



NINE CONVERSATIONS IN LEADERSHIP™

A WORLDSVIEW™ INTERVENTION



WorldsView™ Consulting partners with organisations on transformational journeys

Talking can ensure survival – with the Nine Conversations in Leadership™ intervention

Colgate-Palmolive, Primedia@Home and acsis agree: the **Nine Conversations in Leadership™** intervention has prepared their organisations to weather the current economic downturn, allowing leaders and their teams to examine the nature of their operations, and to emerge through the crisis as aligned companies that value and practise communication at all levels, effectively equipping them for survival.

Colgate-Palmolive

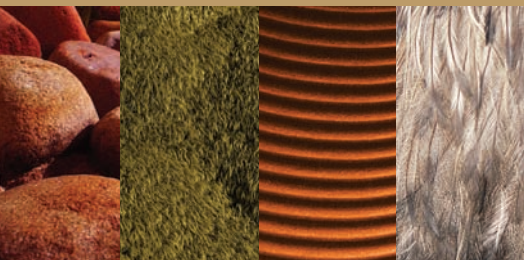
Colgate-Palmolive set about restructuring its African operations, putting small markets with big income potential under one umbrella rather than having small, isolated and cost-inefficient management centres in each of the 37 countries in Africa in which the company is represented. "Regional managers' portfolios were radically altered and leaders from the 37 different countries and cultures were tasked with coming together with one vision to operate the company's operations on the African continent," says Jacqueline Wanyama, Colgate-Palmolive Human Resources Director for East and West Africa.

"I sought a leadership intervention that tackled change management,

alignment with the company's values and purpose and lessons in personal responsibility. The **Nine Conversations in Leadership™** intervention offered these and it promised to build relationships that would foster ongoing peer collaboration, while easing our transition through this key strategic shift," she says.

Wanyama adds that the intervention helped the regional managers to make and accept decisions in the interests of the region and to become leaders rather than managers. "They now understand that their on-site leadership is essential to the success of the organisation as a whole, but that this leadership needs to be aligned with the decisions made by the management hub in Johannesburg."

"The various teams are now working together well and the silos that were barriers to our collective success have been broken down. We can already see the results of the intervention, in spite of the difficult economic times, and we're certain that the lessons we've learned through the **Nine Conversations in Leadership™** intervention are going to see us through the current economic downturn," she says.



For organisations seeking sustainable, results-orientated leadership development, **Nine Conversations in Leadership™** is an innovative intervention that acts as a catalyst for long-term leadership development throughout the organisation.

Unlike other leadership programmes, the **Nine Conversations in Leadership™** intervention works at the levels of knowledge, values and behaviours to achieve holistic leadership growth.

Organisations

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East and West Africa
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Primedia@Home
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About

Colgate-Palmolive

Colgate-Palmolive is an NYSE-listed consumer products manufacturer, with global brands selling in over 200 countries. WorldsView™ Consulting partnered with Colgate-Palmolive to conduct a holistic analysis and create a transformation plan for two African subsidiaries.

Primedia@Home

Primedia@Home is a leader in South African direct-to-consumer marketing and promotions and is a pioneer in brand activation strategies. The company was established in 1966 and employs 3300 people in South Africa and neighbouring territories.

acsis

acsis is an independent financial services group that guides clients along their journeys in achieving lasting financial well-being. Our trusted advice empowers individuals and institutions to understand their financial options. This enables them to make the right choices on the development and implementation of their financial and investment strategies, based on their unique needs and goals.



Primedia@Home

Despite the fact that Primedia@Home has enjoyed tremendous growth in the last few years, Chief Executive Officer Melvin Chagonda sought to ensure the company's long-term survival in the toughening market. He wanted his executive committee to grow together as a team, to expand their vision and values, and to emerge from the intervention with the skills to understand one another and each individual's role in the company.

"We needed to break down barriers to communication within our executive team, which comprises diverse personalities from different generations," says Melvin. "We also wanted to boost the organisation's effectiveness and productivity, key to surviving the current downturn in the economic environment."

Chagonda has seen particular traction through the **Nine Conversations in Leadership™** intervention in his new business development division, where changed attitudes have seen renewed enthusiasm in the team that is key to the company's growth when trends dictate that the opposite should happen.

"My executive committee members no longer see themselves and their divisions as separate units – we're working as one company now. Everyone understands the importance of communication and there's much more constructive debate around new ventures that we embark on. The whole group has realised that leadership is not an individual role: it's a collective behaviour."

*"While I cannot yet identify a bottom-line effect, the highlight of the **Nine Conversations in Leadership™** intervention is that it has cushioned Primedia@Home in the current economic climate," he says.*

acsis

Kathryn Franz, Professional Development and Legal Advisor at acsis, a South African financial services provider, sought a leadership intervention that would break down the barriers of communication between the company's two regional offices and provide the two operations with a new structure aligned to its goals. *"The leadership team has maintained and built on the strong connections they forged in the **Nine Conversations in Leadership™** intervention," she says, "and the open communication between the branches and within their teams has boosted our effectiveness substantially."*

Bevan Heslop, a former acsis employee, points out that **"Nine Conversations in Leadership™"** had a material impact in aligning the organisation and sent it firmly into the next phase of its life cycle."

Franz adds that acsis has emerged from the **Nine Conversations in Leadership™** intervention process with a new effective structure and a team that is aligned to its vision. *"This combination will see it soar to new heights, in spite of the difficult economic times in which we find ourselves,"* she says.

In tough times, leaders need to focus on ways to maximise the potential within their organisations, to survive the maelstrom around them. Engaging in strategic conversations that give rise to new forms of leadership at all levels creates a revitalised driving force. The **Nine Conversations in Leadership™** intervention activates leadership teams in critical phases of an organisation's development, equipping them for excellence in an environment that places even the most sound business entities under threat.