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RISE TO THE CHALLENGE – Upskilling Our Leaders

CONTEXT – OUR NEW WORLD

Business Strategy

Strategic Objectives



Impact on the business



Impact on the people and society

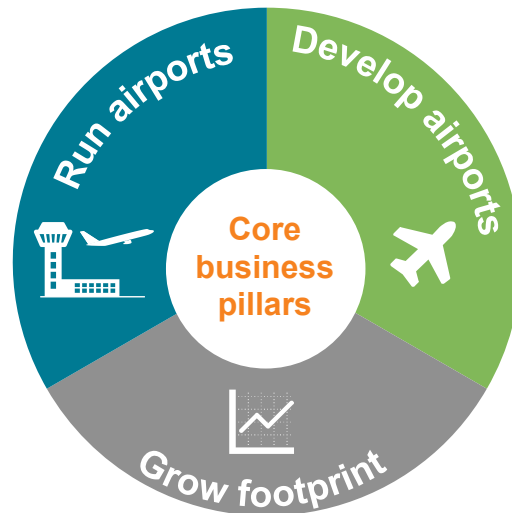


Impact on the environment

2025 Strategy

Operating Model

Governance Framework



OPERATING MODEL DESIGN PRINCIPLES



Operate a customer centric business



Focus on commercial activities



Improve stakeholder management and engagement processes



Run airports as integrated businesses



Maintain regulatory safety, security and good governance



Drive internal efficiencies



Utilise IT as a strategic enabler

CONTEXT – OUR NEW WORLD

“Culture eats strategy for breakfast”

Peter Drucker

Culture

Behavioural Model and Pride Values


Proposed

Value definition

Behavioural Intent


- P** Influence through the love that we have for what we do
- R** Producing results that meet and even exceed our customers expectations
- I** Do the right thing always
- D** As a collective, we must create a space tolerant of diversity in thought, perspective and people
- E** In striving for excellence, we should always ask ourselves how we can do things better

- Delivering with our internal and external customer in mind
- Being results and outcomes oriented
- Experience freedom within the confines of our Governance & Operational frameworks
- Encourage and value different views and perspectives
- Challenge the status quo and constantly look for new ways of doing things



PROGRESS:
Focus groups to validate the PRIDE values as well the Behaviour Model have been held at all sites & is being finalised

Leadership behaviours

PROGRESS:

- Behaviours defined
- Rolled out to Exec level, assessment feedback to commence
- Next roll out is E band

CONTEXT – OUR NEW WORLD

Refining the HR foundation



COMPETENCY FRAMEWORK REDESIGN

Progress:

12 competencies identified of which 5 are Leadership. Project still to be finalised



TALENT COMMITTEE

Progress:

- Establishment of National Committee
- Local committees being established
- Critical positions confirmed
- Identification of potential successors in progress



TALENT FRAMEWORK REDESIGN

Progress:

- Talent Management Framework
- Succession Management Framework

CONTEXT – OUR NEW WORLD

Implication to development

What does this mean for development?

Ability

One's internal potential to accomplish an activity/s in a certain manner and at a certain level of quality



Skill

One's dexterity to perform and accomplish an activity, at a certain level with a certain speed



Knowledge

Theory related to performing a certain task or activity



Competence
s



Behaviours

Belief

Inner belief built on core values



Attitude

Adopting a position towards something without an explicit expression



Action

Belief and Attitude will manifest in a particular action



LEADERSHIP DEVELOPMENT – IMPLICATION TO DEVELOPMENT

Leadership Development Framework

BUSINESS STRATEGY

Strategic Objectives

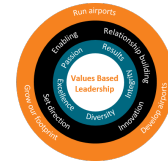


2025 Strategy
Operating Model
Governance Framework
Corporate Plan

ORGANISATIONAL CULTURE

P Influence through the line that we have for what we do
R Pushing results that matter and exceeding our customer expectations
I Do things being better
D As a collection, we must make a space where all diversity in the right perspective and people
E In striving for excellence, we must ensure we can do it sustainably. Today we can do things better

Pride Values
Behaviour Model
Leadership Behaviours



Leader audience

HiPo Development

EMERGING LEADERS LEAD SELF	SUPERVISORS MANAGE TEAMS	MIDDLE MANAGERS MANAGE MANAGERS	SENIOR LEADERS MANAGE FUNCTION	EXECUTIVES MANAGE BUSINESS	COE MANAGE ENTERPRISE
Business Acumen	Courageous Leadership	Change Leadership	Stakeholder Management	Strategic Thinking	

SELF TO TEAMS

- Defining & Assigning work to be done
- Enabling direct reports to do the work
- Building social contracts

TEAMS TO MANAGERS

- Select & train supervisors managers
- Keep supervisors accountable
- Deploy resources
- Manage boundaries

MANAGERS TO FUNCTION

- Functional Maturity
- Strategic mind-set & holistic approach
- Value what you don't know

FUNCTIONS TO BUSINESS

- Thinking differently about the business
- Managing complexity
- Learning to value all functions
- Being highly visible

BUSINESS TO GROUP

- Succeeding indirectly
- Managing & deploying business managers
- Connecting the business to the corporation
- Managing the uncovered

LEADERSHIP DEVELOPMENT – STRATEGY AND INFRASTRUCTURE

Development strategies

CURRICULUM DESIGN

Business Alignment	Competencies	PRIDE values	Leadership Behaviours	Leadership Transitions	Leaders as Teachers
Multi level	Cross Functional knowledge		Build vs Buy (LD Providers)	Technology strategies	

CURRICULUM DELIVERY

Formal		Informal		<ol style="list-style-type: none"> 1. Business Acumen – Act with the business in mind 2. Change leadership – Champion change 3. Courageous Leadership – be courageous 4. Stakeholder Management - Stakeholder centric 5. Strategic thinking – see the big picture
Instructor led training Virtual classrooms e Learning Assessments	Onboarding Coaching Simulations	Social Embedded, on demand Mentoring Communities of practice Action learning	Stretch assignments International/cross functional assignments Job rotation Each one teach one	

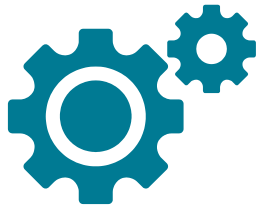
PORTFOLIO STRATEGY

Books	Articles	Off the shelf content	Customised content	Lectures & Professors	Experts
		Coaches and Mentors	Leaders teaching Leaders		

INFRASTRUCTURE

Technology strategies	System strategies
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LEADERSHIP DEVELOPMENT – THE FRAMEWORK



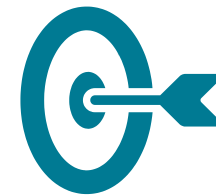
ACSA Leadership Development Framework

- Business Strategy
- Organisational Culture



Leaders audience

- HiPo Development



Development strategies

- Curriculum design
- Curriculum delivery
- Portfolio strategy
- Infrastructure