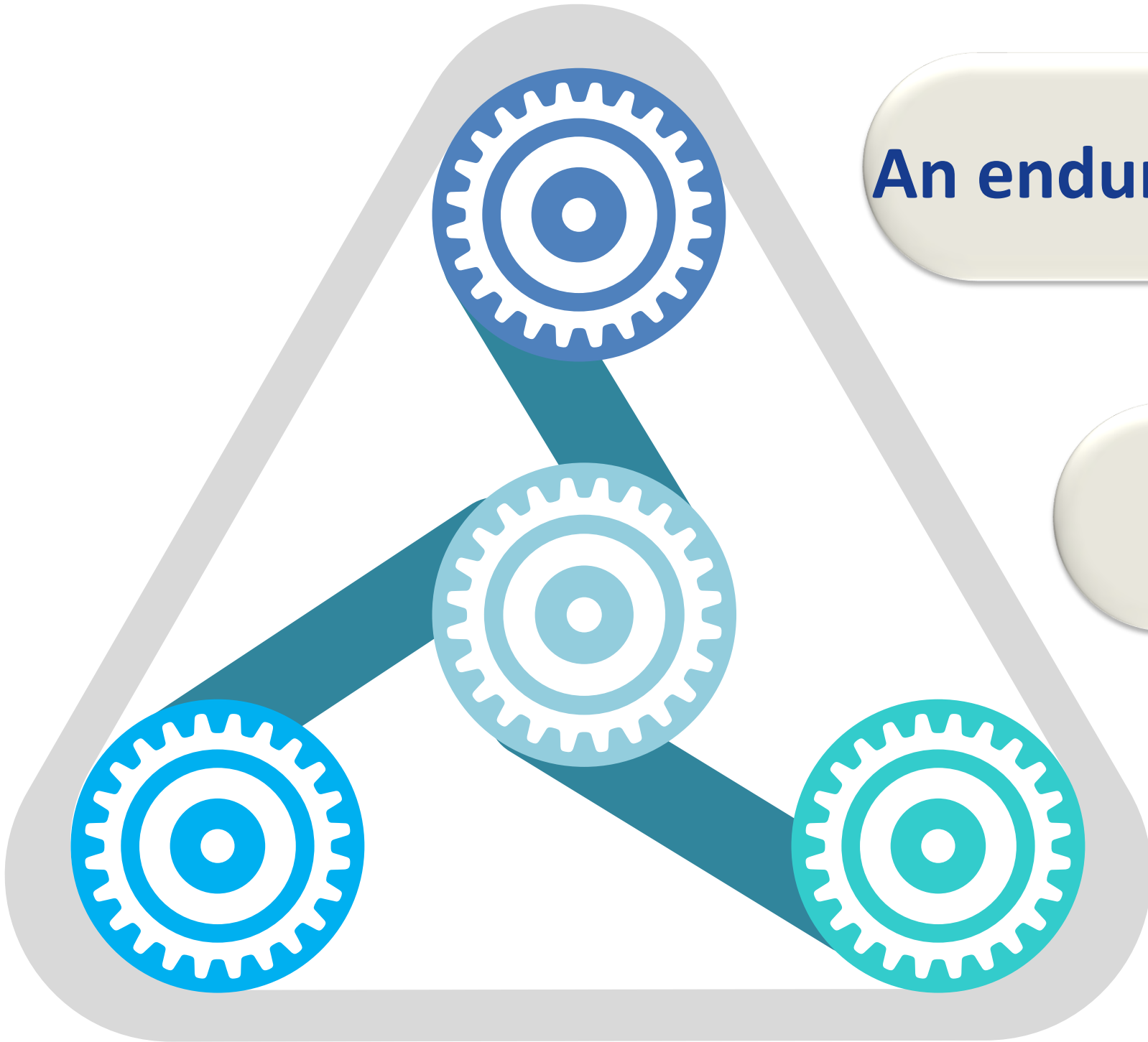
Org Culture



An enduring stewardship organisational culture

A resilient organisational culture

An agile organisational culture



RESEARCH FINDINGS



Resilience

Agility



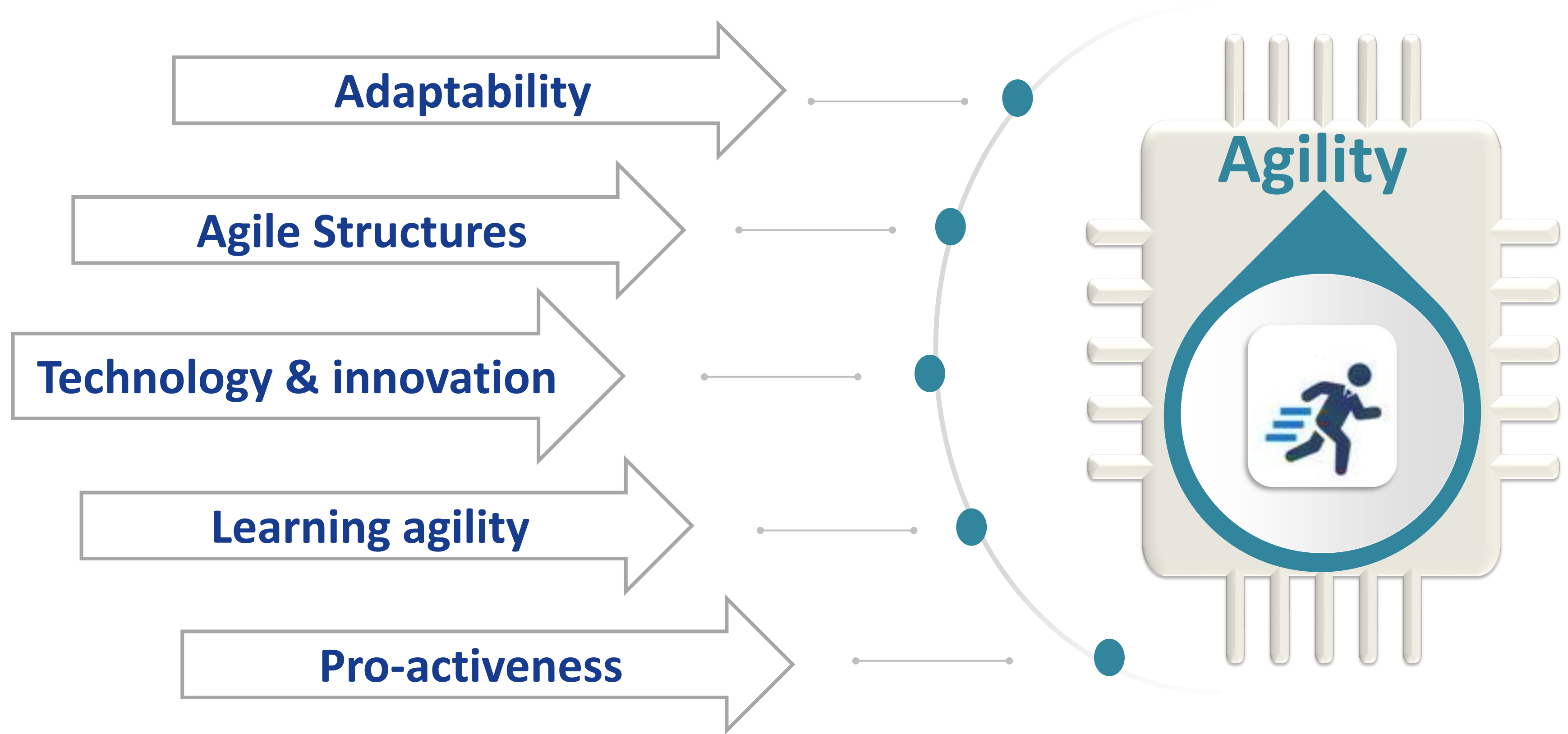
Leadership



Org Culture



AGILE CAPABILITY THEMES THAT EMERGED



RESILIENCE CAPABILITY THEMES THAT EMERGED



- Predictive simulations
- Stakeholder management
- Change management
- Crisis response
- Organisational resilience
- Resilience skills in employees

LEADERSHIP CHARACTERISTICS THAT EMERGED



ORGANISATIONAL CULTURE CHARACTERISTICS THAT EMERGED



ANTECEDENTS THAT ENHANCE TRUST WITHIN ORGANISATIONS

**Trust in
the Leader**



**Organisational
Culture of trust**



TRAINING INTERVENTIONS THAT ENHANCE RESILIENCE AND AGILITY



**Executive
Development**

**Leadership
Development**

**Employee
Development**





QUESTIONS?

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